


Case Study

How a small community hospital in the shadows of an academic medical center generated record increases in revenue.

Columbia Memorial Health | Rebrand

Tucked away in a scenic river valley, Columbia Memorial Hospital is surrounded by giants – large, regional competitors to its north and south, including big-name New York City hospitals. To appeal to the local, rural audience, the metropolitan weekenders and commuters, we created a brand promise that only CMH could deliver (“fresh care, delivered daily”). The launch of Columbia Memorial Health’s award-winning brand helped kick start internal alignment, generated the largest increase in outpatient revenue in the organization’s history.

PRIMARY CARE
CAMPAIGN
DRIVES **LARGEST**
 **OUTPATIENT**
REVENUE
INCREASE
EVER



2



Diagnosis

Columbia Memorial Hospital has two main sets of competitors: the large, regional hospitals to its north (Albany Medical Center and St. Peter’s Hospital), and the big-name metro hospitals to its south in New York City, (including NewYork-Presbyterian, NYU Langone, Mt. Sinai and Memorial Sloane Kettering).

Columbia Memorial Hospital also has two distinct audiences: the first is the local, predominantly rural audience born and raised in Columbia and Greene counties of New York, and the second is the metropolitan weekenders and professionals who fled the noise and pressures of the big city for a more relaxed, organic lifestyle. The local audience trusts the regional hospitals to the North over Columbia Memorial Hospital, and the weekenders and transplants miss the big-city medicine they had grown accustomed to in New York City.

The reality is that Columbia Memorial Hospital can’t credibly compete with the reputations, range of services and specialties offered by the regional and metro hospitals. However, it can supply something the others can’t: community and accessibility.

Prescription

Our strategy was to focus on what Columbia Memorial Hospital is really good at and can deliver on: primary care, urgent care, local emergency care and specific specialty care areas. We repositioned the hospital as a network, renaming it Columbia Memorial Health, or CMH. This brings attention to the network of primary care offices and their connections to the best programs to the north and south, rather than trying to compete with them.

As an integrated health network, patients can rest assured knowing that CMH provides high-quality primary care at a local level, and access to the best possible specialty physicians to continue their care.

It was also important to highlight the fact that while CMH focuses on building strong relationships with patients in the local community, its physicians come from around the world and were trained at some of the top care centers in the nation. It is not a local hospital stuck in its own bubble; it’s a worldly organization with physicians choosing to practice in the Hudson Valley as a lifestyle choice.

6000
CLICKS
 FROM ENGAGED
WEB VISITORS

While CMH can’t compete on reputation, range of services or specialties, it can provide community and accessibility – two qualities the large regional centers can’t match.

237 
APPOINTMENT
REQUESTS



3

UNIQUE
PAGE VIEWS
UP 1110%

The result is a fresh, current brand that fosters advocacy with internal audiences and credibility with members of the community.



4

100
NEW PATIENT
APPOINTMENTS
IN FIRST MONTH



5



6



7

Treatment

The rebranding campaign for CMH features the promise of, “fresh care, delivered daily.” The lush palette of rich greens, blues and ochres represent the natural beauty of Columbia and Greene counties, with photography that represents the active, outdoor lifestyle that many residents enjoy. A new website for the health system reflects the new look, feel and tone and improves the patient experience online through responsive design and intuitive navigation. A physician finder drives patient volume to its 17 primary care offices to fill the network at its base.

A second, concurrent campaign promotes CMH primary care that’s “expertly cultivated, locally sourced.” This positioning references the international medical training of the physicians at CMH and their connections with top specialists, with the convenience of local access to care.

Search, social and online display ads drive to the physician finder on the website and physician bio videos, which feature both primary and specialty care physicians filmed outdoors in the beautiful, local landscape, providing a contrast and welcome relief from the typical sterility of a clinical setting.

A comprehensive content strategy that includes blog posts, social media posts and graphics provide CMH with unlimited opportunities to connect with its community and patient base.

The messaging rolled out across owned, environmental and digital media. Owned media components include avenue banners, exam room posters, banner ups in offices and entryways, fleet graphics for the organization’s lab vehicles, and graphics for toll gate arms on the Rip Van Winkle bridge that connects its two main patient markets: Columbia and Greene counties.

The result is a fresh, current brand that fosters advocacy with internal audiences and credibility with members of the community.

Post-Op

As a result of our brand development and campaign work, Columbia Memorial Health now has:

- Brand standards and guidelines, with consistent execution network-wide
- A brand architecture in place to guide naming and identity decisions across multiple sub-brands, facilities, service lines, business units and partnerships
- Internal alignment at the executive team and board level around a single brand promise
- A high level of differentiation from competitors
- Attracted 100 new patients via the web in the first month after brand launch
- Online advertising that generated more than 6,000 clicks in the first leg of the campaign

“
They deliver results
I can point to.
”

Bill Van Slyke
VP, Marketing
and External Affairs
Columbia Memorial Health



Awards:

GOLD
Total Intergrated
Campaign
2015 Healthcare
Advertising Awards

GOLD
Service Line
Promotion
2015 Aster Awards

MERIT
Website
2015 Healthcare
Advertising Awards
