

Frequently Asked Questions July 20, 2010

We're now the new Sanford Health. What does this mean?

During the merger, a promise was made to our employees, patients and communities that Sanford Health & MeritCare would be brought together as one organization. Much work has been done in the past eight months to make this possible.

On July 20, 2010, we begin a new chapter under one name, Sanford Health, with a new mission, vision, values and a new purpose and goals moving forward. We honor our Dakota heritage and the pioneers who brought us to where we are today, we proudly serve our Fargo and Sioux Falls regions, and we boldly move to establish a national and global presence. To that end, all of us as Sanford employees are the new pioneers. We truly want to make the world a better place. We are inspired to do great things. We aim high and are willing to lead. We are all family.

When we merged in November 2009, we became the largest not-for-profit rural health care system in the nation, on par with some of the biggest health systems in the nation. But it's not only our size that differentiates us. It's our integrated system of care that our patients rely on no matter where they are. From Blackduck, MN. to Bassett, NE, from the Dakotas to California or from Central America to Ireland, we are all united as Sanford Health.

What do we mean when we say the Sanford brand?

Brand is defined as all the perceptions that our patients feel and believe about our organization and its services. Brand is important, because it's how we build loyalty from our patients and employees. Brand is not just our logo and our name, it is how we perform at every touch point. At the center of our brand is our relationship with patients, a relationship built on trust, our promise to them, and our ability to deliver on that promise.

Is everything in the Fargo and Sioux Falls region now named Sanford? Is there a list of new names?

Sanford is an umbrella brand, which means that the name Sanford appears in front of all named entities throughout the system.

A new naming architecture has been developed to ensure consistency and alignment to the new brand, with the goal of having all names simple, intuitive and patient-friendly. All names in the Fargo region have changed and many Sanford names in the Sioux Falls region have changed as well to align with the new brand and naming architecture.

A diagram of the new naming architecture will be available on the intranet (now called SanfordConnect) to help you understand the changes. A list of new approved names will also be available. Please refer to all entities by their correct new name starting July 20.

Why is Sanford Health named after Denny Sanford?

Our ability to transform health care today wouldn't be what it is without the generosity and determination of Denny Sanford – a pioneer in business with a passion for improving the lives of children. The gift Mr. Sanford made to Sioux Valley Hospitals & Health System in 2007 was his largest to the organization and remains the largest single gift ever made to a health care organization. To honor his legacy, we requested the right to use his name for the organization.

While Denny Sanford is not a formal member of our leadership team, he cares deeply about the organization and is passionate about how the gift is invested. Mr. Sanford's gift is focused on four initiatives:

- Investing in children through the development of international pediatric clinics and the expansion of necessary services in the Sanford Children's Hospital "Castle of Care"
- Leading research activities in children's diseases and The Sanford Project – finding a cure for type 1 diabetes within Mr. Sanford's lifetime
- Developing Sanford Health facilities with focal points on advanced technologies and the unique healing needs of patients
- Continuing to invest in the future of healthcare education

How will Mr. Sanford's gift be used in the new Sanford?

The gift is transformational. But it's what we do every day with the energy it affords that makes the difference for our patients and truly transforms healthcare. We each have a part in carrying the legacy of this vision for nationally-leading healthcare and research. The gift is shared by all of us as we move forward. Denny Sanford inspires us to remember that every person makes a difference and that together, we can achieve the impossible.

Is there a new Sanford logo?

The new Sanford “wordmark” uses the letters from the company name to form the logo. Wordmark logos are fairly common and popular with companies that want to portray a professional image.

What’s the story behind the new wordmark? What does it mean?

The new Sanford Health wordmark is clean, bold and strong. The typeface reflects a classic confidence, making it powerful, yet approachable. The mark emphasizes the Lorraine cross (in the O) in an unexpected way to convey our bold new approach to healthcare delivery.

The Lorraine cross is an historic symbol used as a rally point in battle, as an emblem of liberation and a crusade for health. This mark harkens back to our legacy founded in faith, our belief in medicine and our desire to deliver exemplary care.

The use of the blue color is the perfect representation of our passionate commitment to patients and the pride we take in our daily work. Blue is associated with depth and breadth and represents constancy, power, confidence, knowledge, tranquility and trust.

Like Sanford Health, the new mark manages to be both contemporary and timeless. It honors our strong heritage as a vital part of the communities we serve and also conveys our spirit of innovation. All in all, the new mark represents who we are and what we believe as Sanford Health.

Why isn’t there a heart in the new wordmark?

The wordmark is a symbol of the “new” Sanford organization; therefore it’s not a combination of the former Sanford logo and the MeritCare logo. While those logos both contained hearts, the new wordmark gets its strength from the Lorraine cross as a graphic symbol. The caring aspect portrayed by the heart continues to be represented by the Lorraine cross, which also symbolizes our belief in medicine and our foundation in faith, all part of our heritage and who we are today.

What is our new mission?

The mission of Sanford Health is *“Dedicated to the work of health and healing.”*

Our mission is the reason we exist. Our mission says that we provide healthcare across a person’s lifetime; treating illness and injury when it arises and encouraging healthy lifestyles and wellness at every stage of life, including responsibility for our own health and maintaining healthy work environments. Healing is about being whole in mind, body and spirit. We are committed to being a partner in healing by delivering compassionate, supportive care, coordinated around the needs of our patients.

What is our new vision?

The vision of Sanford Health is *“Improving the human condition through exceptional care, innovation and discovery.”*

Our vision describes what we strive to achieve. The Sanford vision is one of purposeful action, trailblazing and the endless pursuit of perfection.

What are our new values?

Our values define the character of Sanford Health. They guide our behavior and the way we individually and as a whole carry out our mission, vision and promise. We agree to live these core values and to exemplify them in our behavior.

Courage: *The strength to persevere, use your voice and take action.*

We often face situations that require us to draw on our hero spirit, that demand we act and speak with courage — for the best interests of our patients and our organization. We rally together and do what it takes to achieve exceptional patient care.

Passion: *The enthusiasm for patients and work commitment to the organization.*

Our spirit of passion inspires our patients and makes Sanford a great place to work.

Resolve: *The adherence to the systems that align actions to excellence, efficiency and purpose.*

We embrace systems that advance care, increase efficiency, reduce errors and ensure that we act with purpose.

Advancement: *The pursuit of individual and organizational growth and development.*

We are dedicated to the highest potential of each Sanford family member and to the highest achievements possible for our organization. As we advance individually, we advance as a whole — exceeding expectations and breaking new ground in healthcare.

Family: *The connection and commitment we have to each other through it all.*

We are a family. We celebrate, cry, support, share, understand, champion, assume goodwill, defer to the highest good and enjoy making engaging, meaningful contributions that transform lives.

What changes will patients see?

In addition to the visible change to the new wordmark, patients will see a renewed commitment to providing great care close to home in the communities we serve with their trusted physicians. We have made a new promise to them – the Sanford Promise – to deliver a flawless experience that inspires. Now we all need to work together to make changes to achieve that promise in all aspects of operations from who you hire to standard procedures and policies.

What changes will employees see immediately?

The most visible changes will be the application of the new wordmark in all areas in the Sioux Falls and Fargo regions. Exterior signage will change. Names of facilities and services will change. Phones will be answered differently. A new website will be launched.

Behind the scenes, things are changing as well. We have one new compensation and benefit plan. We have a new mission, vision, values and promise. We have new goals. We are a new Sanford Health.

Are all Sanford employees on the same compensation and benefit plan?

Sanford is committed to offering a comprehensive benefits package that is competitive in the region and is fair, stable and sustainable. As promised during the merger, all Sanford employees will be on the same compensation and benefit plan, effective Jan. 1, 2011. Some elements of the plan will be transitioned over a few years. The plan is not a combination of previous plans, but a new plan designed for our future together as a family.

Detailed benefit information was mailed to every employee's home the week of July 12. Beginning in August, there will be a series of group and individual meetings throughout the region, both in the Fargo and Sioux Falls regions, to answer questions about the new benefit plan. In September and October, there will be benefit fairs, where again there will be opportunity to ask questions. Prior to benefit enrollment in the fall, all benefit eligible employees will be able to meet with a licensed benefits counselor to talk about their personal benefit plan.

Is Sanford Health Plan now available in North Dakota?

The State of North Dakota recently approved rates to sell the health plan in the state to individuals and groups. The plan is available through independent agents throughout the state. Sanford Health Plan is now available in North Dakota, South Dakota, and parts of Minnesota and Iowa.

Will we be adding employees as a result of the new brand?

Sanford is a growing organization with big plans for the future and a need to hire more employees. Since the merger last November, more than 500 new people have been hired and there are plans to hire more in the coming year.

Will we be adding services at our locations in the network?

We continue to develop our regional networks. You will hear about specific projects in the network as they happen.

What building projects will we see?

In the Fargo region, construction projects include:

- Sanford-YMCA Wellness Center at Urban Plains, Fargo
- Detroit Lakes, MN clinic expansion
- New clinic in Mayville, ND
- Remodeling of Same Day Surgery Center, Fargo
- New hospital in Thief River Falls, MN
- Planning for new hospital at Agassiz Crossing, Fargo

In the Sioux Falls region, construction projects include:

- New Heart Hospital, Sioux Falls
- New hospital in Aberdeen, SD

What about research? Will that expand?

Research is a vitally important component of the new Sanford organization. With an enterprise including a team of 160 full-time staff conducting more than \$27 million in annual research expenditures, Sanford's research team has already exemplified tremendous growth. Over the course of the next decade, Sanford Research/USD will be developed as a leading health research institute that will include more than 600 scientists and will leverage internal and external funding resources totaling investments of more than \$100 million annually.

These aggressive but attainable goals will help Sanford earn a world-class reputation as an organization that sets national standards for care and translational research, one that seeks the root cause of health concerns and identifies cures for devastating diseases. Sanford research centers include cancer biology, cardiovascular health, women's health, children's health and The Sanford Project.

Because the Fargo region is more advanced in the development of clinical trials, we will begin to implement studies from Sanford scientists there as soon as possible. We are also in the process of recruiting a leader for Sanford Research/USD in the Fargo region.

Is there a new website?

We're excited to launch the new Sanford Health through a unified website at sanfordhealth.org. The site will introduce the new brand and provide a foundation for momentum as we begin to create a unified digital experience for our patients. Content from the Sanford and MeritCare legacy websites is still available, but has been updated to reflect the new wordmark and colors. The new website will be phased in over time. As features are added to the new site they will be retired from the legacy sites. As each department is transitioned to the new sanfordhealth.org, leadership from the area will be engaged in planning for that transition.

To start, the new site includes a video introduction reflecting the energy and momentum of the new Sanford Health; *Find A Doctor*, featuring our extensive network of medical professionals as one family; *Communities We Serve*, demonstrating Sanford's commitment to and membership in the communities we serve; *cover stories of pioneers* in our Sanford family; *About Sanford*, featuring corporate leadership and key facts about the new Sanford Health and a *Twitter* feed to create a social buzz. Soon we will be adding baby announcements, Centers of Excellence content, Walk-In wait times, e-newsletters and more.

Where will we see signage changes immediately?

In Fargo, several signs have already been replaced at the downtown and South University campuses. These include the main entrance sign at the downtown medical center, the face of the clinic on Broadway, the Broadway skyway, perimeter signs around the downtown campus, entrance signs at South University and on the south face of the South University hospital facing I-94.

In Sioux Falls, the entrance to the Sanford USD Medical Center and campus perimeter signs have been replaced. Signage at all locations will be replaced over the next 14 months.

What is the cost to change all the signage?

The investment to change signage is approximately \$3 million for FY 2011 for the entire health system. It's important to remember that Sanford is a \$2.25 billion organization, with locations in 120 communities and six states, and soon countries around the world. Changing signage at all locations will take time.

In the Fargo region, signage needed to be replaced anyway. In the Sioux Falls region, while signage changed several years ago to reflect the name change to Sanford, the new wordmark is not so much about signs as it is about unifying this organization under one recognizable brand that will translate around the world. Local signage vendors are being used in the Sioux Falls and Fargo regions.

Will there be blue lights in Fargo as there are in Sioux Falls?

Yes, there will be blue lights in Fargo to match the popular blue lights in Sioux Falls. This is another very visible symbol of our new brand. When you see the blue lights, you know you are at Sanford.

In Fargo, blue lights will be visible along the roof line of the clinic on Broadway and along the roof line of the south wing of the South University hospital, facing Interstate 94. More blue lights will be installed soon along the top of the rotunda at the main (north) entrance to the downtown medical center and across the skyway on Broadway. More locations may be added in the future.

How long will it take to change printed materials to the new wordmark?

Visible change will be phased in over two years. Many printed materials such as brochures and forms will be replaced as needed. In some cases, inventories have been lowered in anticipation of the change. Other items such as linens and scrubs will be replaced over time as new stock is needed.

When can I start ordering new business cards, letterhead, envelopes, specialty items, and signs with the new wordmark?

We're excited to introduce the new Sanford Health wordmark and begin implementation throughout the organization. We appreciate the eagerness to make the change, but it is a huge undertaking so we need to prioritize the process to keep it manageable and flawless. Implementation throughout the system will occur in phases.

Printed documents: Please utilize all internal printed forms and documents until your supplies are used up. Keep in mind that not everything needs to be replaced immediately. Items will be revised to the new identity upon reprint. Please give at least three weeks production time on all revised documents. Marketing has an implementation plan for Sanford letterhead, envelopes and business cards. The first phase of this plan begins July 20.

Sign replacement: Signage standards are being developed to create continuity over a five-state region. These phases include

exterior, interior, vehicle and aircraft. The first phase is primary exterior signs that will be up on July 20 in Sioux Falls and Fargo. Phase two is more exterior signage on the Fargo and Sioux Falls medical center campuses and courier vehicles. Remaining phases will finish hospital campuses and move to clinics and interiors. Any signage needs for new construction, moves and existing signage work orders will be addressed as needed.

Will the bus carry the new logo?

Yes. The bus is another great symbol of the Sanford brand. It will reflect the new wordmark and will be even more visible “on the road” between Sioux Falls and Fargo.

Are we changing our scrubs color?

We will transition toward the new color to have a level of consistency across the system. The previous Sanford red and MeritCare burgundy will go away. At this time, no decisions have been made on standard scrub color(s) for employees. An interdisciplinary team lead by Human Resources will be addressing this issue. When a standard is set, there will be a timeframe in which to transition. System-owned scrubs will transition over time as items wear out and new inventory is purchased.