



DEPARTMENTAL BRAND AND COMMUNICATIONS STRATEGY

Updated: November 5, 2019

Department of Medicine

9th Floor, North Tower, Foothills Medical Centre
1403 -29th Street NW, Calgary, AB T2N 2T9
Tel: 403-944-3244 | departmentofmedicine.com

Department of Medicine

Brand and Communications Strategy

Table of Contents

1. INTRODUCTION	3
2. KEY MESSAGES	4
3. GOALS	4
4. TARGET AUDIENCE and STAKEHOLDER REGISTER	5
Target Audience	5
Stakeholder Register	5
5. KEY VISUAL IDENTITY DESIGN ELEMENTS	7
Logos:	7
Dual AHS and UofC Horizontal Logo:	7
University of Calgary Logo	8
Alberta Health Services Logo	8
DoM Nameplate:	8
DoM Favicon Logo (internal social media use only):	8
Colour Palette:	9
6. TONE, WRITING STYLE and FORMATTING	10
Organizational Brand Characteristics	10
Tone	10
Examples of Tone	11
Writing Style Guides	12
Fonts / Typography	12
Standard Page Layout	12
7. KEY DEPARTMENTAL COMMUNICATION METHODS	13
8. EVALUATION	13
APPENDIX I – STANDARDIZED TEMPLATES	14
Meeting Agenda / Minutes Template	15
Departmental Letterhead	16
Poster and Report Cover Template	17
Event Flyer Template	18
PowerPoint Presentation Template	19

Department of Medicine

Brand and Communications Strategy

1. INTRODUCTION

The Department of Medicine is working to “build the medical network of the 21st century, a network without walls, without boundaries, without limits to quality patient care, research and education for the benefit of society”. We are committed to continually improve our innovative communications streams to keep all Department members informed, connected, and engaged, regardless of their location (as identified in the 2016-2020 Strategic Plan). To that end, we are working to establish a unified, overarching Brand and Communications Strategy (“DoM Comms Strategy”) for the Department.

While the Department of Medicine has historically communicated regularly using a number of communication methods, we did not have a unified departmental communications strategy. As a result of not having clear departmental branding and visual identity standards, combined with minimal departmental direction or oversight, Members (physicians and faculty) and Staff in our ten (10) Divisions and at our seven (7) hospital sites have been producing a wide variety of communications, in terms of style, tone, and format.

This, in turn, has eroded the identity and recognition of the Department. To illustrate, many patients and referring physicians are not aware that Respiratory Specialists at the Foothills Hospital (FMC) are part of the same Division and Department as those at the Peter Lougheed Centre (PLC) or South Health Campus (SHC). And further to this, do not understand the difference between the Respiratory Specialists in the Department and those in private, community practices (e.g. Peak Medical Group).

Contributing to this confused identity is the fact that the Department of Medicine exists as a department within both Alberta Health Services (AHS) as well as the University of Calgary (UCalgary). As a joint Clinical-Academic Department, the existing branding and visual identity toolkits from our parent organizations are not sufficient and do not provide appropriate guidelines and standards for the Departments’ many joint-organizational activities and communication requirements.

The Department of Medicine’s Brand and Communications Strategy (DoM Comms Strategy) was developed to help address this issue. The DoM Comms Strategy is a set of standards, guidelines, and templates that equally balance the visual identity standards of both AHS and the UCalgary (our “parent organizations”) and provide clear direction to Members and Staff on the appropriate context and use of our parent organizations’ logos and departmental colour palette.

The DoM Comms Strategy was informed by the following communication goal identified in the Department’s 2016 – 2020 Strategic Plan:

“Communication. Department members work and provide service at multiple scattered and geographically isolated facilities in Calgary and also reach out to communities across Southern Alberta. The department is committed to create and continuously improve innovative communication streams to keep all faculty members informed, connected, and engaged, regardless of their location.”

2. KEY MESSAGES

The DoM Comms Strategy, and all departmental communications, should embody and/or espouse the following key messages:

AHS messages:

- **Mission:** To provide a patient-focused, quality health system that is accessible and sustainable for all Albertans
- **Vision:** Healthy Albertans. Healthy Communities. Together.
- **Core Values:** Compassion, Accountability, Respect, Excellence, and Safety

UCalgary Cumming School of Medicine (CSM) messages:

- **Mission:** We must fulfill our social responsibility to be a school in which the common goal of improved health guides service, education and research. We must foster the collective pursuit of knowledge and its translation, through education and application, to better the human condition.
- **Vision:** Creating the future of health
- **Values:** Excellence | Collaboration | Engagement | Respect

Departmental messages:

- **Mission:** To be widely recognized for advancing health and wellness, attracting the best doctors, leading innovation, creating technologies, and disseminating knowledge
- **Vision:** Building the medical network of the 21st century, a network without walls, without boundaries, without limits to quality patient care, research and education for the benefit of society
- **Core Principles:** Innovation – Excellence – Patient Care – Scholarship – Education
Leadership – Mentorship – Technology

3. GOALS

The goals of the DoM Comms Strategy are to:

1. Increase physician, faculty, and staff engagement across the Department by:
 - a. Utilizing relevant, timely, and transparent communications to build an awareness and understanding of the AHS, UCalgary, and Department's vision, strategic direction, and goals, and to allow Department Members to see how their contributions bring us closer to our goals;
 - b. Celebrating and highlighting the accomplishments of Department Members across the Department and hospital sites in appropriate communications media (Annual Report, Newsletters, Twitter, etc.)
2. Advance the reputation of the Department (and, in turn, our parent organizations) by producing high quality, professional, and unified communications that highlight the outstanding work being done by our members.
3. Utilize key Departmental communications, such as the Annual Report, to attract high caliber and quality recruits to the Department (including member, staff, and resident recruits) by highlighting the innovative and high quality work being done by Department Members, and the supports in place to help new recruits flourish.
4. Utilize key Departmental communications to increase community engagement and awareness of the outstanding and impactful work being done by the members of our Department, resulting in the Department being able to more effectively solicit and capitalize on fund development opportunities

4. TARGET AUDIENCE and STAKEHOLDER REGISTER

Target Audience

Audience	Expectations
Department Members and Staff	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis
Referring / Primary Care Physicians / PCNs	Clear, engaging and easily accessible communications that demonstrate high standards of care, why they should refer to us, and how to refer patients
Potential Donors / Funders	Clear, engaging and easily accessible communications Communications demonstrate worthiness of cause, funding need, and fiscal accountability
Potential Recruits	Clear, engaging and easily accessible communications Communications demonstrate and highlight the important work being done; Departmental and institutional support provided to DoM Members, and the positive community, culture and collegiality in the DoM.

Stakeholder Register

Stakeholder	Power (H/M/L)	Interest (H/M/L)	Expectations
Department Head	H	H	Clear, engaging and easily accessible communications Consistent, polished, professional look and feel Communications issued on regular, ongoing basis Regularly engaged and consulted, but overall requires minimal oversight and effort Positive feedback received from Department members and Senior Leadership
Department Manager	H	H	Clear, engaging and easily accessible communications Consistent, polished, professional look and feel Communications issued on regular, ongoing basis Regularly engaged and consulted, but overall requires minimal oversight and effort Managed effectively and keeps to timelines and budgets Positive feedback received from Senior Leadership, Department Members, and Administrative Staff
Department Admin Team	M	M	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Regularly engaged and consulted, but overall requires minimal oversight and effort Positive feedback received from Direct Reports
Communications Team	H	H	Clear, engaging and easily accessible communications Consistent, polished, professional look and feel Communications issued on regular, ongoing basis Ongoing support from DoM Senior Leadership Team Input (content, information, feedback) received from required Stakeholders on a regular and timely basis Manage project effectively and maintain timelines and budgets Consulted as required, and feel invited and welcome to provide input and feedback on Divisional communications Positive feedback received from all Stakeholders

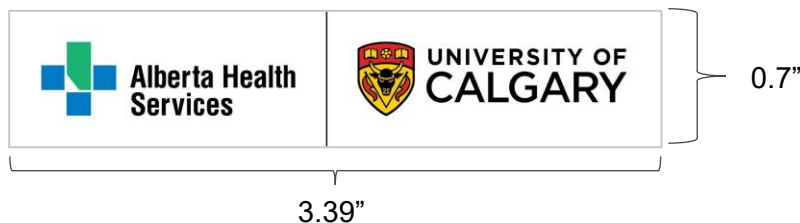
Stakeholder	Power (H/M/L)	Interest (H/M/L)	Expectations
Division Heads	H	M	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Consulted as required, and feel invited and welcome to provide input and feedback Positive feedback received from Division Members
Vice Chairs	M	M	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Consulted as required, and feel invited and welcome to provide input and feedback
Department Members and Staff	M	H	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Feel invited and welcome to provide input and feedback
UCalgary Admin Staff	L	M	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Feel invited and welcome to provide input and feedback
Medical Affairs	H	H	Clear, engaging and easily accessible communications Communications issued on regular, ongoing basis Annual Report and Strategic Plan documents fulfill DoM's reporting requirements / accountabilities and reflect positively on Medical Affairs and AHS
University Relations, UCalgary	H	H	Communications enhance brand and reputation of the University of Calgary Messages within communications are in alignment with / 'on brand' Regularly engaged and consulted, but overall requires minimal oversight and effort
Communications and Marketing Team, Cumming School of Medicine, UCalgary	H	H	Communications enhance brand and reputation of the University of Calgary Messages within communications are in alignment with / 'on brand' Regularly engaged and consulted, and invited to participate in the creative development process
UCalgary CSM Leadership	H	M	Clear, engaging and easily accessible communications Annual Report and Strategic Plan fulfill DoM's reporting requirements / accountabilities and reflect positively on the UofC
UCalgary Leadership	H	M	Clear, engaging and easily accessible communications Annual Report and Strategic Plan fulfill DoM's reporting requirements / accountabilities and reflect positively on the UofC
AMHSP Leadership	M	M	Clear, engaging and easily accessible communications Annual Report and Strategic Plan fulfill DoM's reporting requirements / accountabilities and reflect positively on AHS
Community Engagement and Communications, AHS	H	M	Communications enhance brand and reputation of Alberta Health Services Messages within communications are in alignment with / 'on brand'
AHS Leadership	H	M	Clear, engaging and easily accessible communications Annual Report and Strategic Plan fulfill DoM's reporting requirements / accountabilities and reflect positively on AHS
Alberta Health	M	L	Clear, engaging and easily accessible communications Annual Report and Strategic Plan fulfill DoM's reporting requirements / accountabilities

Stakeholder	Power (H/M/L)	Interest (H/M/L)	Expectations
Referring / Primary Care Physicians	L	H	Clear, engaging and easily accessible communications that clearly demonstrate high standards of care, why they should refer to us, and how to refer patients
Potential Donors / Funders	L	M	Clear, engaging and easily accessible communications Communications clearly demonstrate worthiness of cause, funding need, and fiscal accountability
Potential Recruits	L	M	Clear, engaging and easily accessible communications Communications clearly demonstrate and highlight the important work being done; Departmental and institutional support provided to DoM Members, and the positive community, culture and collegiality in the DoM
Residents	L	M	Clear, engaging and easily accessible communications Communications clearly demonstrate and highlight the quality of the DoM Training Programs, support provided to DoM Trainees, Residents, and Fellows, and the positive community, culture and collegiality in the DoM

5. KEY VISUAL IDENTITY DESIGN ELEMENTS

Logos:

Dual AHS and UofC Horizontal Logo:



A standard dual AHS and UofC Horizontal Logo has been created for use on all DoM documents, templates, and communications involving both parent organizations. The logos have been compiled into a single image file, with the AHS Horizontal Logo on the left and the UofC Horizontal Logo on the right, with a dividing bar between the two organizational logos and appropriate buffer space on all sides.

The minimum recommended size of the dual logos is 0.7" x 3.39"

By having a single image file with both organizations' logos will help to ensure consistency across the Department, and will also maintain the identity and design guidelines for both organization's logos (in terms of spacing, size, and relative positions).

University of Calgary Logo



The UCalgary Horizontal Logo should be used on DoM documents, templates, and communications that involve only the University of Calgary (i.e. Academic, Research). The UCalgary logo should be proportionally the same size as it appears in the dual organization logo. The logo has been compiled in an image file that has appropriate buffer space on all sides.

The minimum size of the UCalgary logo is 0.7" x 1.73".

Alberta Health Services Logo



The AHS Horizontal Logo should be used on DoM documents, templates, and communications that involve only Alberta Health Services (i.e. Clinical, Patient-related). The AHS logo should be proportionally the same size as it appears in the dual organization logo. The logo has been compiled in an image file that has appropriate buffer space on all sides.

The minimum size of the AHS logo is 0.7" x 1.74"

DoM Nameplate:



The DoM Nameplate has been designed to echo the cover design of the DoM 2019 Annual Report. The Nameplate is in black, Georgia Bold text. The DoM Nameplate will be provided to all users in JPEG and PNG formats to ensure proper formatting.

The minimum size of the DoM Nameplate is 0.21" x 2.25". Proportionally, the DoM Nameplate should never be larger than the dual logo (based on width measurement).

DoM Favicon Logo (internal social media use only):



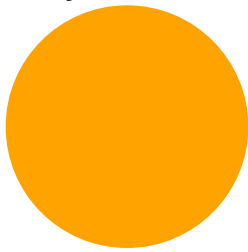
The DoM Favicon is a shortened version of the Department of Medicine Nameplate. It is to be used internally for social media profiles (i.e. profile picture icons), signage, and spaces where a smaller, square logo is required/preferred over the full Nameplate or organizational logo(s).

Note: Please ensure that the aspect ratio is locked before resizing any logo or nameplate images. This will prevent the images from becoming stretched or distorted.

Colour Palette:

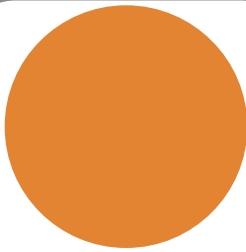
The DoM colour palette incorporates colours from both Alberta Health Services' and University of Calgary's corporate colour palettes. This way, the DoM is able to promote our unique Departmental identity, while still reflecting our membership in both parent organizations.

Primary:



UCalgary
Light Orange

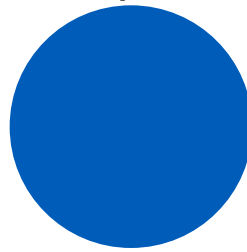
Pantone: 137 CP
CMYK: 0 41 100 0
RGB: 255 163 0
Hex: ffa300



AHS Orange
(text use only)

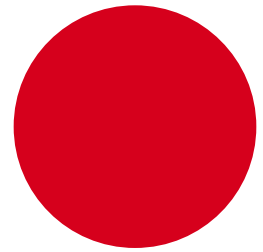
Pantone: 7413
CMYK: 9 57 93 0
RGB: 226 132 50
Hex: e28432

Context-Specific Primary:



AHS Blue
(Clinical / Patient-
Related only)

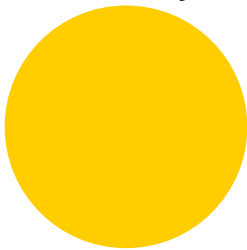
Pantone: 300
CMYK: 100 62 7 0
RGB: 0 92 185
Hex: 005cb9



UCalgary Red
(Academic / Research
only)

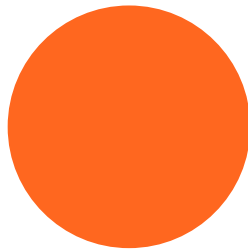
Pantone: 2035 CP
CMYK: 0 97 100 3
RGB: 214 0 28
Hex: cf0722

Secondary:



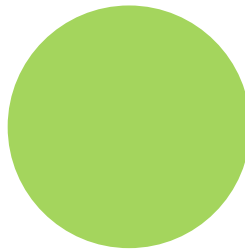
UCalgary
Gold

Pantone:
CMYK: 0 14 100 0
RGB: 255 205 0
Hex: ffcd00



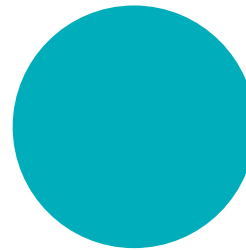
UCalgary
Dark Orange

Pantone:
CMYK: 0 70 100 0
RGB: 255 103 31
Hex: #ff671f



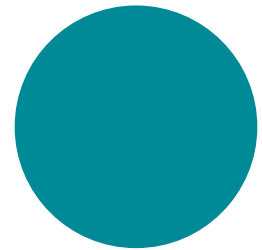
AHS
Light Green

Pantone: 367
CMYK: 40 0 81 0
RGB: 164 213 93
Hex: a4d55d



AHS
Cyan

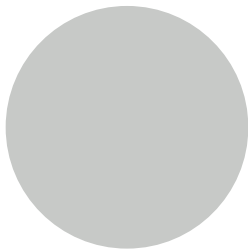
Pantone: 7466
CMYK: 95 0 31 0
RGB: 0 173 187
Hex: 00adbb



AHS
Teal

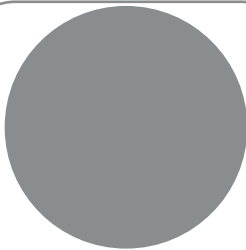
Pantone: 7469
CMYK: 100 58 30 10
RGB: 0 137 150
Hex: 008996

Accent:



Light Gray

Pantone: 420C
CMYK: 6 4 7 13
RGB: 199 201 199
Hex: c7c9c7



Dark Gray
(text and line use)

Pantone: 423
CMYK: 22 14 18 45
RGB: 137 141 141
Hex: 898d8d

6. TONE, WRITING STYLE and FORMATTING

Organizational Brand Characteristics



Youthful **Vibrant** **Warm**
Curious **Creative**

- **Warmth:** sunshine, fresh starts, joy
- **Humanity:** people, candid, in-the-moment
- **Natural elements:** connection to surroundings, refreshing, simple
- **Organic lines and curves:** flow and connectivity
- **Active language:** energy, impact, momentum
- **Clear, concise messaging:** pure, clarity, purpose



genuine warm human professional
personable caring confident authentic
supportive intelligent mindful curious
innovative educated collaborative
passionate open friendly engaging
down-to-earth scientific innovative
knowledgeable compassionate
responsible empathetic engaging
people-centric preventative courageous
passionate respectful accountable
safe healthy community-focused

Tone

The tone of our Department is shaped by our organizations' brand characteristics and values.

Tone helps capture the meaning of our work and how it touches the lives of people and their communities.

Underpinnings of our tone:

Truth and authenticity

- Our materials are factual and talk about real people, situations, experiences and emotions.

Relevance and believability

- It's important to capture the meaning of our work and how it touches the lives of people and communities.

Inviting and welcoming

- Our organizations exist to serve people. Being inviting and welcoming reflect the care and attention people receive at the frontlines of healthcare.

Diversity and inclusion

- We welcome and respect the diversity of Albertans and their experiences, and treat all people with care, compassion, support, respect and dignity.

Focus

- It is impossible to tell everyone everything. Pinpoint your audience, topic, and message. No one size or solution fits all, but all communications move in the same direction with the same voice and the same messages. What can differ is the approach, level of detail and type of delivery. These differences would be based on our understanding of the audience we are connecting with.

Knowledge translation

- Our Department has a tremendous amount of knowledge. Our audiences may not have the same knowledge. Our tone helps close the gap by translating complex concepts into ideas our audience can immediately understand.

Solutions

- We help people and communities solve problems to improve their health and their lives.

Examples of Tone

We use plain language

✓ For example:

We're looking for people to talk with us about creative solutions for healthcare in Alberta.

Rather than:

We are looking for people interested in participating in dialogue with AHS that will lead to creative solutions to healthcare services across Alberta.

Simple, active and concise language is effective and memorable. For most communications to Albertans, patients, residents, staff, physicians and partners, aim for:

- Grade 9 to 10.5 reading level
- Average sentence length no more than 18 words; no sentence longer than 30 words

As a patient- and family-centred Department, we put people first

✓ For example:

More than 500 people received renal care at an AHS clinic.

Rather than:

AHS treated more than 500 people at one of its renal care clinics.

We strive to be simple and supportive

✓ For example:

Making your end-of-life wishes known to your family can help with difficult decisions.

Rather than:

Make your end-of-life wishes known to family to help with difficult decisions later on.

We use positive language to say what something is rather than what it's not

✓ For example:

Given the large number of people at the evacuation centre, AHS anticipated an outbreak of viral gastroenteritis.

Rather than:

Given the large number of people at the evacuation centre, an outbreak of viral gastroenteritis was not unexpected.

We are respectful and do not blame people for their circumstances

✓ For example:

Education, lifestyle and using tobacco and alcohol affect our health.

Rather than:

Risk factors, over which we have some control, include educational attainment, head injury, tobacco and alcohol use.

Writing Style Guides

It is important to maintain first-rate, professional standards in all of our communications, whether in print or online.

The AHS and UCalgary Writing Style Guides have both been developed based on principle and technical guides published by the **Canadian Press (CP)**: the *Canadian Press Stylebook* and the *Canadian Press Caps and Spelling*.

Other reference materials used to develop the guides include the *Canadian Oxford Dictionary* and the *Publication Manual of the American Psychological Association (APA)*.

Please refer to the following guides when drafting both internal and external communications:

- [UCalgary Writing Style Guide](#)
- [AHS Writing Style Guide](#)

Fonts / Typography

The approved font families for use in all departmental communications are Arial (sans-serif font) and Georgia (serif font).

The sans-serif font, Arial (regular), is the default and standard font for the Department of Medicine, and all Department Members and Staff are strongly encouraged to use this font as the primary font on all documents and communications. The serif font, Georgia Bold, should be used sparingly for titles and headers.

Fonts not included in the Department of Medicine, AHS, or UCalgary font families should not be used.

Sans-Serif Font (primary):

- Body Text: Arial (regular)

Approved fonts in Arial Font Family:

Arial	Arial Bold
<i>Arial Italic</i>	<i>Arial Bold Italic</i>
Arial Narrow	Arial Narrow Bold
<i>Arial Narrow Italic</i>	<i>Arial Narrow Bold Italic</i>

Arial Black

Serif Font:

- Header / Title Text: Georgia Bold

Approved fonts in Georgia Font Family:

Georgia	Georgia Bold
<i>Georgia Italic</i>	<i>Georgia Bold Italic</i>

Standard Page Layout

Page Margins:

- Narrow margins: 0.5"

Header and Footer Margins:

- Header from Top: 0.31"
- Footer from Bottom: 0.14"

7. KEY DEPARTMENTAL COMMUNICATION METHODS

Internal Communications:

- Standardized Templates, Formatting Guidelines and Office Themes (to be provided / available to all Department Members)
- Websites (DoM, UCalgary, AHS Insite, and MyHealth)
- DoM Physician and Staff Newsletters (issued quarterly)
- Info Bulletins (issued monthly)
- Announcements / Memos (on as-needed basis)
- Posters and Screen / EBB Announcements (weekly)
- Social Media (Twitter)

External and Internal Communications:

- Annual Reports (Departmental and AMHSP)
- Strategic Plan Documents (5-Year)

8. EVALUATION

The Communications Strategy will be evaluated through the following measures:

- Approval and acceptance from UCalgary University Relations and AHS Community Engagement and Communications
- Adoption and rates of use by Divisions and Department Members
- Stakeholder responses from short DoM Surveys (e.g. are you aware of / have you used...)
- Anecdotal evidence
- Number of Twitter / Social Media followers
- Website hits

APPENDIX I – STANDARDIZED TEMPLATES

The Department of Medicine will provide all members and staff with the following:

- Standardized document, poster, and presentation templates (the standardized template designs are illustrated on the following pages);
- Organizational logos (with buffer space added) and Department of Medicine nameplate in JPEG and PNG formats; vector (EPS) formats are available on request;
- Microsoft Office theme, which contains departmental fonts, colours, and table formatting (with the aim of increasing adoption and adherence to the DoM Comms Strategy).

Meeting Agenda / Minutes Template



Department of Medicine
MEETING MINUTES / AGENDA

Meeting Title
Date
Time

Attendees:

<div><div></div><div></div><div></div><div></div><div></div></div>	First Last	<div><div></div><div></div><div></div><div></div><div></div></div>	First Last	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
--	------------	--	------------	--	--	--	--	--

AGENDA ITEM	NOTES	PRESENTER
1. Approval of Agenda		-
2. Minutes from Previous Meeting		-
3. Topic		-
4. Topic		-
5. Other Business		-
6. Date of Next Meeting	TBD	-

Departmental Letterhead



Department of Medicine

Cumming School of Medicine
9th Floor North Tower, 1403 29 Street NW
Calgary, AB, Canada T2N 2T9
T: 403.944.0000 | First.last@ahs.ca

October 22, 2019

|

departmentofmedicine.com

Poster and Report Cover Template




The template features a large white central area for content, framed by a decorative border. The top border consists of a thick orange band, followed by a thin light blue band, and a thin light green band. The bottom border mirrors this with thin light green, light blue, and orange bands. In the top left corner, the logos for Alberta Health Services and the University of Calgary are displayed. In the bottom left corner, the department and school information is provided.


 Alberta Health Services

 UNIVERSITY OF CALGARY


Department of Medicine
Cumming School of Medicine
9th Floor North Tower, 1403 29 Street NW
Calgary, AB T2N 2T9

Event Flyer Template





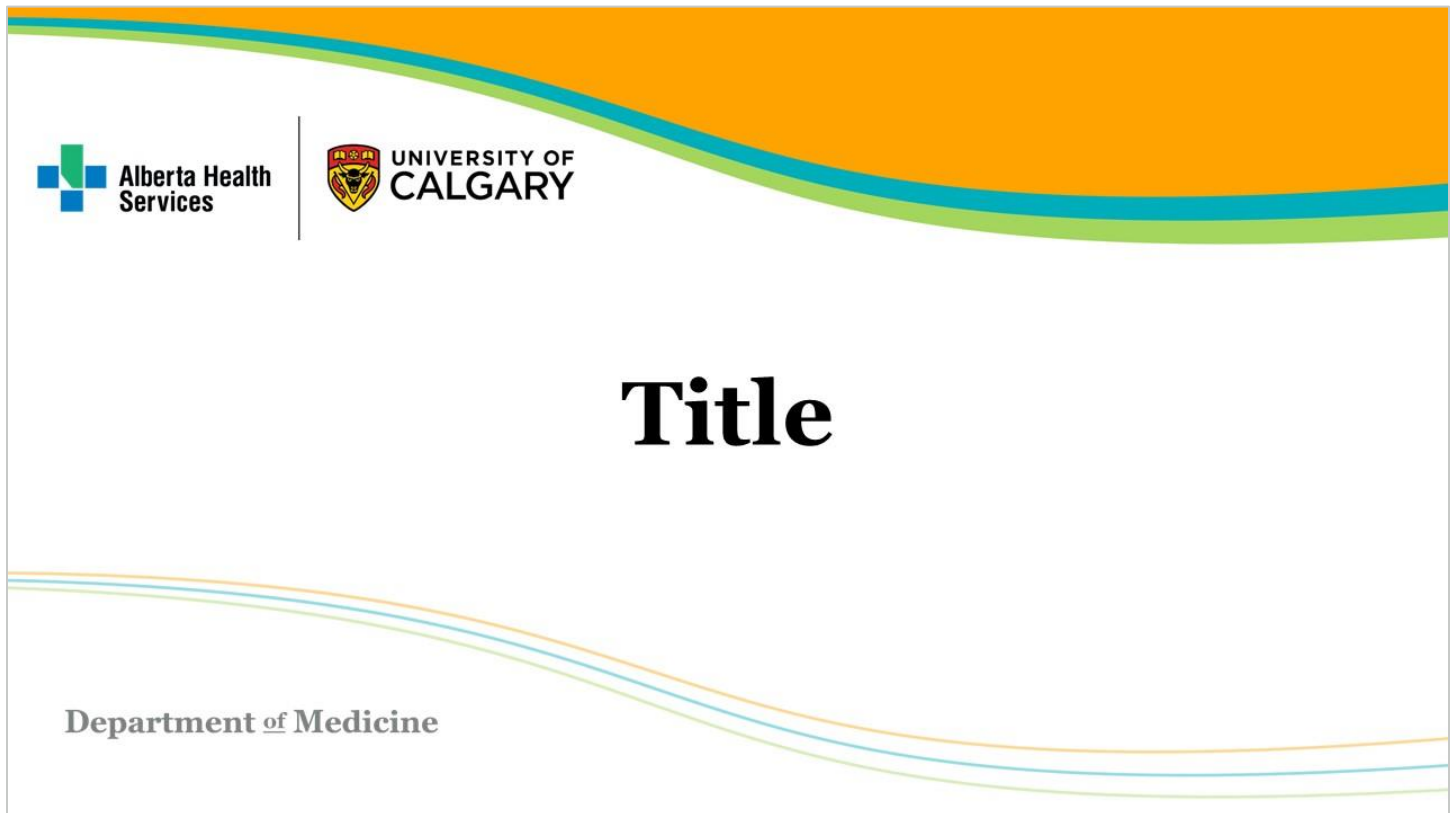
Alberta Health
Services



UNIVERSITY OF
CALGARY

Department of Medicine

Title slide:



The title slide features a large orange wavy header at the top. Below it, on the left, are the logos for Alberta Health Services (a blue and green cross) and the University of Calgary (a red and gold crest). The word "Title" is centered in a large, bold, black serif font. At the bottom left, the text "Department of Medicine" is displayed in a smaller, grey serif font. The slide is decorated with several thin, wavy lines in orange, blue, and green that curve across the bottom.

Alberta Health Services

UNIVERSITY OF CALGARY

Title

Department of Medicine

Section title slide:



The section title slide has a white background with decorative wavy lines in orange, blue, and green at the bottom. The text "SECTION TITLE" is centered in a large, bold, black serif font. A small number "2" is located in the bottom right corner.

SECTION TITLE

2

Alternate section title slide*:



Photography credit: Colin Way Photography Inc.

**Note: Picture background set to 65% transparency. Any images used must be copyrighted or licensed for use by Alberta Health Services, the University of Calgary, and/or the Department of Medicine, or be licensed under a Creative Commons license. Attribution / credit must be included within the presentation.*

Content slides:

