

Kaiser Permanente Brand Book

A source for bright ideas

This is where we talk about Kaiser Permanente: Who we are, what makes us special, and how to make sure the “us” we project is the “us” we truly are.

In the first two sections, Strategy and Elements, you’ll find the nuts and bolts of the brand. The last section, Application, shows how all the pieces fit together to tell our story. These guidelines apply to all our audiences and lines of business.

A brand book, now more than ever, is essential. The landscape of health care is shifting, and if we want to maintain our position and recognition as a model for the future of health care, both our business and our brand must continue to evolve. This book will show you where we’re going as a brand, and give you the tools to contribute to that evolution.

In other words, here are the boundaries of the sandbox. Once you know them, feel free to get out your shovel and pail and have a ball.



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Kaiser Permanente Brand Book
The Strategy

Brand is everything

Our brand is our reputation. It's not how we see ourselves – it's how others see us.

Our brand lives in the hearts and minds of our audiences. It's the sum of experiences people have with us at every point of contact, from a witty radio spot to a lifesaving surgery.

We have the power to shape this brand with our actions and words, and align what we want others to think of us with who we are: We are Kaiser Permanente and we stand for total health. Every one of us has ownership of this brand and we must treat it like the priceless asset it is – protect it, nurture it, and respect it.

We are all part of guiding our brand to reflect Kaiser Permanente at its best – helping people and communities be as healthy as they can be. We do this by making an emotional connection with our audience and delivering a positive experience at every opportunity.



What we believe

OUR BRAND POSITIONING

We stand for total health: Kaiser Permanente's integrated health care delivery system and commitment to preventive care empower our members to maximize their total health – mind, body, and spirit.

This is our core conviction, our rallying cry, and it's behind everything we say and do. We operate through integration while focusing on prevention and empowering our members to live well and thrive. Total health is a powerful idea – how we work to make lives better – and can be summed up in this simple equation.

Integration

We have always believed that the best way to deliver high-quality, affordable care is to integrate into one system these three components: multispecialty physician groups, fully equipped medical facilities, and a nonprofit health plan. That's us. But our integration doesn't stop with how we're structured. It flows into how we work in concert to create a coordinated experience for our members. It's part of our holistic approach to care, taking into account not only the body, but the mind and spirit too. And finally, it's there in how we integrate with the world around us through our research, public policy, and community health efforts to make total health a reality for everyone.



Prevention

From the very seeds of our existence, we've approached health care differently: We think prevention is preferable to cure. Our work is driven by a conviction that good health is a basic human right, and by our legacy of keeping people healthy as a best practice. We also believe that the health of individuals is intimately connected to the health of the communities they live in. To that end, we are proactive (even preemptive) about promoting wellness with health education, screenings, immunizations, research, and by investing our time, money, and expertise in community health.



Empowerment

Total health is empowering. And since that's what we stand for, everything we say and do should empower people. Empowerment means our doctors are able to do what's best for their patients without interference. It means patients are a central part of their care team. It means employees from the board room to the break room feel connected to our mission and equipped to do their job well. Stemming from our belief in human dignity and progress, we innovate to solve problems, provide better choices for people, and to make tomorrow better than today.



What we do

We deliver care to make lives better – for our members and our communities, as well as our doctors and employees. Our care delivery can be summarized by five qualities that allow us to make good on the promise of total health: prevention, excellent care, top doctors, compassion, and innovation.

Prevention

We are leaders in preventive medicine.

Driven by our passion to enrich and save lives, we excel in proactive prevention of illness, early detection of disease, and better treatment of ongoing conditions. Kaiser Permanente members benefit from our extensive clinical experience and research. Because of our efforts, they are less likely to suffer from conditions such as heart disease, hip fracture, or stroke. Through proactive engagement, we continually improve outcomes and reduce complications for members faced with challenges such as cancer or dealing with ongoing conditions like diabetes and asthma. Members are empowered to actively manage their health through regular screenings and a wealth of resources, tools, and people – all aligned to address small issues before they become larger problems. Members have easy access to the support they need to reach their health goals and get more out of life.



Excellent care

We set the standard for excellent care.

Kaiser Permanente members work together with their physicians to make informed decisions and take the right steps to get and stay healthy. This collaboration is key to a strong, lasting doctor-patient relationship. Our physicians coordinate care seamlessly across specialties, providing each member convenient access to their care team. By carefully measuring health outcomes, we constantly seek opportunities for improvement and innovation. Preventive measures to reduce errors are built into our systems and practices – from the operating room to preventing drug interactions – ensuring our patients receive the safest care possible. And we constantly evaluate new treatments and medical technologies to provide the best care possible to our members. Through exceptional clinical quality, preeminent research, advanced technology, and by promoting proactive health, we care for our members like no other health system in the nation.



Top doctors

We have the best and brightest physicians.

Our doctors put the patient at the center of every decision they make. With each of their patients, they strive to create an individual bond. We believe having a personal physician who is also a trusted advocate is essential to good health. With many qualified applicants for any open position, we select the most caring, skilled physicians and encourage them to focus on their calling – being healers, innovators, educators, and leaders. We have built a culture of lifelong learning and an environment that fosters open communication, teamwork, and professional development. Our doctors have a support team of professionals who share the common goal of improving the health of each member. Through an advanced electronic health record system, the care team has immediate access to their patients' medical information so members are assured their care is coordinated and current.



Compassion

We nurture and heal the whole person – mind, body and spirit.

At Kaiser Permanente, you'll find everyday heroes who are kind, who listen, and who go the extra mile to provide comfort to patients and their families. We dedicate ourselves to helping our members maximize their well-being and live happier, healthier lives. As a mission-driven organization, we practice what we believe and do the right thing for our members and patients. We believe a healthy environment is fundamental to individual health. Our ongoing work to inspire and encourage healthy eating, active living, and vibrant neighborhoods is core to our mission. To maximize our impact, we extend our care and support into the communities beyond our doors. We are passionate about eliminating health disparities and deeply committed to providing personalized care that is respectful of individual needs and beliefs.



Innovation

Innovation is in our DNA.

We were founded with an extraordinary vision to transform health care. Our clinicians are always looking for the best way to practice medicine, to communicate, to use new ideas and technology, and to improve the Kaiser Permanente member experience. As one of the nation's largest research programs, we continue to generate important findings to help providers and patients better understand effective new treatments and best practices. We share our knowledge broadly, so the positive effects extend far beyond our own members. With advanced technology and the latest health information in the hands of our practitioners, we can dramatically improve outcomes across all fronts, from effectively delivering care to empowering members to take an active role in their health. As a result, we're able to provide the right care at the right time and make it more personalized, convenient, and affordable.

The power of personality

Like people, brands have personalities. You know many of them well. There's Apple, always cool, innovative, friendly, and stylish. Or Southwest Airlines – fun, casual, and dependable.

You don't have to think about these traits. You just know. Because Apple and Southwest have carefully inserted their personality in everything they do – their marketing, their stores, their products, every interaction.

A brand personality is a powerful concept. It's flexible, yet constant. Within it, we can be nimble in our interactions. We can communicate with multiple audiences across a range of topics, while maintaining the essence of who we are.

The most important effect of our brand personality is that it makes us not just recognizable but knowable. And it's that familiarity that allows audiences to create lasting bonds with us.



This is who we are

We are Kaiser Permanente: friendly, caring, dedicated, expert, and a health activist. Five traits that define us and make us different from our competitors and all other organizations.

PERSONALITY TRAITS

- Friendly**
- Caring**
- Dedicated**
- Expert**
- Health Activist**

We are all of these things, at all times. If you took away any one of these traits, it just wouldn't be us.

The same thing happens if you add something into the mix that doesn't fit. If all of a sudden we decided we were done with being friendly and started acting all in-your-face, our audiences would sense it immediately. At best, they'd be confused by it. More likely, they'd tune us out.

Of course, this doesn't mean we're always a perfect balance of all our traits. Considering the situation, we may want to dial up expert. Or friendly. Or caring. All our traits are in the mix, though they may, at times, be subtly felt in the background.

Because we're a brand where integrity matters, it's important that in all our communications, we're true to ourselves. Being ourselves at all times inspires trust, loyalty, and if we're lucky, even fondness.



The many shades of us

So what do our personality traits really mean? Sure, “friendly” may seem straightforward, but it can be different things to different people. Interpreted the wrong way it could lead to some pretty uncomfortable situations – awkward!

To take our personality from stick figure drawing to 3-D animation, we’ve elaborated on our central traits. Use this word explosion to develop your own personal gut check of what is and isn’t us.

	Friendly	Caring	Dedicated	Expert	Health Activist
IS	<ul style="list-style-type: none"> ✓ Humorously charming ✓ Accessible ✓ Playfully warm ✓ Genuine ✓ Inclusive ✓ Compassionate ✓ Witty ✓ Appropriately conversational ✓ Adaptable 	<ul style="list-style-type: none"> ✓ Considerate ✓ Empathetic ✓ Focused ✓ Resilient ✓ Appreciative ✓ Heartfelt ✓ Respectful ✓ Supportive ✓ Honest ✓ Uplifting 	<ul style="list-style-type: none"> ✓ Passionately determined ✓ Wholehearted ✓ Tireless ✓ Continually improving ✓ Purposeful ✓ Advancing ✓ Striving ✓ Ethical ✓ Loyal 	<ul style="list-style-type: none"> ✓ Leading ✓ Collaborative ✓ Innovative ✓ Intellectual ✓ Experienced ✓ Trustworthy ✓ Confident ✓ Articulate ✓ Curious ✓ Unexpectedly personable 	<ul style="list-style-type: none"> ✓ Charismatically influential ✓ Altruistic ✓ Proactive ✓ Active ✓ Resourceful ✓ Undaunted ✓ Pragmatically optimistic ✓ Dependable ✓ Motivating
ISN'T	<ul style="list-style-type: none"> ✗ Sarcastic ✗ Laughing at someone’s expense ✗ Risqué ✗ Folksy ✗ Overly intimate ✗ Aggressive ✗ Superficial ✗ Cheesy 	<ul style="list-style-type: none"> ✗ Sappy ✗ Mushy ✗ Cliché ✗ Paternalistic ✗ Patronizing ✗ Nonproductive ✗ Overly emotional ✗ Only words 	<ul style="list-style-type: none"> ✗ Grim ✗ Somber ✗ Obligated ✗ Obsessive ✗ Unthinking ✗ Unemotional ✗ Lacking understanding ✗ Success for success’ sake ✗ Unwilling to rock the boat 	<ul style="list-style-type: none"> ✗ Arrogant ✗ Same as everyone else ✗ Unapproachable ✗ Seeking knowledge for knowledge’s sake ✗ Hoarding knowledge ✗ Critical, cold, or rude ✗ Preachy ✗ Complicated ✗ Dismissive 	<ul style="list-style-type: none"> ✗ All talk, no action ✗ Only a cheerleader ✗ Blindly optimistic ✗ The cause before the people ✗ Overly political ✗ One-track mind ✗ Focused on the negative ✗ Pushing a fad or gimmick

One Kaiser Permanente, many conversations

With eight regions, hundreds of facilities, and numerous audiences, how do we remain consistent with our message?

The answer lies in being true to our core identity: We're one Kaiser Permanente and we believe in total health. It's what sets us apart from all other organizations and what people recognize and connect with.

When we consistently express our identity across every point of contact and interaction, we build trust. Trust builds loyalty, and loyalty brings long-term success.

But being consistent doesn't mean we're one-size-fits-all. Flexibility and creativity are important in recognizing who we're speaking to and doing so genuinely, as long as we maintain our "Kaiser Permanente-ness."



More than marketing

A billboard may be a more obvious form of communication, but the fact is, everything communicates. In order to effectively shape our brand, everything we do, say, and build must be an authentic reflection of the total health idea. Quality of service, facilities, music, and naming are four key aspects of our brand expression.

Delivering quality

Whether it's through the convenience of our comprehensive facilities, the power of our interactive technologies, or the skill of our integrated care teams, we provide our members with many paths to total health. In fact, our innovative model ensures a near-seamless experience that's reflected in our consistently high marks for member satisfaction.

For information about our service initiatives, visit our Department of Care and Service Quality at kpnet.kp.org/qrrm/service2/index.html.



Total Health Environment

Walking into one of our facilities, whether in California or Washington, D.C., is an immersive experience of our brand. The Total Health Environment standards ensure that the spaces we create promote wellness and enhance our expert care.

Our environments are people- and earth-friendly, easy to navigate, and designed to nurture the mind, body, and spirit.

Get information about our facility standards at kpnet.kp.org/nfs/planning/total_health.html.



The power of music

The right music can make the experiences we create emotionally compelling and effective. It can differentiate our brand within our facilities, at community events, and even as we encourage healthy behaviors among staff.

What does Kaiser Permanente sound like? On our Brand Center, you'll find a library of songs that are the musical equivalent of our brand. Crossing styles and genres, the songs are designed to evoke confidence, optimism, peace of mind, and happiness. All legally approved, they are available for licensed use for a small fee.

To learn more about using music to communicate our brand, visit brandcenter.kp.org/music.



Naming for strategic impact

Our approach to naming is consistent and coordinated. This helps build one brand, rather than many separate brands. By naming our products and services in a strategic way, we build brand equity and make it easier for our members to find what they need.

There's a whole team dedicated to helping creating names that will pack the right strategic punch. Find out more at brandcenter.kp.org/naming.



The three A's

All communications of the Kaiser Permanente brand will contain three principles known as the three A's.

And here we're talking about communications in the broadest sense – from how prominently our name is displayed on our buildings and how employees represent us at Kaiser Permanente-sponsored events to making sales calls and creating partnerships with outside organizations.

These communication principles can guide you in creating and evaluating an experience of the brand.

Audience-centric

We put our audience at the center of everything we do. The flier, the facility, and the health plan are all designed with the audience in mind. We look at things from their perspective, not ours. The decisions we make, from executives to interns, all stem from the idea that if they're good for our audience, they're good for Kaiser Permanente.



Approachable

We are open and optimistic, easy to use, and inclusive. We're approachable in the literal sense, in the way our facilities are inviting and our staff are welcoming. It also means we're a leader in diversity, and that the language we use is simple and easy to understand. It means we power programs to improve the health of all Americans, and that we stand up for universal access to health care.



Authentic

Our actions match our words. We recommend healthy eating, and sponsor farmers markets at our facilities. We put patient safety among our top priorities, and we innovate techniques for medication administration. Our marketing materials adhere to strict standards of truthfulness; we don't make promises we can't keep. And when we say we stand for total health, we live that philosophy in our service, our buildings, and our care delivery.



Kaiser Permanente Brand Book
The Elements

When we speak

That's us talking. Can you hear it?

We don't whisper, we don't shout. (Except for the occasional "Aw, yeah!") We speak directly. We look you in the eye. We smile easily.

Our voice is the one that cuts through the static. Because we look at health care differently. We're the voice you want to hear when you're trying to make the best choice for your business. Or when you need to be reminded how good you feel after a two-mile run. Or in those tough times when the diagnosis isn't good, and you'd like a fighting chance for hope.

When we speak to our audiences, they hear that voice in their heads. When we use it wisely, thoughtfully considering the time, the place, and the person, our voice can create positive feelings – and customers for life.



Tone

How you say something is just as important as what you say. Tone is the emotion, the flavor, the oomph you add to your words to give them impact and meaning.

Finding the right tone always starts with our personality traits – friendly, caring, dedicated, expert, and health activist. But as you’ll see in the examples provided, the tone can subtly shift depending on who we’re talking to.

Read the crowd

Visualize the person at the receiving end of your communication. Know as much as you can about that person, and shape your words as though the two of you were sitting down to tea.

Consider our personality traits and adjust them accordingly. The same message will change subtly depending on whether you’re emphasizing our expert, dedicated side, or our friendly, caring side.

Knowing your audience starts with reading level. In member and marketing communications, we aim for eighth grade. For health education materials, it’s fifth grade. With other audiences, such as employers or policymakers, a higher level may be appropriate.

RESEARCH COMMUNITY EXAMPLE

Audience

IS

KP Research is an endeavor of national scope involving all Kaiser Permanente regions, medical centers, and other health care delivery venues.

ISN'T

Want to know what makes Kaiser Permanente a place of innovation? One big reason is our very own nationwide research department called KP Research.

Just talk

Behold our formal prose and elegant style! Now witness our audience tuning out in 3...2...1...*buh-bye*.

People like conversations, not lectures. Think of copy as you talking with your audience. What you write should sound like something you’d say out loud. Unless you talk like a sailor, in which case try channeling your sixth-grade teacher. Social norms and the rules of grammar still apply. What we’re after is the pace and rhythm of normal conversational speech.

MEMBER EXAMPLE

Conversation

IS

Put your health first. Following your prescription correctly can help you live a longer, healthier life.

ISN'T

Medication adherence is important for your wellness. Follow your prescription to control your condition and maintain better health.

Be friendly

Address your audience directly, using “you” and “your” to emphasize friendliness and immediacy. Simply by using the second person consistently, you can positively reinforce the connection with your audience.

But watch the personal space: We’re warm and inviting, but not intrusive or overly familiar.

MEMBER EXAMPLE

Friendliness

IS

Congratulations! Your baby is a precious gift.

ISN'T

Congratulations! We consider your baby a part of our Kaiser Permanente family.

Activate

Passivity works about as well on writing style as it does on waistlines. An active voice instantly makes things more interesting for your audience. Your copy will be more dynamic, concise, and easier to read. So lace up some running shoes on your sentence structure and get out there.

BROKER EXAMPLE

Active voice

IS

Last year, we took a close look at the way we recruit, support, and develop our people.

ISN'T

An examination of how we recruit, support, and develop our people was implemented last year.

Keep it simple

People are bombarded with information, so you have a precious little amount of their attention. Be kind to your audience – keep it short and simple. Avoid overexplaining or making copy more complicated than it needs to be. Give them the main idea and let them know how to find out more. Use as few words as you can, but as many as you need.

CONSUMER EXAMPLE

Simplicity

IS

Thirsty for good health? Say yes to water.

ISN'T

When you're feeling thirsty, the best thing for your health is to grab some water instead of drinking soda, which has a lot of sugar (not to mention unhealthy chemicals).

Stand tall

We believe our way is better. We see it helping people day in and day out. This gives us an inner confidence, which comes across in our strong, positive tone.

There's a fine line between self-assured and self-important, however. Remembering that all our excellence is in the service of making lives better will help you strike the right balance.

CUSTOMER EXAMPLE

Confidence

IS

Choose more than a health plan for your employees. Our Medicare plans offer top doctors, convenient facilities, and advanced technology all in one comprehensive package.

ISN'T

You can bet that we have the best Medicare plans for your business. With top doctors, convenient facilities, and advanced technology, our comprehensive package stands apart from the rest.

Get to the point

If you like twists, turns, and slow reveals, you've got a great future ahead of you – in writing mystery novels. Don't make your audience wait to find out what's in it for them. Even with difficult subjects, don't dance around the issue. We're always sensitive, and always honest.

LABOR AND TRUST EXAMPLE

Directness

IS

Today's Supreme Court decision on health care reform resolves much of the legal uncertainty over implementation of the law's provisions. Your members shouldn't be concerned about any disruption in their coverage as a result of today's developments.

ISN'T

Today the Supreme Court gathered to deliberate important provisions relating to health care that may affect your members. As a result, much of the legal uncertainty over the implementation of these provisions has been resolved. Therefore, your members shouldn't be concerned about any disruption in their coverage.

Add spice

We have a zero-tolerance policy when it comes to clichés and tired expressions. Somewhere inside you are the words that are going to help people look at health care in a different way. Let them out.

CONSUMER EXAMPLE

Creativity

IS

Dental benefits give you more bang for your bite.

ISN'T

You have a choice of dental plans.

Have fun

The little wink, the subtle nudge – these are the things that make our voice unique. We may even be doing our small part for total health when we make someone smile: Humor therapy is no joke.

Of course, our particular brand of smart-funny isn't appropriate for all situations. But whenever you see the opportunity to add humor, take it. It can mean the difference between us and all the rest.

MEMBER EXAMPLE

Humor

IS

If sitting at a desk, working at a computer, or drinking coffee was a good workout, most of us would be in awesome shape.

ISN'T

Parking it at a desk all day? Impressive workout!

Content

Every word counts. Content is our opportunity to make a connection with our audience and share what's important to them, from the functional benefits to the emotional ones. Our content is always honest, direct, and purposeful. What we say should convey our integrity, excellence, and commitment to health.

Look out, not in

It's easy to get caught up in what you want to tell people rather than what people want to know. You might as well be asking your audience "Would you like to hear my sales pitch?" Then cue the sound of screeching tires, the aroma of burning rubber, and not one glance in the rearview mirror.

Remember that most of us love to be the center of attention, hear our names when we're being spoken to, and simply feel acknowledged. So when you address your audience, why not give them what they want? Start your sentence with "you" and "your" instead of "we" and "our" – position your message to be about them, not us. Go ahead, make their day.

What's in it for me?

Always answer your audience's most important question: "What's in it for me?" No matter who you're talking to, you need to make clear the functional and emotional benefits they'll get with Kaiser Permanente.

A functional benefit:

- saves time or money
- reduces stress
- eliminates risk to self or assets

EXAMPLE:

Being able to email your doctor can save you the cost of coming in for an office visit.

An emotional benefit provides:

- security/protection
- confidence
- peace of mind
- empowerment

EXAMPLE:

Knowing you can get answers to your routine health questions by emailing your doctor can give you peace of mind.

Let them say it for you

Even if we're sure we're tops at something, we don't go bragging. It puts us in the difficult and unwanted position of always having to defend our claims. However, it may be appropriate and effective to point out where others have said it for us (for example, an award or recognition from an evaluating agency).

We don't slap on a seal of approval just to have a decorated chest, however. Consider carefully how meaningful the accolade will be to your audience.

Keep your promises

We all want to make people happy, but don't overpromise or mislead. Don't say members can get same-day appointments when the average wait is a week. Unless, of course, taking irate phone calls is your idea of a good time.

Credibility and trust come when what you promise is consistent with what your audience experiences.

Just the facts

We always back up what we say. We verify copy for accuracy and get supporting materials for claims and statistics. Make them strong sources – point to our own expertise whenever possible or to an established authority like the *New England Journal of Medicine*. Despite what many so-called experts on the "interwebs" will say, Wikipedia is not an acceptable source.

Use our brand name

The Kaiser Permanente name is easily recognizable and has a considerable amount of positive brand equity. In other words, it does half the job for you, so you'd be silly not to use it.

Don't use "Kaiser" alone because it may be confused with other organizations, such as the Kaiser Family Foundation or Kaiser Electronics, which have nothing to do with Kaiser Permanente.

Our more formal, corporate names are sometimes required for legal and regulatory reasons.

To find out more about usage of our name and the few exceptions to these guidelines, see the Kaiser Permanente Editorial Style Guide on the Brand Center.

It's a trademark!
It's a logo!
It's our signature!

Like the emblem across a superhero's chest, our signature is an iconic symbol of who we are and what we stand for. Our signature can leap over clutter in a single bound and create lasting impressions faster than a speeding bullet.

Distinctive and simple, our signature works across all media and audiences. It's the constant that connects all our communications to the brand equity we've built through the years.

So don't mess with it. And do use it. Because without it, we're just a weirdo in tights and a cape.



KAISER PERMANENTE



Signature

The most visible component of our brand identity is our signature. It quickly lets people know that it's us, Kaiser Permanente, the one they like and trust. Our signature needs to be present in every single communication we create.

CONSIDERATIONS

One Kaiser Permanente

Preserving and protecting our logo is almost a sacred duty. There is one and only one. There are times, however, when events, national strategic initiatives, and endorsed products do have what could be considered a logo, but each instance has been vetted by our Brand Strategy team to ensure it's not diluting our identity.

ESSENTIALS

Family symbol

The symbol depicts the Kaiser Permanente family and is designed to convey our ideals of health and community. For most uses, the symbol should not be used without the other components of our signature.

Logotype

The logotype is a stylized version of our name. Its design is composed of unique, custom-drawn letterforms.

Registered trademark

The name Kaiser Permanente is a registered trademark. Using the ® symbol helps protect our trademark and prevents others outside Kaiser Permanente from using it without permission.

CONFIGURATIONS

Horizontal

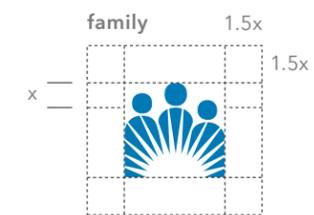
This is our go-to logo. With its strong horizontal flow, this configuration best supports the forward motion of our brand.

Stacked

In the rare instance where horizontal space is limited, the stacked version can be used as an alternative.

Family

This version is restricted to mobile and Web use and requires approval by our Brand Strategy team prior to use.



USAGE GUIDELINES

Colors

The preferred color is solid KP Blue against a white background. The treatment may be reversed to white against any background that provides sufficient contrast. A black treatment may be used in black-and-white communications. In one- or two-color applications that use colors not shown here, the treatment should always be reversed to white.



Clear space

The signature is most effective when surrounded by as much clear space as possible. Clear space is the area surrounding the signature that should be kept clear of any other text, graphics, decorative trims, or borders.

x = height of letters in logotype
Minimum clear space = area within the dotted lines

Minimum size

The minimum clear space and minimum size can be determined by measuring the height of the letters in the logotype. The minimum height of the letters in the logotype is .0833" and the minimum clear space is .125".

Signature placement

Our signature is our stamp of approval. By applying it consistently, we establish a uniform look that is instantly recognizable as Kaiser Permanente.

USAGE CONSIDERATIONS

Print

Signature sign-off

Digital

Website header treatment

Email masthead

Mobile apps

ADDITIONAL USAGE GUIDELINES AND CONSIDERATIONS

Advanced branding

Have a need for a usage not identified here? Additional signature configurations, color options, and placement applications may be available for specific communication and co-branding opportunities and reproduction considerations. Refer to the Brand Center or contact a member of our Brand Strategy team to discuss your project needs and the available options.

Promotional merchandise

See the Brand Store for preapproved promotional merchandise, otherwise contact a member of our Brand Strategy team to discuss your project needs.

Signage and wayfinding

See signage and wayfinding guidelines at kpnet.kp.org/nfs/planning/total_health.html.

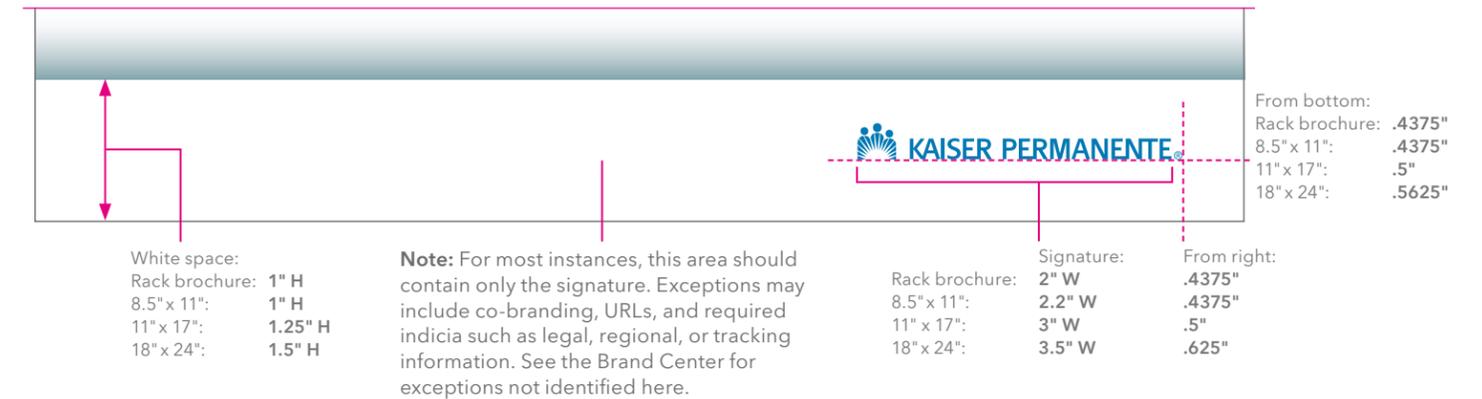
Contact National Facilities Services in your region to discuss your project needs. For contact information visit the Brand Center.

Video

Contact Multimedia Communications in Northern or Southern California to discuss your project needs and available options. For contact information visit the Brand Center.

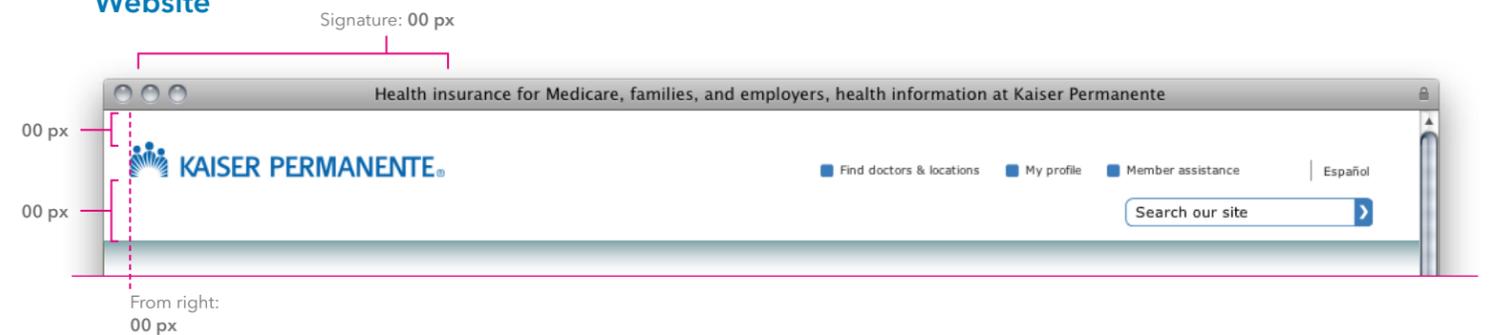
Print

Signature sign-off

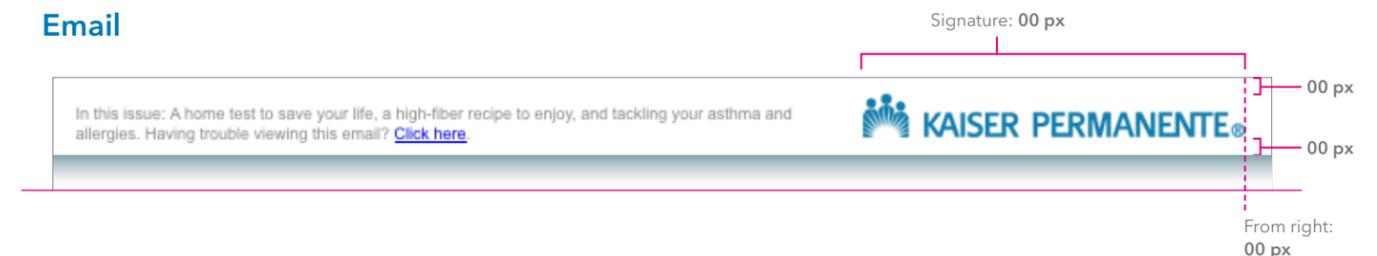


Digital

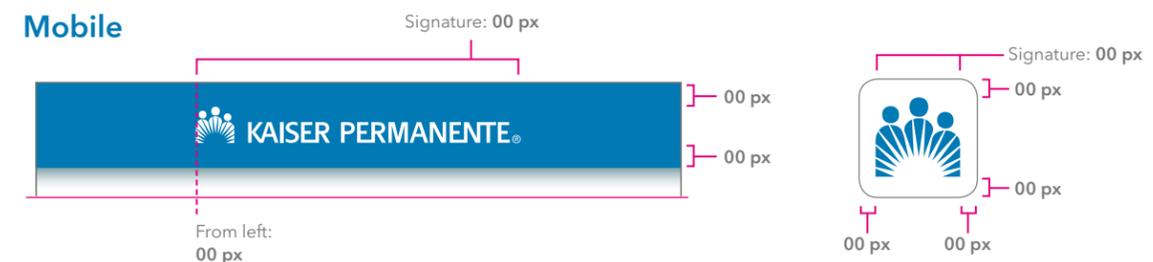
Website



Email



Mobile



Thrive tagline

Our thrive tagline connects to our national advertising campaign and is often used in place of our standard signature. Thrive is not just a marketing tagline, it's our wish for the world. Optimistic, proactive, and aspirational, thrive is a message in and of itself, so it's important to understand when it is appropriate to use – and when it's not.

ESSENTIALS

Know your topic and know your audience

On a topic spectrum of clinical to wellness, the thrive tagline should generally be used in communications that land in wellness. Clinical or operational topics should take our standard signature.

By and large, the thrive tagline will only be used for members, consumers, and, when appropriate, our business audiences. It should not be used for our research or policymaker audiences.

It's about the story

Sometimes the decision to use thrive or not is super clear. Other times, it's murky. This is when you need to pay special attention to the tone of what's being said.

When it comes to illness and serious medical conditions, listen for the nuances. If the key message is symptoms and treatments, it's a clinical piece and therefore should not include thrive. But if it's about how to live well with a serious condition, thrive might be a fit.

Or say you're working on a hospital opening. If the message is logistical, like a department move, don't use thrive. If it's about the hospital's new technology and healing environment, thrive could work.

Rule of thumb

Our thrive tagline is a powerful asset. If overused, that power can become diluted. So when in doubt about whether to use it, don't.



Thrive or no thrive?

That is the question. The table below shows examples of popular topics and how the message can influence whether or not we include our thrive tagline.

 KAISER PERMANENTE®	Topics	KAISER PERMANENTE®  thrive
Departmental move	Facilities	How a new facility adds to community health
How to recognize diabetes symptoms	Medical condition	How to live well with diabetes
Evidence of coverage	Health plans	Open enrollment kit
Advanced neonatal intensive care unit information	Medical services	How a well-baby check can help your child grow up healthy
Risks associated with smoking	Health programs	Testimonials from members who quit smoking using our programs
Estimate your risk of weight-related disease using our BMI calculator	Tools and resources	Get ideas for healthy meals from our recipe site
Payment notices	Financial services	How our cost estimator tool can help you plan your budget

APPLICATION

The word

Use the word “thrive” sparingly in copy to describe our aspiration for our customers and members.

The tagline graphic

Used in collateral and advertising when appropriate in place of our standard signature.

The concept

Achieved by featuring the friendly, caring, and health activist aspects of our brand personality to highlight the functional or emotional benefits that we provide our members and customers.

CONSIDERATIONS

Never use as the name or as part of a publication, program, or initiative

Never use in permanent applications, such as a sign on a building

Never make up words out of “thrive”

Limit usage to once per communication

CONFIGURATIONS

Horizontal

This is our go-to logo. With its strong horizontal flow, this configuration best supports the forward motion of our brand.

Stacked

In the rare instance where horizontal space is limited, the stacked version can be used as an alternative.

Thrive only

This version requires approval by the Brand Strategy team prior to use. It should be used only where it is clear that the communication is from Kaiser Permanente.

TRANSLATIONS

When using translated materials, make sure to include the proper tagline graphic, which can be downloaded from the Brand Center.

Spanish

“Live Well”

Chinese

“Flourishing Life”

Vietnamese

“Vitalizing Life”

Korean

“Vigorous Life”



USAGE GUIDELINES

Colors

The preferred color is solid KP Blue against a white background. The treatment may be reversed to white against any background that provides sufficient contrast. A black treatment may be used in black-and-white communications. In one- or two-color applications that use colors not shown here, the treatment should always be reversed to white.



Clear space

The signature is most effective when surrounded by as much clear space as possible. Clear space is the area surrounding the signature that should be kept clear of any other text, graphics, decorative trims, or borders.

x = height of letters in logotype
Minimum clear space = area within the dotted lines

Minimum size

The minimum clear space and minimum size can be determined by measuring the height of the letters in the logotype. The minimum height of the letters in the logotype is .0833" and the minimum clear space is .125".

Tagline placement

We apply our thrive tagline in a consistent way, just as we do for our regular signature, to ensure a recognizable look.

USAGE CONSIDERATIONS

Print

Signature sign-off

Digital

Website header treatment
Email masthead

ADDITIONAL USAGE GUIDELINES AND CONSIDERATIONS

Advanced branding

Have a need for a usage not identified here? Additional signature configurations, color options, and placement applications may be available for specific communication and co-branding opportunities. Refer to the Brand Center or contact a member of our Brand Strategy team to discuss your project needs and the available options.

Promotional merchandise

See the Brand Store for preapproved promotional merchandise, otherwise contact a member of our Brand Strategy team to discuss your project needs.

Signage and wayfinding

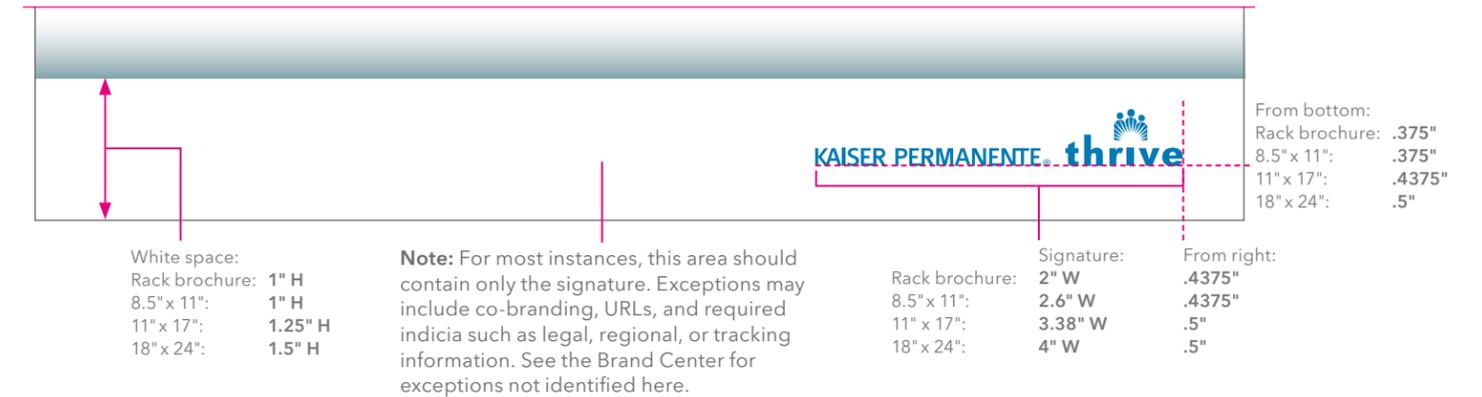
The thrive tagline should never appear on permanent signage.

Video

Contact Multimedia Communications in Northern or Southern California to discuss your project needs and available options. For contact information visit the Brand Center.

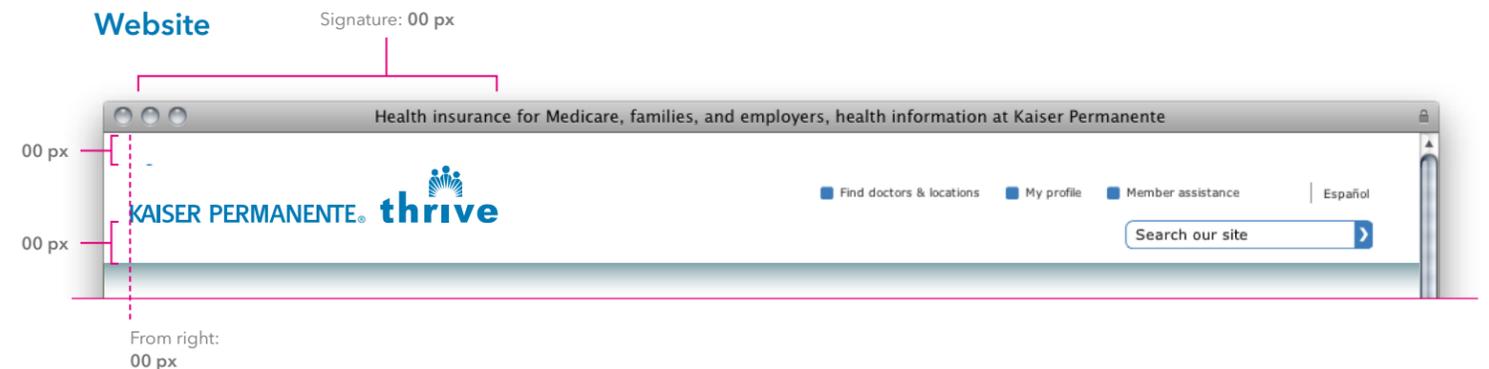
Print

Signature sign-off

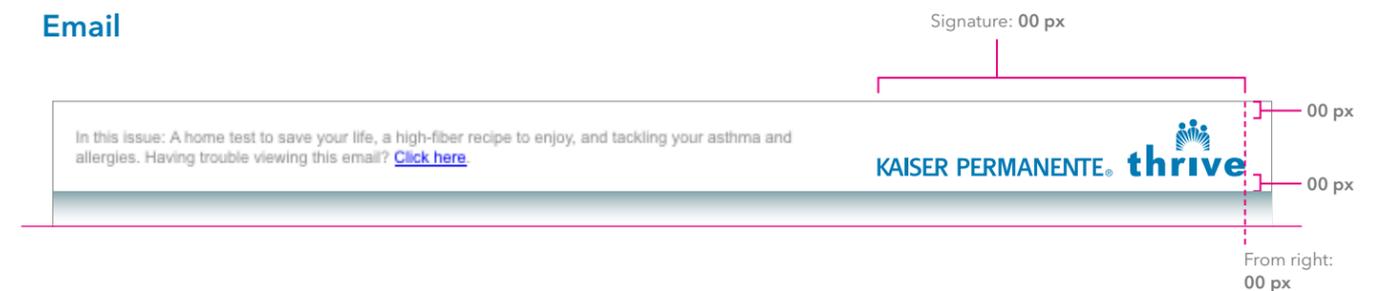


Digital

Website



Email



Misuse

To preserve the integrity of our signature, please use only the configurations and colors referenced in the Brand Book. Individual departments, programs, products, or services cannot develop separate signatures or logos. Do not create new configurations or use new colors.

THINGS TO AVOID



Signature included with department logo



Signature elements repositioned



Signature font changed



More than one language per facing



Resized signature elements



Signature enclosed in a shape



Thrive logotype combined with standard signature



Signature on a color that provides insufficient contrast or compromises readability



Rearranged signature elements



Unapproved colors



Signature on pattern that obscures legibility



Stretched, condensed, or distorted signature



Logotype alone



Symbol and logotype in different colors



Signature on a photo that makes it look busy and provides insufficient contrast



Effects, such as drop shadow or glow

We're a brand of color

Few things can trigger an emotional response like color can. For our brand, which is really about human experiences, color is a powerful tool. With the right application, color can evoke a mood or feeling, even influence a behavior. Life, after all, isn't lived just in black and white.

We didn't choose our colors because they're our favorites (though we are quite fond of them). We selected the ones that say something about who we are. Inspired by the seasons, the natural world, the pulse of life, they add up to a feeling of health.



A healthy spectrum

We speak to a variety of people on a variety of topics, so we have a broad and flexible palette to support that. Whether the message is sweet or serious, for surfers or CEOs, our palette has the perfect color to set the tone and mood of the interaction.

THE ESSENTIALS

KP Blue

KP Blue (Pantone 307) is at the center of our color universe. The most calming primary color, our KP Blue says trust, reliability, and stability. All the other colors within our brand were selected based on how they accent, complement, or contrast with KP Blue.

White

Next to KP Blue, white is the most important color in our palette. White is the crisp canvas that contains all of our other colors. It supports all the colors of our brand and makes them better. Use liberally.

THE CHOICES

Bright palette

Clean, clear, fresh, and active. These bright, warm colors exude energy and life. This makes them particularly suited for ideas that are youthful, fun, and optimistic.

Bold palette

Rich, fiery, intense, and offbeat. Bolder and more mature, these colors are appropriate for ideas where strength and integrity are important.

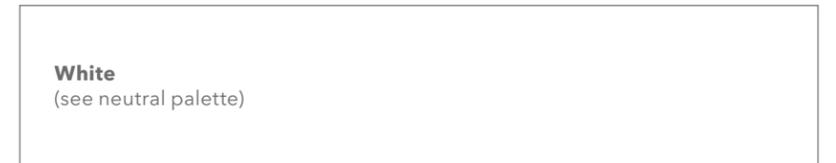
Neutral palette

Calm, subtle, and sophisticated. These colors are great for highlighting photography and work well in situations where order, elegance, or sensitivity is required.

Dark palette

Strong, serious, and stable. These commanding colors work best in small quantities and in support of the other palettes.

CORPORATE COLORS



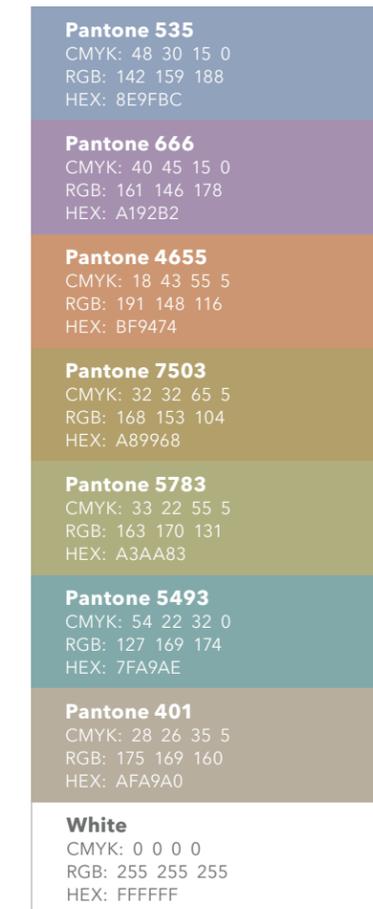
BRIGHT PALETTE



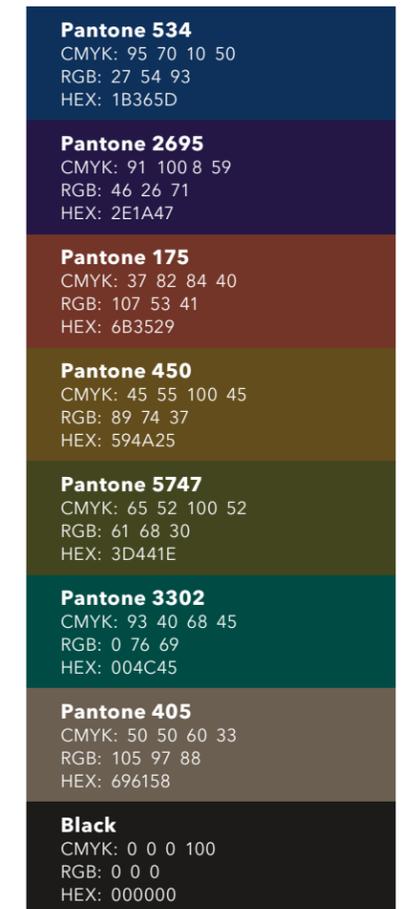
BOLD PALETTE



NEUTRAL PALETTE



DARK PALETTE



Note: For more information on our color palettes, visit the Brand Center.

How we use color

Color can be used to add a visual splash of our personality. We use it to elicit an emotional response, attract attention, group information, or establish hierarchy.

THE ESSENTIALS

Pairings

Monochromatic and analogous color pairings are the bread and butter of our color expression. That’s why our palettes have been carefully chosen to work as light/dark pairs: bright/bold and neutral/dark.

How we pair our colors is a direct expression of our personality, so get creative. Just be mindful of your choices so the pairings reflect the honest, optimistic, and accessible qualities of our brand while maintaining a sense of trustworthiness and expertise.

Proportions

Start with ample quantities of a primary color from the bright, bold, or neutral palettes. You can then use a supportive secondary color in smaller fields, rules, headlines, and small positive text. And for that dynamic splash of color, consider adding accent colors (just remember to keep your curator hat on – choose wisely and don’t overdo it).

Fields, bars, and rules

Color can be used to create horizontal flow – a key principle of our brand. When possible, span the page with an element of color.

Typography

Body copy should typically be black. In some instances, other colors from the dark palette may also be used. At larger type size, nearly the full range of colors is at your disposal. Just remember to maintain a color contrast that is equivalent to 35% black or higher for best readability.

CONSIDERATIONS

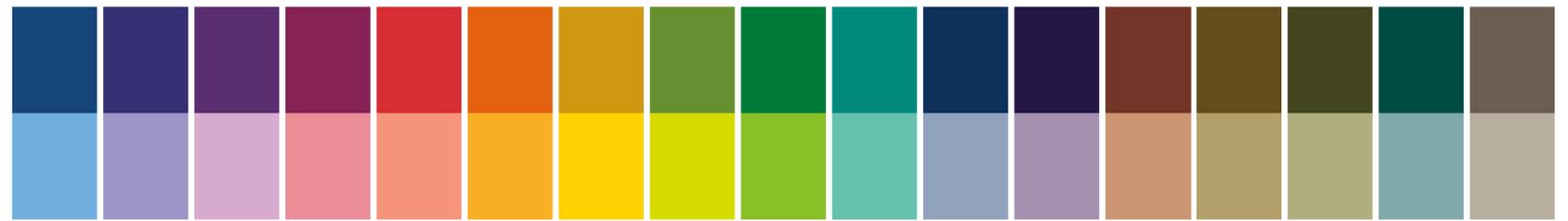
Keep it simple

Depending on the complexity of the design, limit yourself to three to five colors.

Red

Be mindful that red often denotes emergency when used in the context of care delivery and financial loss in business settings.

PAIRINGS

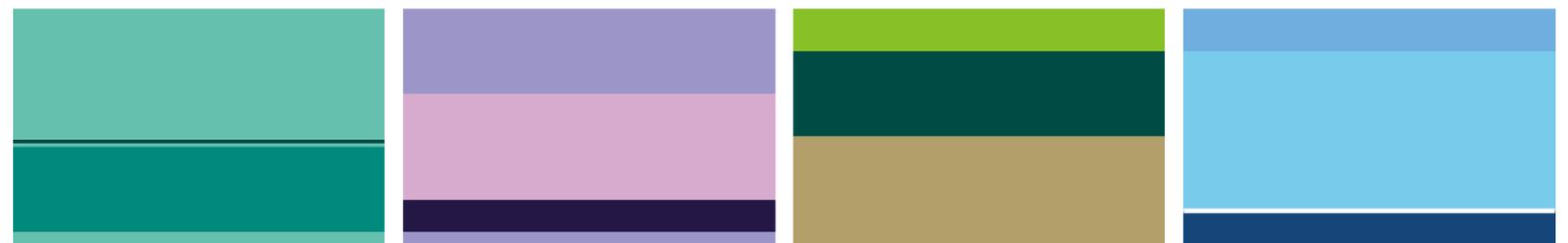


Note: For more information on pairing color, especially pairing contrasting and complementary colors or pairing color with photography, visit the Brand Center.

PROPORTIONS



FIELDS, BARS, AND RULES



TYPOGRAPHY



Pictures of health

We look at health through an entirely different lens than others. Literally. The photos we use reflect our organizational vision – they're vibrant, positive, and project health and vitality.

Our photographic style makes it easy to express our personality and set the right tone. It's a style based on solid photographic tenets, that's adaptable to all situations and subjects. So no matter what your topic is or who your audience may be, you should always be able to find that perfect shot.

Photography is an essential part of our brand and, like with sunscreen, we're not afraid to apply it liberally.



Feel

Our approach to photography has established a recognizable look that's honest and authentic. The photos we use are vibrant and positive, projecting health and vitality. This helps us make deep connections, evoke emotions, and change perceptions.

CHARACTERISTICS

Evocative

Honest and genuine

Simple and uncluttered

Captures a moment that implies a larger story

CONSIDERATIONS

Be inclusive

Since we service wonderfully diverse people and areas, it's important that we reflect regional and cultural diversity. For more information, see our Diversity Report on the Brand Center.

Be real

The people, situations, and environments in our photos should always feel authentic, never staged, engineered, or overly posed.

Tell a deeper story

Your photo selection doesn't need to literally illustrate your subject matter. You might instead show the moments before or after the main event.



Style

We have our own distinct style of photography. You'll notice it in the details, from the wardrobe selections to the saturation of the photos themselves. Keeping a consistent approach to color, tone, lighting, and themes helps us continue that immediately recognizable look.

CONSIDERATIONS

Natural selection

Having natural lighting and backgrounds, and including organic elements, even indoors, provides a sense of warmth.

Shine on

The quality of light should be clean and radiant, even for audiences in regions that are "sun challenged."

Composition/cropping

Close crops can focus attention to the most important parts of the image, be it the emotion on a face or the activity taking place. Cropping can also add energy and movement to an image, drawing the viewer into the action.



Lighting

Lightness and brightness helps convey a positive and healthy feeling. To get the right tone, diffused lighting works better than direct.



Color

The hues in our photography should communicate the vibrancy of life and range of human experiences. It's always best to visually align images with our color palette.



Point of view

Helping viewers feel like they're part of the action can turn them from observers to participants in the communications. The camera's eye is intimately part of the activity.



Sources

Brand photography

The Brand Center offers proprietary photographs in six categories: care experience, clinician, business, lifestyle, objects, and custom. They are shot by us in our photographic style. The existing library of images is extensive and continually updated.

Stock photography

Using stock is fine, but selections must always follow our photography style and feel.

There many sites from which to choose, but we recommend the following:

corbis.com	jupiterimages.com	picturequest.com
gettyimages.com	masterfile.com	veer.com
istockphoto.com	photodisc.com	

No matter where you get the photography – whether from our library, from a stock supplier, or a custom photo shoot – make sure it clearly reflects our brand.

CONSIDERATIONS

The genuine article

All identifiable health care professionals appearing in our materials must be Permanente Medical Group practitioners or Kaiser Permanente staff. You can find these images in our photo library. All the nonclinical models in our library are actual Kaiser Permanente members.

Design on a dime

A picture may be worth a thousand words, but that doesn't mean it has to cost a thousand dollars. There are plenty of royalty-free options that can fit in seamlessly with our proprietary photography.

Care experience



Clinician



Business



Lifestyle

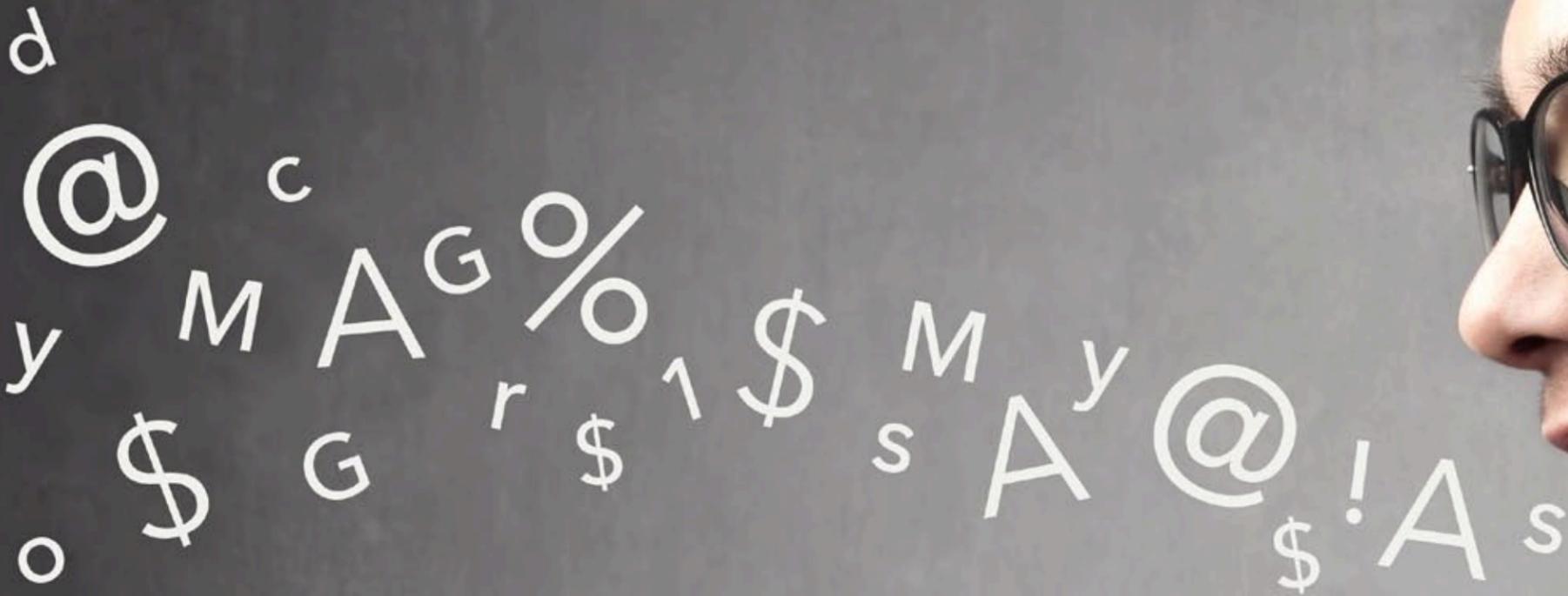


Objects



Custom





Do you see what we're saying?

When the medium is the written word, typography is our voice made visible. Clean and contemporary with a friendly feel, our typefaces can speak to our advanced technology or to our care for communities. As central elements of our brand expression, they can complement imagery or even stand alone as the main visual.

When you get down to it, they're a simple collection of lines and curves, but their power to communicate the Kaiser Permanente brand is mighty.

Typefaces

Our typefaces were selected to best express our brand personality, and have been tested and approved to work with any type of communication.

Avenir Next

Avenir Next is our preferred type family. It says dedication and expertise, while still being inviting and open. It's a sans serif typeface available in six weights and four styles, most of which can be used in headlines, subheads, captions, and body copy. However, the condensed styles should be reserved for use in captions and forms, and are not appropriate for use in body copy, headlines, or subheads. (When body copy is dense, use our serif typeface for an easier read.)

SUBSTITUTIONS FOR PC USERS

Arial

Arial Narrow

ACCEPTABLE ALTERNATIVES

Avenir

Helvetica Condensed

Avenir Next Ultra Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Avenir Next Demi

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Avenir Next Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Avenir Next Bold

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ABCDEFGHIJKLMNOPQRSTUVWXYZ
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abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Avenir Next Medium

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ABCDEFGHIJKLMNOPQRSTUVWXYZ
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1234567890 1234567890

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Avenir Next Heavy

ABCDEFGHIJKLMNOPQRSTUVWXYZ
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ABCDEFGHIJKLMNOPQRSTUVWXYZ
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abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Adobe Caslon Pro

This classic serif typeface conveys caring and trustworthiness. The soft forms and the use of serifs draw the eye from one character to the next, making it optimal for use with dense copy applications, such as letters, forms, and newsletters. It is available in multiple weights.

SUBSTITUTIONS FOR PC USERS

Times New Roman

Adobe Caslon Pro Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Adobe Caslon Pro Semi Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Adobe Caslon Pro Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Verdana

Designed to be readable at small sizes on a computer screen, we use Verdana for Web copy only. With its clean and modern look, it is close in feel to Avenir Next. Its legibility onscreen makes it easier to use, a quality that is central to our brand.

Verdana Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

Verdana Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
abcdefghijklmnopqrstuvwxyz
1234567890 1234567890

CONSIDERATIONS

Stick with it

Our typefaces are an integral element of our brand, quickly recognizable by our audiences. Using specialty fonts or creating customized ones should be vetted through our Brand Strategy team.

Financial impact

We don't have a global license for these typefaces. In order to use them, you must purchase them. If cost is a concern, please use the recommended substitutions and alternatives.

Typesetting

When done with purpose, typesetting is just the tool to take your readers on the journey of your message.

CHARACTERISTICS

Simple	Readable	Expressive
Open	Dynamic	Structured

CONSIDERATIONS

Visual hierarchy, style sheets, and grids

For a more clear and readable message, consistently use typefaces, sizes, weights, colors, and cases to establish visual contrast among titles, headlines, subheads, body copy, and disclaimers. Style sheets will ensure continuity in the use of type, while grids are the best way to add structure.

TECHNICAL SPECS

Alignment

Left is optimal. Centered and right may be acceptable depending on usage.

Tracking and kerning

Optical kerning set at 0 is optimal. Adjust as needed for rag and readability.

Leading

100 to 150% of point size is optimal. Generally, smaller point sizes require more leading; larger point sizes require less.

Paragraph spacing

40 to 100% of point size is optimal.

Line lengths

45 to 75 characters is optimal; roughly 8 to 12 words maximum.

Hyphenation

No hyphenation is optimal. Otherwise, no more than two in a row.

Minimum size requirements

Audience: 8.5 pt for most audiences, 11.5 pt for senior.

Production: 5.5 pt for spot colors, 7.5 pt for process.

Check regulatory and legal requirements for exceptions.

SAMPLE TEXT

Upti officii inciumque magatent

— **Headline**
Avenir Next Demi
36 pt / 38 pt leading

Antiis nos excerna tionsent, qui non percips anditatia velibea riost, officae excea arcimi, tem sitaquos solre essimax imoreptas dolum, simeni alibusam.

— **Introduction**
Avenir Next Medium
14 pt / 18 pt leading

Excepud igendic te sint quas

Omnime ratia parcitin ra dolore. Gent aut quantiures estrunte conecus repro to quiatistisi dolupit quatur, si unt quosaero. Citibusa intem rerum fugiam quaes eatur, consequae dolupitae con. Itatist, ipiduci atemqui aut.

— **Subhead**
Avenir Next Bold
17 pt / 19 pt leading

Reptatque rehendi alitet ut anda alit excest plicae nimum, qui del ma sit a sinimus es am faccum rero berae simpeditatis veniatis dolorem quid milis ilitiatem erum.

— **Body copy**
Avenir Next Regular
10.5 pt / 15 pt leading

- Is dolo blam facest quationsedi.
- Volut lignimus net equmque beaquiatur fuga.
- Enisit et as utet doluptam int autemporro.

— **Bulleted copy**
Bullet:
Avenir Next Regular
8.5 pt / 15 pt leading
Body copy:
Avenir Next Regular
10.5 pt / 15 pt leading

Andam quiam ut es quatur molrovit

Ciae voluimin prore volut lignimus eamque nat is anto beaquiatur si tem fuga. Henisit et as utet doluptam int esciduntist fugias conet. simpeditatis odisci omnime ratia parcitin dolupit quatur, si quosaero con re vides ditium.

THINGS TO AVOID

Upti officii incium

Drop shadows

Omnime ratia parcitin ra dolore. Gent aut quantiures estrunte conecus repro to quiatitisi dolupit quatur, si unt quosaero. Citiusa intem rerim fugiam quaes eatur, conseqe. Dolupitacon Itatist, ipiduci atemqui aut reptatque.

Excessive combinations of typefaces, sizes, weights, and colors

Excepud igendic
Excepud igendic
Excepud igendic
Excepud igendic

Distorting typefaces (stretch, condense, elongate, and compress)

Ciae voluimin prore volut lignimus fuga. Henisit et as utet dolupem int esciduntist fugias conet. Simpeditais odisci omnime ratia parcitin dolupit quatur si quosaero con re vices ditium foris siminve omnis mil iur, simposit atem fuga. Ed voluptaspis dis dias nobis non nimint lab..

Full justification

Aliquuntiore luptam recerst.

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Avenir Next Ultra Light at sizes below headline use

As ut preseni musanda

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Excessive use of Avenir Next Heavy

Volecus simillu

Itatem isopsae occustoreium

Resequam aut que posaped ma cust dellaborem la dolorunt et arerem fuga. Dist, toreptas is quae vel iur, sam endit aut aspinihil inti optus eos et eveliquos.

Avenir Next Condensed styles in sizes above body copy use

But wait. There's more.

Sometimes you need a special tool to solve a special problem. These optional supporting elements give you the versatility to deliver your message in just the right way, while still uniquely expressing the Kaiser Permanente brand.



Textures

Choose from our menu of textures when you want to add a feeling of movement and depth to fields of color. Created specifically for our use, textures can subtly communicate our continuous advancement and human touch.

Textures can be used in conjunction with or in place of photography. They've also been designed to work well with type.

CONSIDERATIONS

Set the mood

It may help to base your selection on the color and texture that best support the tone you'd like to set.

On the level

Like many of our graphic elements, our textures were designed to be used horizontally, not vertically.

Read between the lines

All the textures in our library were designed to support legibility when used behind copy.

This is just a sampling of the options in each category. Our entire library of textures can be found on the Brand Center.

Natural



Tactile



Reflective



Sophisticated



Active



Icons

Icons help us cut to the chase. They allow our audiences to consume information quickly and easily. And in their simplicity, icons can help eliminate language and education barriers.

CHARACTERISTICS

Simple and functional

Balance of round and straight edges to project friendliness and strength

Even line weight and cohesive appearance

Read well at small sizes

Universal appeal, usable by diverse groups

CONSIDERATIONS

Have a reason

Icons are a communication tool, not cake decorations. Make sure they serve a purpose and provide information, like a symbol indicating where restrooms are located or what to click online to find a doctor.

Keep it clean

The beauty of icons is they can be understood super quickly. That fails spectacularly if they're littered all over the place.

Color it up

Our vibrant, healthy brand palette should always be the first choice when color is appropriate.

Stick to the standards

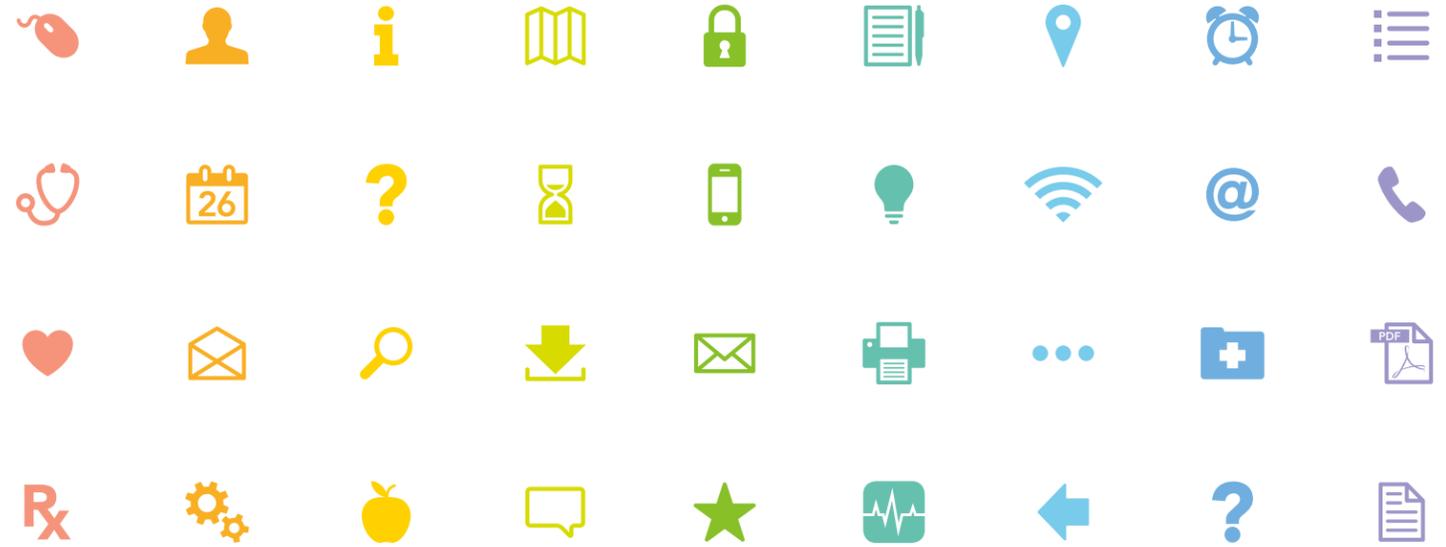
Use icons to support and add versatility to our brand, not to create a new visual language.

Get real

Leave the cartoons for Saturday mornings – that strawberry icon really doesn't need sunglasses.

Collaborate

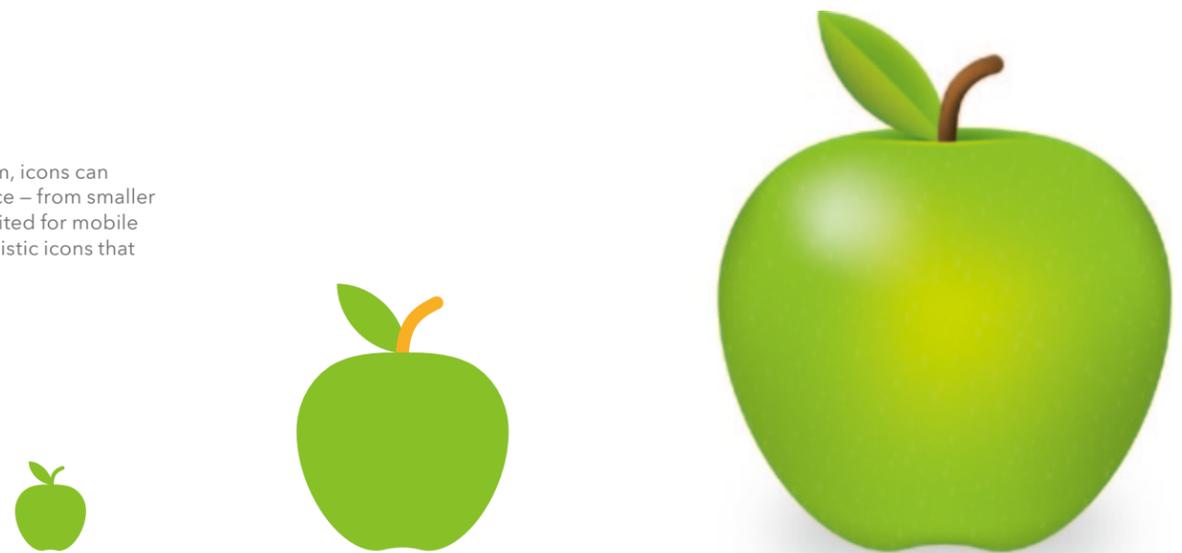
Icons are developed in partnership with Program Offices and should not be created independently.



This is just a sampling of the icons available for use. Our entire library of icons can be found on the Brand Center.

Range

Depending on the medium, icons can vary in size and appearance – from smaller pictographic icons well suited for mobile devices to large photorealistic icons that work better on websites.



Graphic illustration

Illustration can help express concepts or tell a story that photos can't. While illustration is not a core component of our brand, there are definitely unique situations and audiences for which it can work well.

CHARACTERISTICS

- Simple
- Warm and friendly
- Rooted in realism
- Tells a story or communicates an idea
- Fits a specific audience or medium need
- Clean lines and solid shapes

CONSIDERATIONS

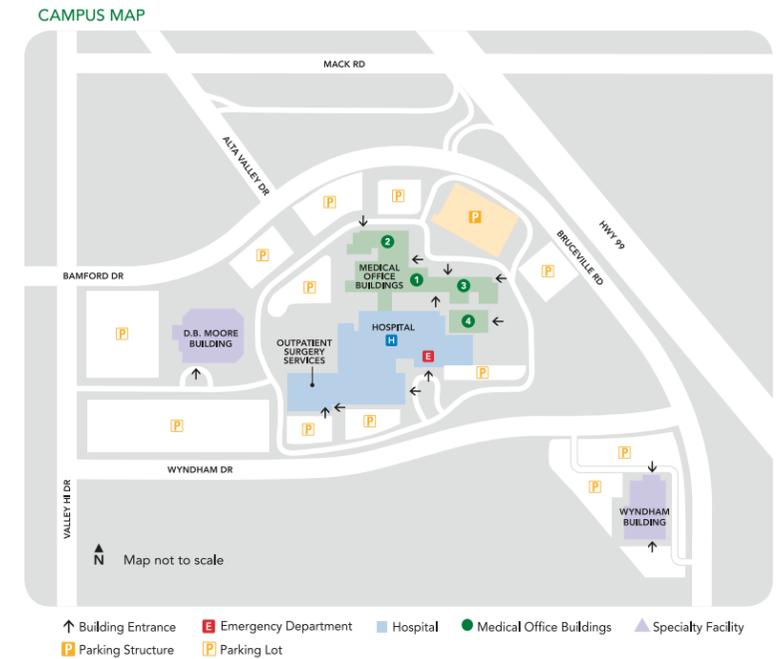
- Accessorize**
Think of illustration more as an accessory than a necessity, best brought out for those special situations that call for something different.
- Cartoons are for kids**
A cartoon or comic-book style can work when the communication is for children. With grown-ups, however, it can undermine our credibility.
- Color can set the mood**
Our brand palette should always be the first choice when color is appropriate.
- Know where you're going**
Make sure there's a specific purpose for using an illustration. For example, illustrations reproduce better on promotional or event items, and can simplify directions.



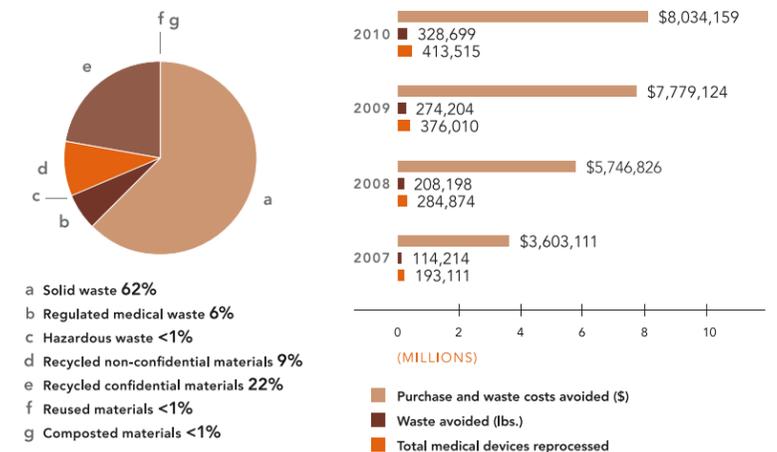
Promotional or event items



Children's materials



Wayfinding



Infographics

Kaiser Permanente Brand Book
The Application

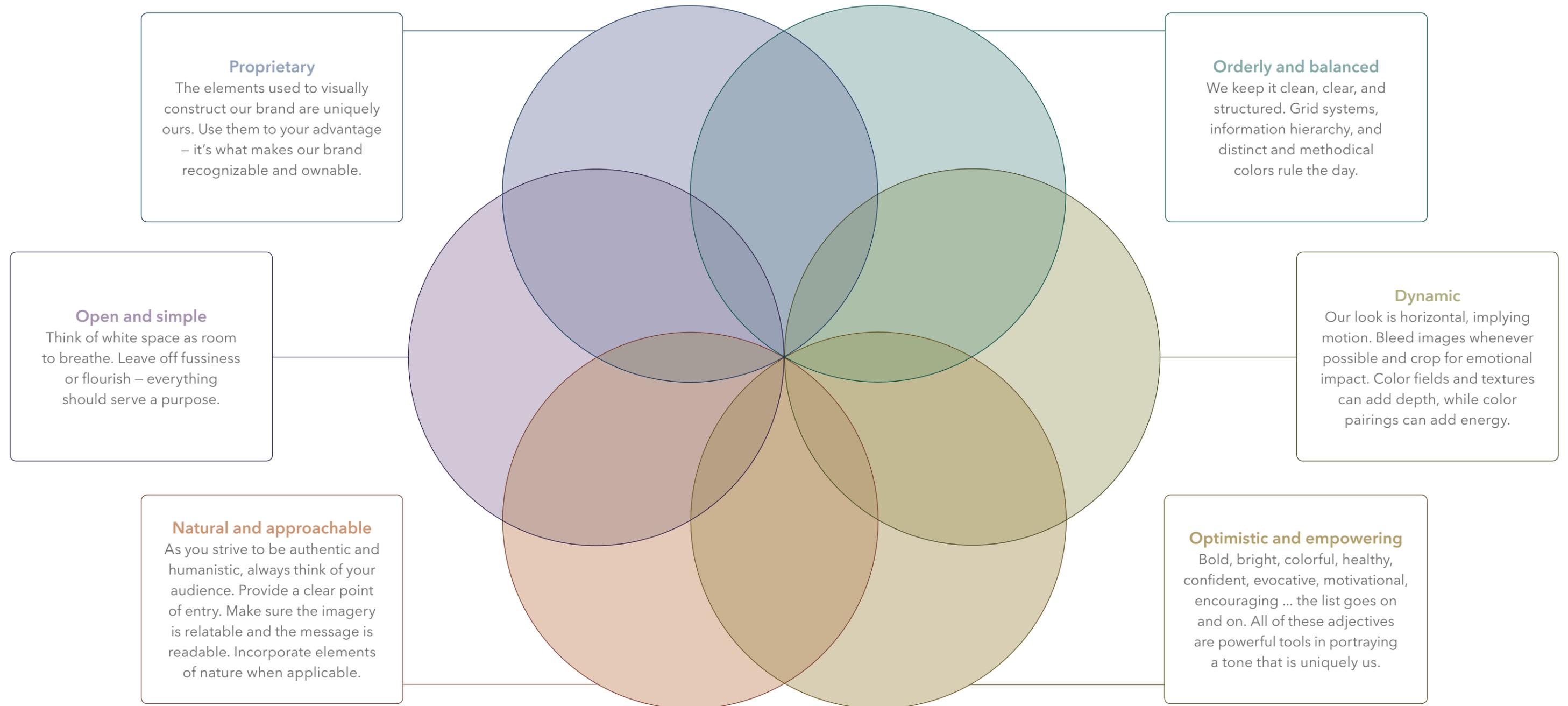
Ready to mix

Now you've met all the elements of our brand expression. How do you make sure they get along? Knowing our design principles – and just how far you can run with them – will help you create harmonious work that sings Kaiser Permanente.



Design principles

Some may call our design clean. We like to think of it as healthy. You can achieve the unmistakable Kaiser Permanente look by integrating these qualities into your work.



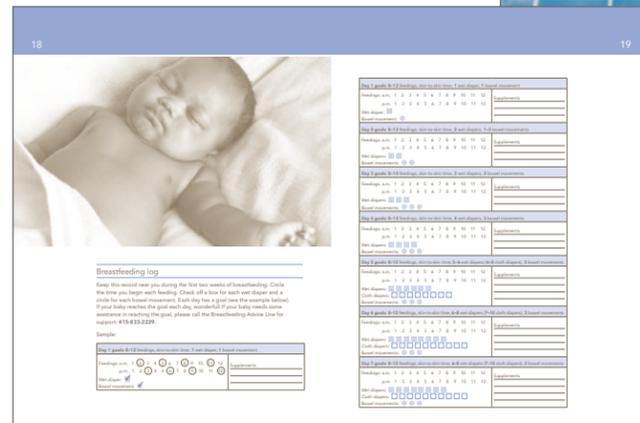
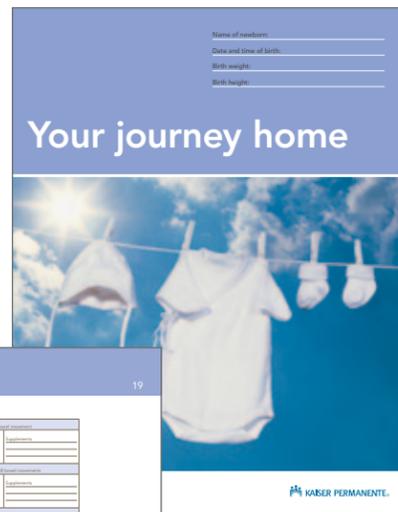
The range of play

We want you to let the creative juices flow ... sometimes. There are some situations when a more straightforward approach is called for. Understanding the range of messaging will help you determine when it's OK to stretch, and when it's time to button down.

Our work falls on a spectrum, depending on the objective of the piece. If we want our audience to **KNOW** something, the message is critical – there's no room for ambiguity. If we want them to **ACT**, the message still matters, but so does the feeling. If it's all about making them **FEEL**, we reach for the moon. It's still Kaiser Permanente, but Kaiser Permanente at our dreamiest.

Know

Informative and educational, headlines and text are direct and supported by imagery, if needed.



"Your Journey Home" Educational Brochure for New Mothers

Act

Both educational and evocative, imagery, headline, and text work together to achieve a clear, visible call to action.



Modesto NICU Level II Opening Mailer for Expecting Mothers

Feel

Conceptual and evocative, the image and headline tell the story. A link to more information can be provided.



"Plus One" National Television Advertisement

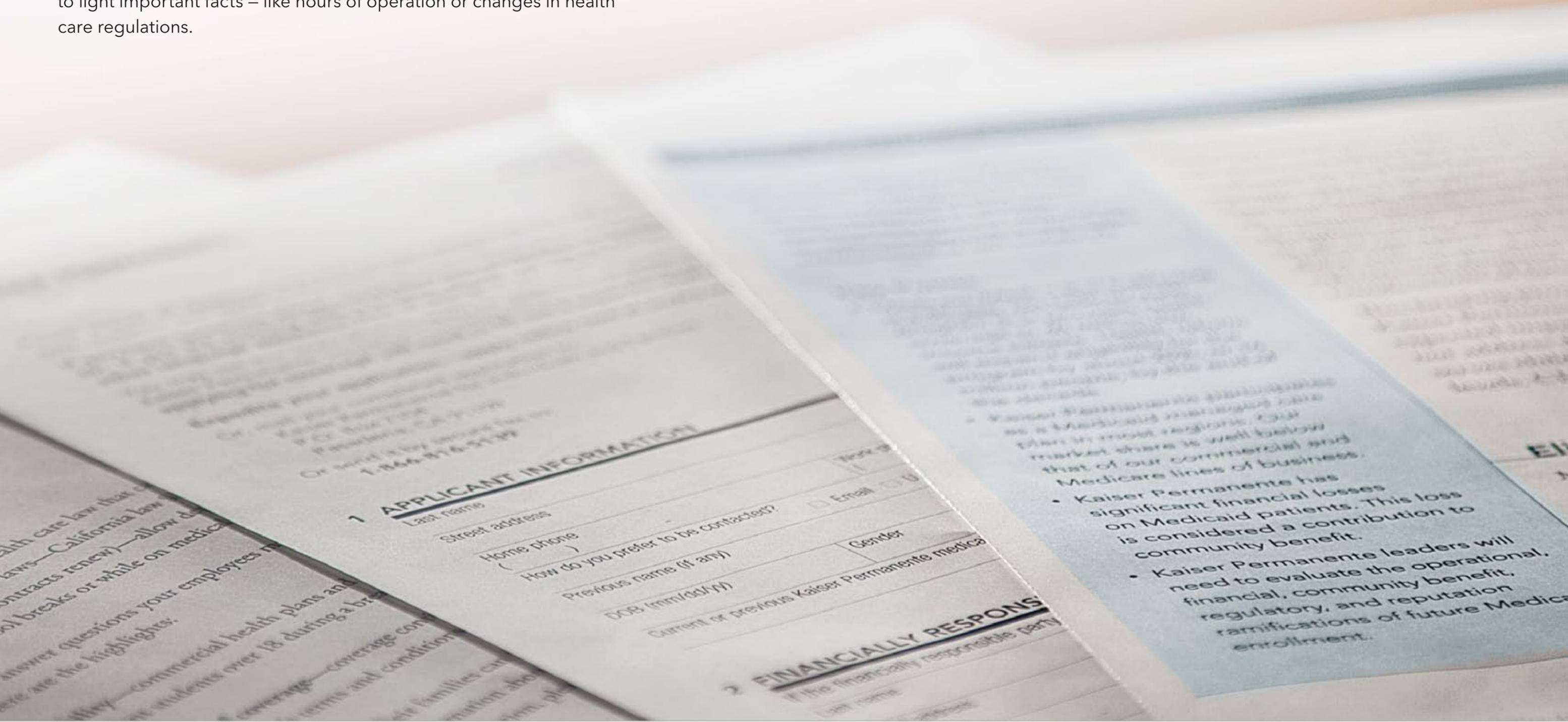
See it in action

And now for the visually inclined: examples, examples, and more examples. Pulled from multiple media and directed at a variety of audiences, these are the ones you should take inspiration from. They embody our brand in total: from voice to type to visual organization.



Know

Informative, direct, and clear, these are our “no frills” communications. The content and imagery appeal to the mind, not the heart, to bring to light important facts – like hours of operation or changes in health care regulations.



KAISER PERMANENTE. Kaiser Permanente for Individuals and Families
HEALTH COVERAGE APPLICATION

Please answer all questions and print or type **using black ink only**. You should sign this application only if you understand each question and agree to the response provided—even if a broker assists you with the application.

If you have questions about completing this application (in English or another language), please call 1-800-232-5100. Or, if you are working with a broker, please call him or her for assistance. We will provide translation services and other language assistance free of charge if you need it.

You may use this application to apply for individual coverage provided by Kaiser Foundation Health Plan, Inc. (KFHP), or Kaiser Permanente Insurance Company (KPIC), a subsidiary of Kaiser Foundation Health Plan, Inc. **Each family member applying for coverage will need to fill out a separate application.**

Expedite your application—apply online now at buykp.org/apply.

Or, mail your completed application to:
Kaiser Permanente for Individuals and Families
P.O. Box 7104
Pasadena, CA 91109

Or send it by secure fax to:
1-866-816-5139

1 APPLICANT INFORMATION

Last name _____ First name _____ MI _____
Street address _____ City _____ State _____ ZIP _____
Home phone (____) _____-____ Work phone (____) _____-____ Email _____
How do you prefer to be contacted? Email U.S. mail Primary spoken language English Other (please specify): _____
Previous name (if any) _____
DOB (mm/dd/yy) _____ Gender _____ Height (ft/in) _____ Weight (lb) _____ Marital status _____
Current or previous Kaiser Permanente medical record number (if any): _____

2 FINANCIALLY RESPONSIBLE PARTY/PARENT/GUARDIAN

If the financially responsible party is someone other than the Applicant, please complete the information below.

Last name _____ First name _____ MI _____
Street address _____ City _____ State _____ ZIP _____
Home phone (____) _____-____ Work phone (____) _____-____ Email _____
DOB (mm/dd/yy) _____ Primary spoken language English Other (please specify): _____

60079010/CA/Indiv/Jan 2012 Kaiser Foundation Health Plan, Inc., P.O. Box 7104, Pasadena, CA 91109
KP-KF-A-5 Kaiser Permanente Insurance Company, P.O. Box 7104, Pasadena, CA 91109 Page 1 of 24

KAISER PERMANENTE.

January 19, 2009

Name _____
Address _____
City, State ZIP _____

Dear employer,

The new year brings changes to health care law that can help give your employees with college-age dependents peace of mind. Two new laws—California law SB 1168 (effective January 1) and federal law HR 2851 (effective October 9, as contracts renew)—allow dependent college-age students to continue receiving coverage during school breaks or while on medical leave.

To help you answer questions your employees may have about the changes, take a look at the enclosed fact sheet. Here are the highlights:

- **Eligibility**—commercial health plans and insurers are prohibited from terminating coverage for full-time dependent students over 18 during a break in the school calendar.
- **Duration of coverage**—coverage continues for up to one year or until coverage is scheduled to terminate under the plan's terms and conditions, whichever comes first.

Your employees and their families can feel confident that we'll help them maintain the coverage they need to keep them healthy. Information about this coverage will be included in student certification notices beginning in April. For more information, please contact your Kaiser Permanente representative or account manager.

Sincerely,



Wade J. Overgaard
Senior Vice President
Sales and Account Management

Business Marketing Communications
09/11/09-01/09 January 2009 brokernet.kp.org

Institute for Health Policy
Volume 1 • August 2010

LEADER BRIEFING: Medicaid and Health Reform

This paper is the first in a series of internal briefings by the Kaiser Permanente Institute for Health Policy, designed to provide essential background information on selected subjects in the health reform law that will impact KP.

Key Points

- Medicaid (Medi-Cal in California) is a 45-year old federal/state program that provides health coverage to 60 million low income people. Health reform will expand eligibility for the program by about 25%, or 16 million people, by the end of the decade.
- Kaiser Permanente participates as a Medicaid managed care plan in most regions. Our market share is well below that of our commercial and Medicare lines of business.
- Kaiser Permanente has significant financial losses on Medicaid patients. This loss is considered a contribution to community benefit.
- Kaiser Permanente leaders will need to evaluate the operational, financial, community benefit, regulatory, and reputation ramifications of future Medicaid enrollment.

The new health reform law—known as the Affordable Care Act—will expand eligibility for Medicaid (called Medi-Cal in California) to all citizens and legal residents who have been here five years with incomes up to 133% of the “federal poverty level” (about \$29,300 for a family of four). Beginning in January 2014, nearly everyone under age 65 with income below this level will be eligible, ultimately adding about 16 million more Americans to the Medicaid rolls. State governments in all of our regions will be looking to us and our competitors to enroll these individuals. Kaiser Permanente leaders will need to evaluate the operational, financial, community benefit, regulatory, and reputation ramifications of future Medicaid enrollment.

This briefing provides background about the Medicaid program and Kaiser Permanente's participation in it, along with the changes and expected impact from the 2010 health reform law. (This briefing does not address the Children's Health Insurance Program (CHIP), which serves children with family incomes slightly higher than Medicaid levels. CHIP was not expanded under the health reform law.)

Eligibility and Enrollment

Medicaid is an entitlement program; people who meet their state's eligibility criteria have a federal right to coverage in that state.

The federal government sets the income level for Medicaid eligibility (described in Table 1), but states have broad flexibility to expand the program beyond those levels and to cover people who are not otherwise members of mandated categories (for example, childless adults). Because of this flexibility, Medicaid eligibility levels vary widely from state to state.

Table 1 summarizes the major changes in Medicaid eligibility that will happen when health reform is fully implemented in 2014. These changes represent the largest expansion of Medicaid since it began in 1965.

© 2011 Kaiser Foundation Health Plan, Inc. For internal use only. **KAISER PERMANENTE.**

Forms and Applications

Customers and consumers

Open and simple design, clear language, and functionality built around the user turn even the humble form into a branded experience.

Letters and Stationery

All audiences

Clean and inviting design plus use of serif font support readability. Emphasis on audience benefit adds note of caring.

Institute for Health Policy Leader Briefing

Internal leadership

Institute for Health Policy type treatment distinguishes it from Kaiser Permanente without competing for prominence. Grid structure creates multiple points of entry.

HOLIDAY CLOSING

HOLIDAY CLOSING July This office will be closed July x, in observance of Independence Day. The Emergency Department will remain open. For more information, call our Member Service Call Center at 1-800-464-4000 or 1-800-777-1370 (TTY for the hearing/ speech impaired), weekdays from 7 a.m. to 7 p.m. and weekends from 7 a.m. to 3 p.m.

CIERRE POR DÍA FESTIVO Julio Este consultorio cerrará el x de julio, por motivo de la celebración del Día de la Independencia. El Departamento de Emergencia no cerrará. Si desea más información, llame a nuestro Centro de Llamadas para el Servicio a los Miembros al 1-800-788-0616 o al 1-800-777-1370 (TTY para personas con problemas auditivos o del habla) de 7 a.m. a 7 p.m., entre semana, y de 7 a.m. a 3 p.m., los fines de semana.

節日停業通告 7月 本醫務所將於7月x日暫停營業，紀念美國獨立日—急診部仍將營業。
欲知詳情，請致電會員服務電話中心：1-800-757-7585或1-800-777-1370（供聽覺障礙或語言障礙人士使用的打字電話）：平時早上7點到晚上7點，週末早上7點到下午3點。

KAISER PERMANENTE

Facility Holiday Hours Flier
Member

Textured color bar adds a splash of personality. Straightforward headline orients reader instantly. Grid format and white space make it easy to use.

KAISER PERMANENTE DEDUCTIBLE HMO PLAN

PAYING FOR CARE

We're here to help you better understand the financial aspects of your deductible plan. Understanding your costs can help you feel more comfortable in deciding how to spend your health care dollars.

While a deductible plan works a little differently than a traditional HMO plan, you still get the high quality of care you've come to expect from Kaiser Permanente. The steps in this brochure will help guide you through the basics of what to expect and where to go for financial information before, during, and after a visit.

- 1** Before your visit
GETTING AN ESTIMATE
- 2** During your visit
WHAT TO EXPECT
- 3** After your visit
RECEIVING YOUR BILL
- 4** At home
TRACKING YOUR EXPENSES

A FOCUS ON PREVENTION
One important way to stay healthy is by detecting problems before they become serious. That's why your deductible plan offers most preventive care services—like routine physical exams, mammograms, and cholesterol screenings—at little or no out-of-pocket cost to you, even before you've met your deductible. Visit kp.org/deductibleplans to see a list of preventive care services or to use our online Estimates tool to see how much upcoming services might cost.

Learn more about how your deductible plan works at kp.org/deductibleplans.

KAISER PERMANENTE

Deductible HMO Plan "Paying for Care" Brochure
Member

Bold, clean graphic illustration simplifies complex information. Color pairing adds vibrancy without distracting from the message.

Get to know your
Care Services

Welcome to the 4 East Medical-Surgical Orthopedic Unit at our Panorama City Medical Center.

We understand that it's never easy being away from home, so we're here to make you feel as comfortable as possible during your stay.

This brief guide includes a list of services—and an idea of what time of the day to expect them—along with a quick reference of TV channels for your entertainment. Please let your nurse know if there's anything else you need.

If you have any questions or concerns that your nurse cannot answer, call Cholita Linsangan, RN, BSN, department administrator, at 818-375-3900.

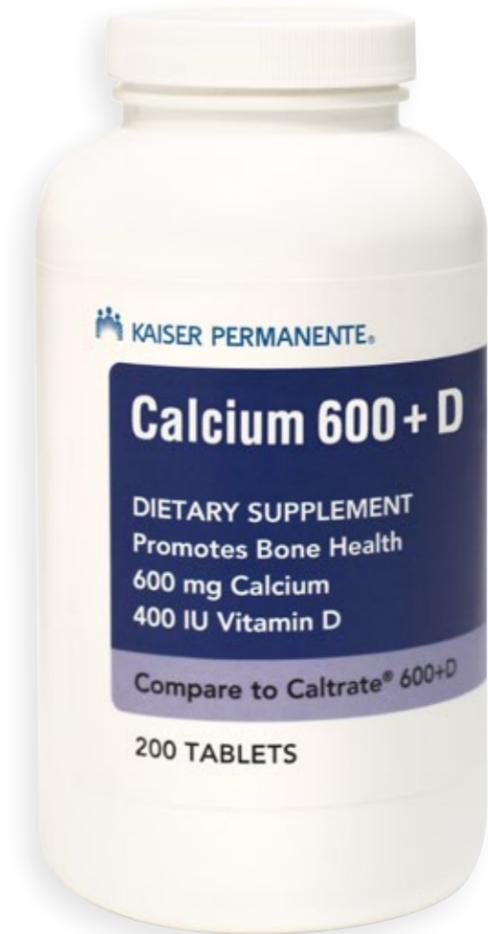
What to expect in your day

Physician rounds	6:30 a.m.–5 p.m.
Meals	
Breakfast	7:30–8 a.m.
Lunch	Noon–12:30 p.m.
Dinner	5:30–6:30 p.m.
Medication times	
	5:30–6:30 a.m.
	9–10:30 a.m.
	1:30–2:30 p.m.
	9:30–10:30 p.m.
Shift changes (meet your new nurse)	
	7–7:30 a.m.
	3–3:30 p.m.
	7–7:30 p.m.
	11–11:30 p.m.
Physical therapy (as prescribed by your physician)	
Monday–Friday, first session	9 a.m.–noon
Monday–Friday, second session	1–4 p.m.
Weekends	Times vary
Blood draws (as requested by your physician)	5:30–7 a.m. or as needed
Vital signs check	Taken every shift and as needed
Rooms cleaned	8 a.m.–4 p.m. and as needed

KAISER PERMANENTE

Care Services Flier
Member

Color helps to differentiate sections to accommodate dense copy. Use of image as color bar supports a warm, caring message.



Facility Wayfinding Brochure

Member

Distinct, methodical color choices and clean, simple icons and illustrations support ease of use and readability.

Pharmacy Packaging

Member

Branded logo application, rounded corners, and an open, uncluttered design add up to say this product is approachable, easy to use, and trustworthy.

A BETTER WAY to take care of business

A better partner for a better business
National awards and recognition—Q3 2012

★★★★★
Choose the Medicare plan with real star power
The Center for Medicare & Medicaid Services' 2012 star ratings offer the most comprehensive and objective measure of a plan's quality, service, and member satisfaction. The maximum rating a plan can earn is 5 stars. Only 11 plans in the country earned the excellent rating, and 8 of these plans are from Kaiser Permanente. And we're the highest rated plan in nearly every region we serve.

Other health cost advantages integrated a **advantage—recognition—organization—better choice**

Top health
Out of 474 plans we had 3 of the highest ranked Medicare plans

Highest employer satisfaction—two years in a row
For a second consecutive year, Kaiser Permanente ranked "Highest in Employer Satisfaction among Fully Insured Commercial Health Plans" according to the J.D. Power and Associates 2012 Employer Health Insurance Plan Study™. On a 1,000-point scale, we received 718 points—well above the overall satisfaction index average of 675!

Leading 10
According to 1 Kaiser Permanente top marks in 10 competitor rankings

Best in clinical quality—and cost efficiency—four years in a row
In a comparison of health plans in all the markets we serve, the national consulting firm Aon Hewitt reported for the fourth year in a row that we consistently outperform other plans in clinical quality—scoring **44 percent better** than the average HMO and **139 percent better** than the all-plan average!
Aon Hewitt also reported that, for the fourth year in a row, we're the most cost-efficient plan across all markets we serve—**11 percent more cost-effective** than the average HMO and **16 percent more cost-effective** than the all-plan average!

Clinical quality performance			Cost efficiency		
Average HMO	All plan average	Kaiser Permanente	Average HMO	All plan average	Kaiser Permanente
124	74	177	101%	97%	112%

"Top Performers" on hospital quality measures
In The Joint Commission's "Top Performers on Key Quality Measures" program, 20 Kaiser Permanente medical centers were named among the nation's top-performing hospitals. The program recognizes exemplary performance on key quality measures including heart attack, heart failure, surgery, stroke, and inpatient psychiatric services. Across the country, only 18 percent of hospitals received this distinction!

18% Kaiser Permanente medical centers named "Top Performers"
Across the country, only 18 percent of hospitals were named "Top Performers"—20 of these are Kaiser Permanente medical centers.

2 (continues)

KAISER PERMANENTE

National Accolades Sheet

Customer and broker

Simple graphic illustration strongly supports message. Confident tone is backed by credible content.

BY YOUR SIDE
Your Guide to a Comfortable Stay
KAISER PERMANENTE ORANGE COUNTY
ANAHEIM MEDICAL CENTER
IRVINE MEDICAL CENTER

4 Kaiser Permanente in Orange County

Kaiser Permanente has been serving Orange County's health needs for more than 40 years, since the opening of our Garden Grove Medical Offices in the 1960s. Today we're one of the largest health care providers in this thriving community. With two hospitals, 21 medical offices, more than 740 physicians, and 6,300 employees, we deliver quality health care to approximately 455,000 members throughout the service area. We're proud of our history in Orange County, and we look forward to caring for generations of residents to come.

At Kaiser Permanente, we don't just want to treat you when you're sick. We want to keep you feeling well at every stage of life. In addition to preventive care services, health education, and chronic disease management, we offer innovative online programs to help you keep track of your health and live a healthier lifestyle. At kp.org, you can:

- Create personalized action plans to improve eating habits, lose weight, reduce stress, quit smoking, and more.
- Search our health and drug encyclopedias, read articles on popular health topics, and download Healthy Living podcasts.
- Find a support group or fitness class at a facility near you. (Classes vary by location, and some may require a fee.)
- Order most prescription refills, schedule routine appointments, view most lab test results, and email your doctor's office with routine health questions.
- Look up information about your benefit plan, print important forms and publications, or act on behalf of a family member.

To use the secure features of our website, you'll first need to register. Go to kp.org/registernow, and then sign on with your user ID and password.

Your hospital stay

Consent for treatment
You were asked to sign a consent for treatment during your admission to the hospital. If you're recommended for surgery, your physician will discuss the surgical procedure and alternative methods of treatment with you. If you elect to have the surgery, your physician will ask you to sign a consent form. Permits and consent forms for minors must be signed by a parent or legal guardian.

Cost sharing
Your health plan coverage may require you to pay a share of the cost for your care. This is usually in the form of a copayment, deductible payment, or coinsurance. Please bring only enough money, or a credit card, to cover your required cost share. If your cost share was not paid at the time of admission, a financial counselor will set up a convenient time to meet with you.

Forms and records requests
You can submit requests for state disability, Social Security disability, state extensions, family medical leave, school forms, sports forms, and attending physician statements, as well as requests for copies of records, to our Correspondence Department at:
East Street Offices 1011 S. East St., Anaheim, CA 92805, 714-284-6634

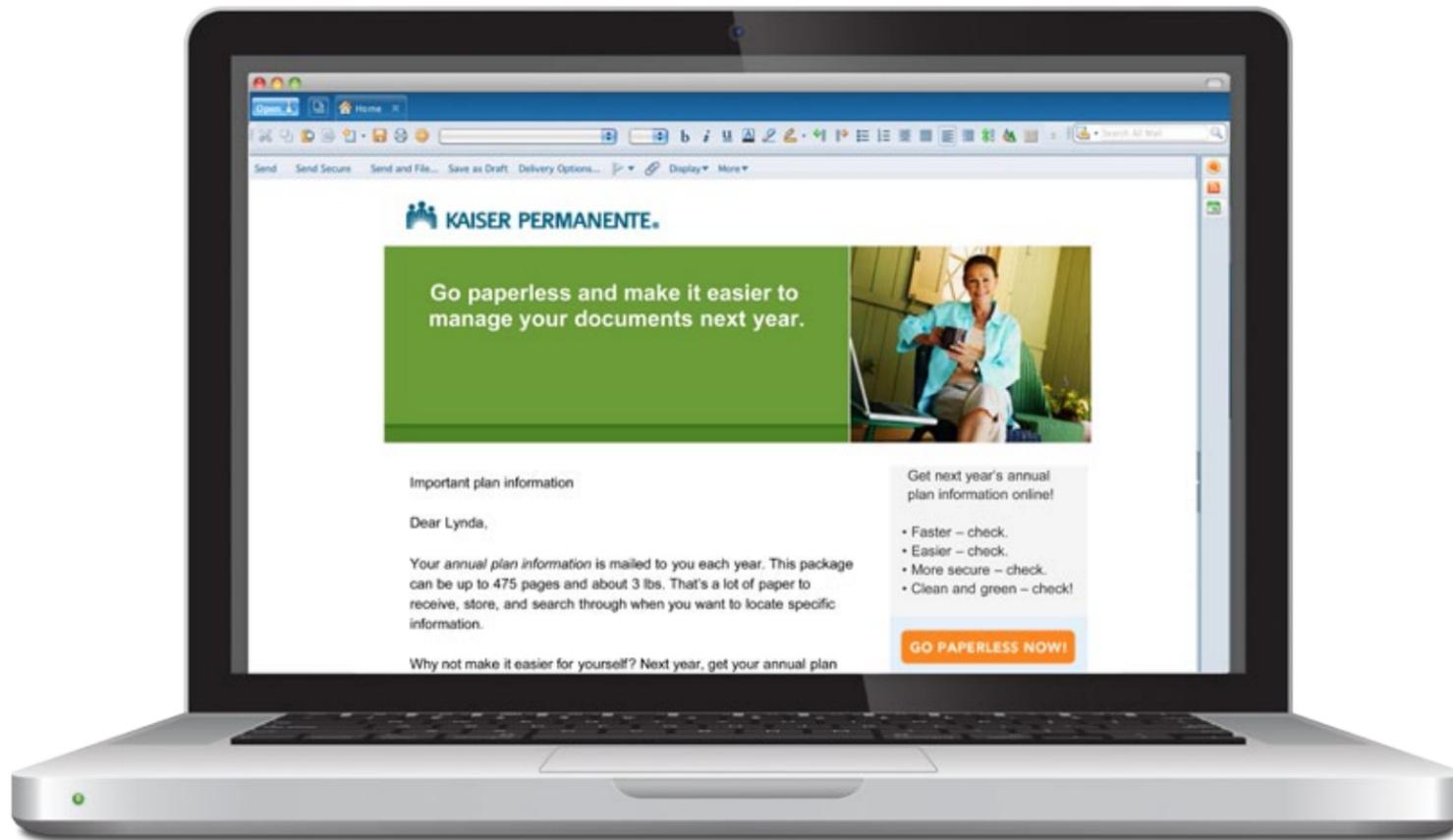
KAISER PERMANENTE thrive

Your Guide to a Comfortable Stay kp.org

Inpatient Booklet

Member

Subheads and bullet points support readability. Color choice and authentic image add to feeling of warmth.



“Go Paperless” Email

Member

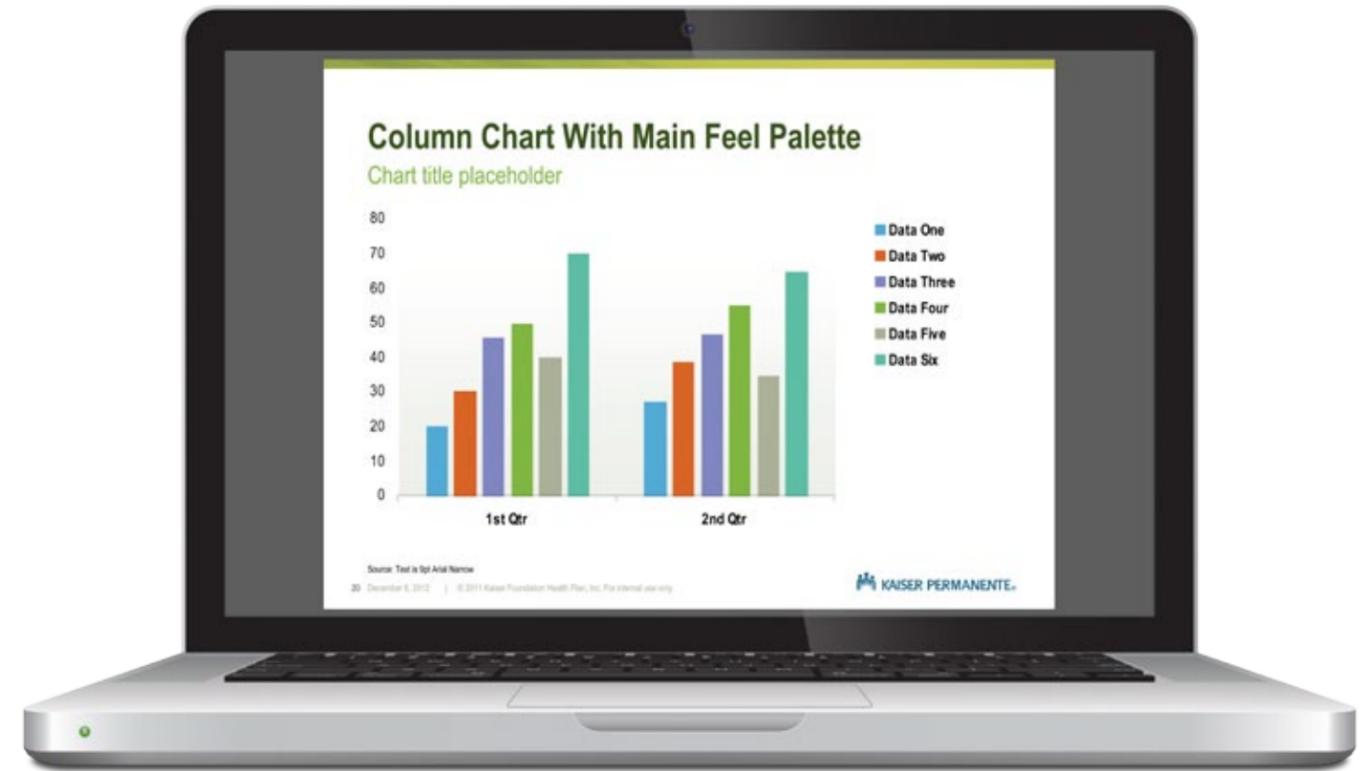
Image choice and color bar add to friendly, approachable feeling. Copy and design put audience at the center, ensuring ease of use.



Visitation Information Flier

Member

Image from nature plus soothing colors achieve a soft, comforting look and feel. White space, clear headline, and bullets make content approachable and audience-centric.



National Facility Services Annual Report

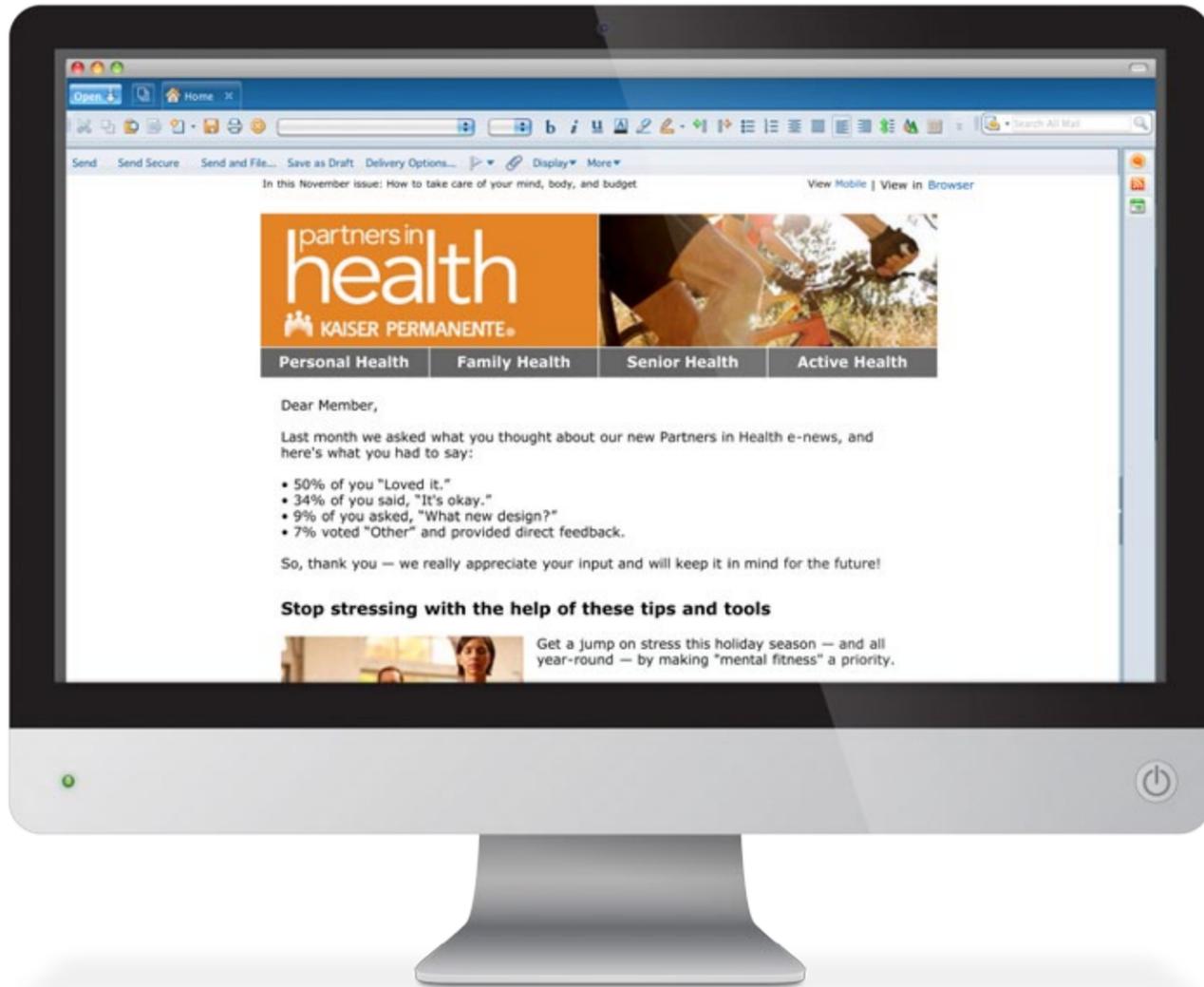
All audiences

Simple, uncluttered images make use of natural light. Color bars add to clean and orderly feel.

PowerPoint Template

All audiences

Clean, clear design incorporates Kaiser Permanente colors and ample white space.



Partners in Health E-Newsletter

Member

Simple, clean design and copy supports ease of use and readability. Partners in Health masthead gets type treatment to subtly distinguish it from Kaiser Permanente signature.



Health Care Perspectives Newsletter

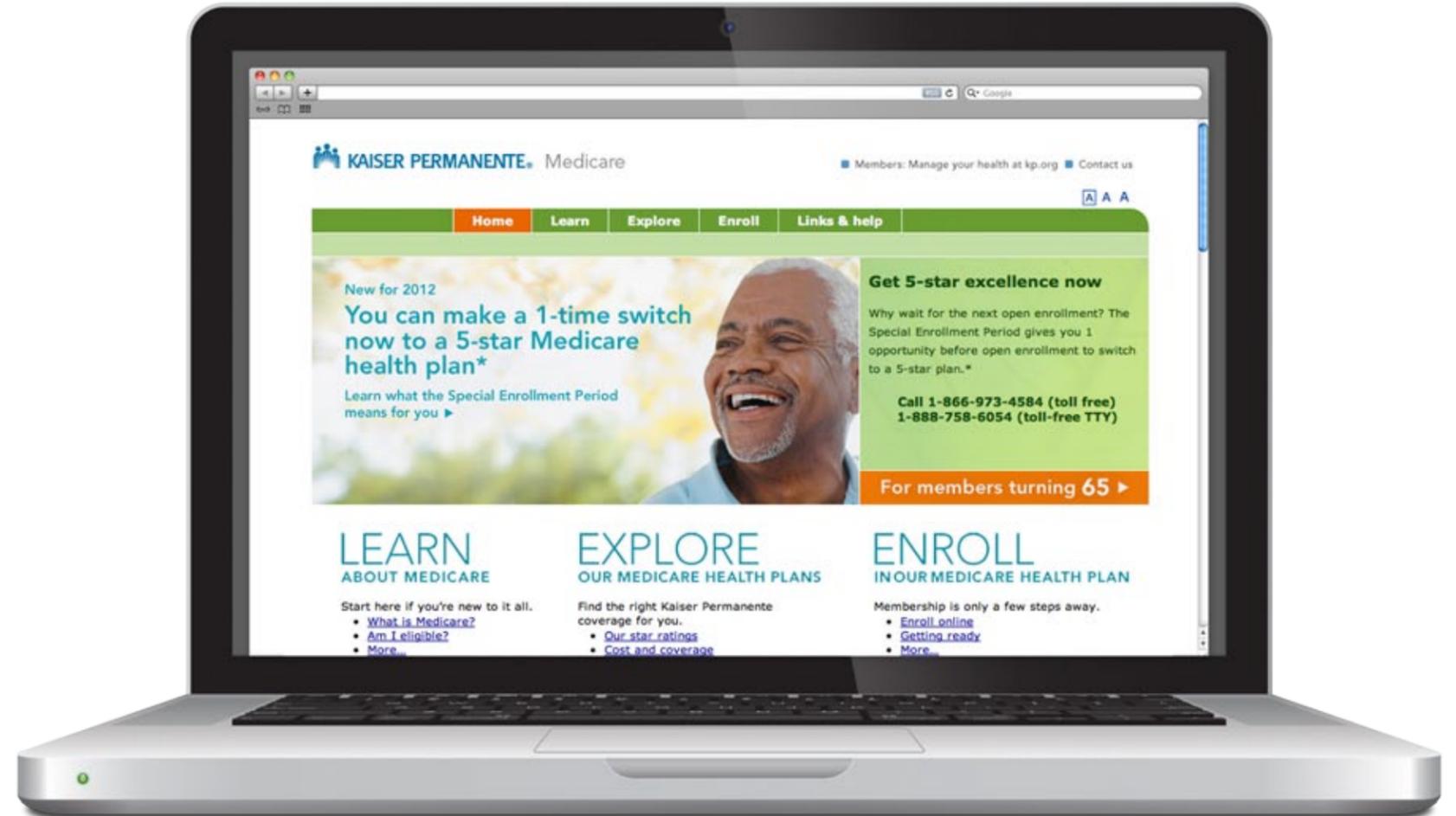
Customer and broker

Choice of color and images emphasize vitality. Graphic illustration helps simplify the information.

Act

Here's your wake-up call, your energy boost, your well-timed words of encouragement. In these examples, we're the one who believes you can do anything you put your mind to, and we're here to give you that extra push.





Medicare Ad

Member and consumer

Playfully warm image and headline plus ample white space invite the reader. Thrive signature used appropriately.

Medicare Website

Consumer

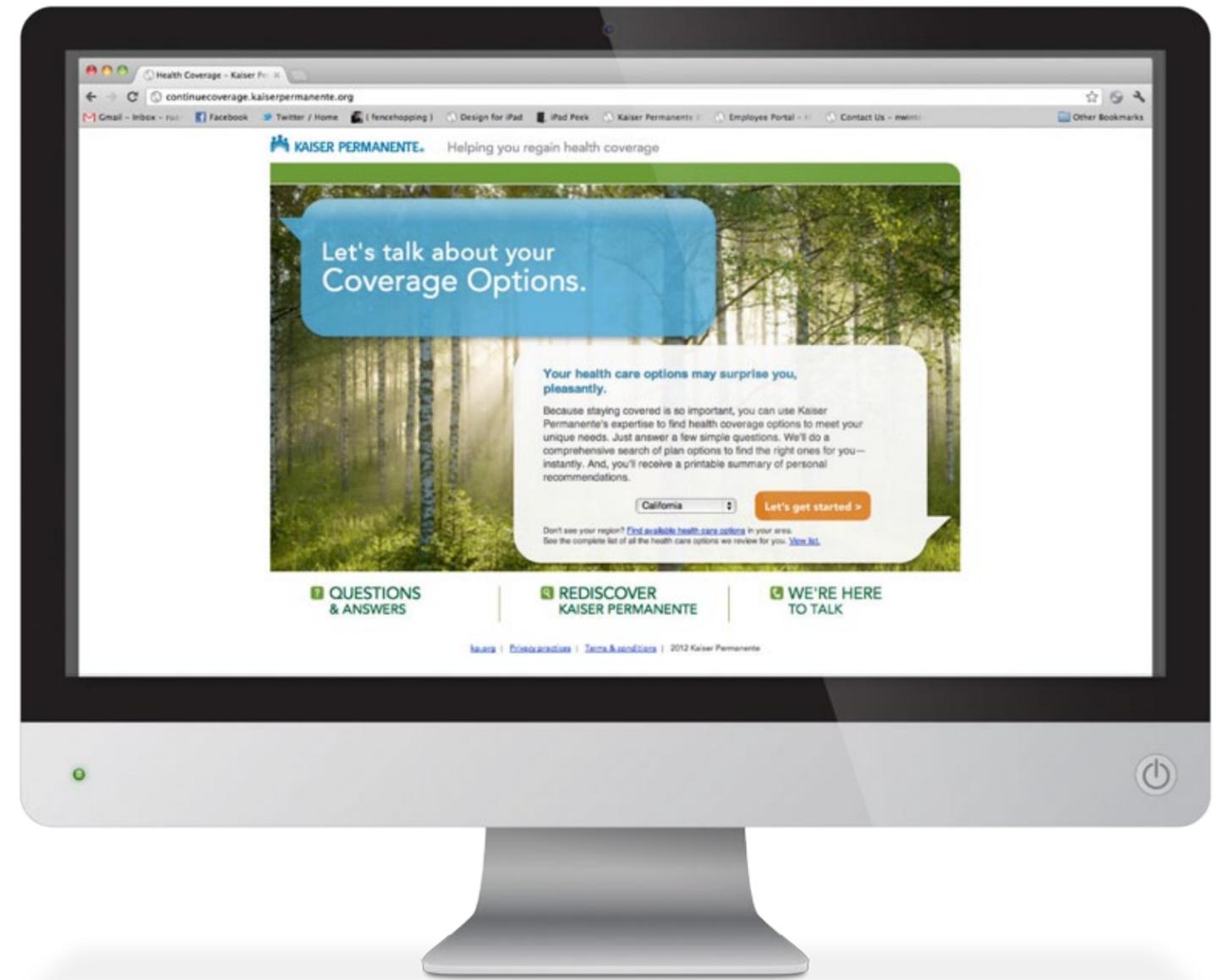
Complex information is presented in a way that's clear and easy to understand. Image is optimistic and inclusive.



My Health Manager Mobile App

Member

Icons are simple, functional, and work on small screen. Design is clean, orderly, and easy to navigate. Rounded corners suggest friendliness.



Continuation of Coverage Website

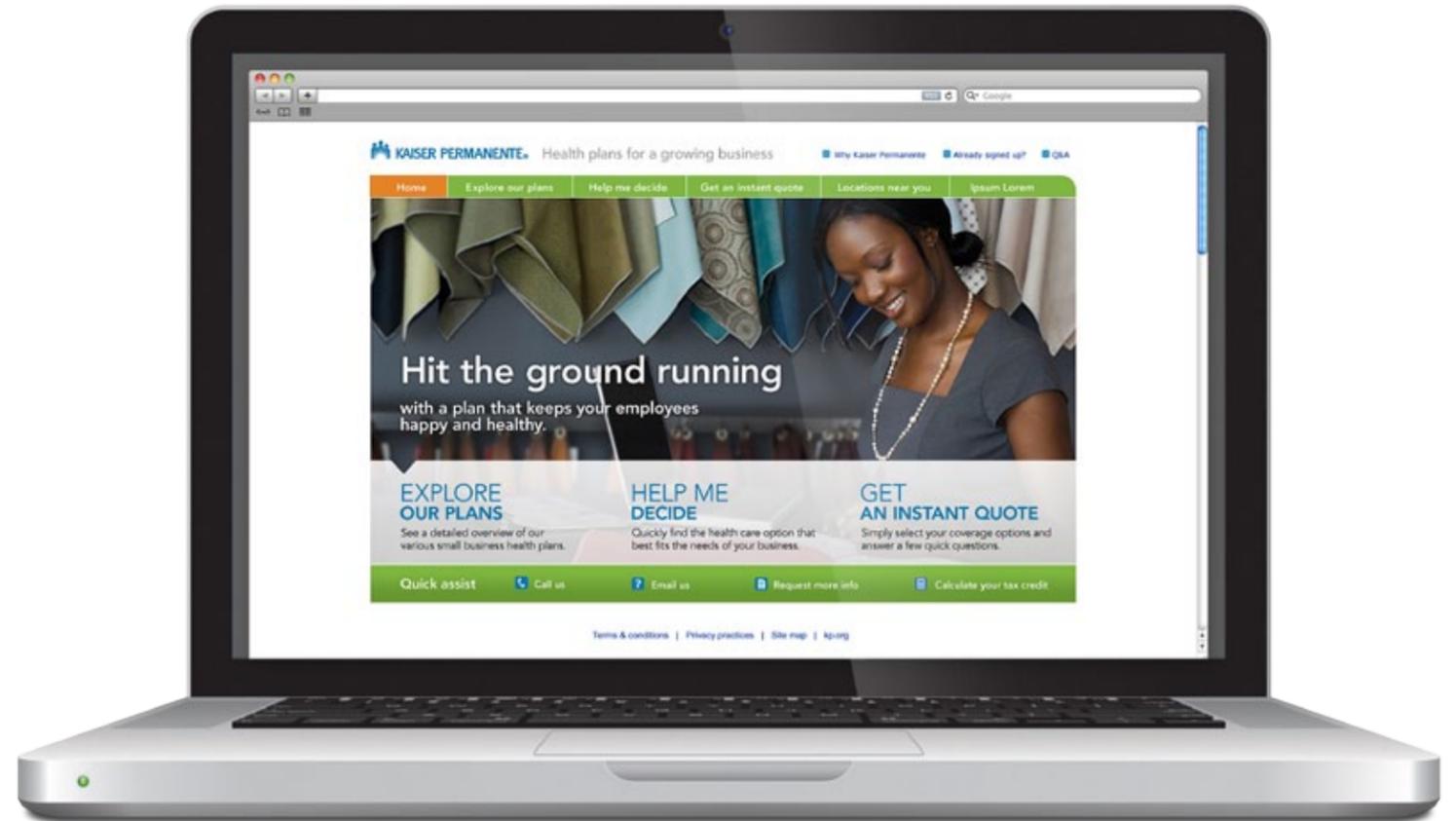
Member

Image from nature provides sense of warmth and health, and plays wittily with subject. Conversational language creates emotional connection with user.



Northwest Dental Collateral
Member

Color choices evoke a playful warmth. Image implies a larger story. There's just enough copy to get the reader to take action.



Small Business Website
Customer

Audience-centric image and copy create connection with user. Clean, open design makes it easy to get what you need.

Tee up good health.

A day on the course—especially if you're walking—can do wonders for your mind and body. Studies show that 20 to 30 minutes of exercise a day helps lower your risk for heart disease, high blood pressure, diabetes, obesity, and stress.

As a sponsor of [company's] [golf tournament name], Kaiser Permanente is happy to support your efforts—and promote good health at the same time. To learn more about how we can help your employees—and your business—stay healthy and productive, contact us at [(xxx) xxx-xxxx] or visit businessnet.kp.org.



businessnet.kp.org

Kaiser Permanente. thrive

Broker Ad

Broker

Witty interplay between copy and image supports friendly tone. Extremely open design underscores expert aspect of our personality.

2013 Kaiser Permanente Enrollment Book

Better Informed Better Together

easy to get appointments | test results online

I can choose my doctor | excel

great specialists | free

A better choice for good health

Kaiser Permanente is uniquely designed to give you the information and support you need to live well, with everything working seamlessly together.

- your choice of top doctors**
With Kaiser Permanente, you get a wide choice of doctors from many of the top medical schools in the country.
- personalized care**
Your care team works with you, supported by your secure electronic health record which connects them to your up-to-date health info—like lab test results, medications, and preventive screenings that are due.
- everything under one roof**
Most of our locations include pharmacy, lab, and X-ray services, so you can do more and drive less.
- lots of healthy extras**
Stay at your best with healthy resources like farmers markets and wellness classes, many of which are free.
- easy online access, anytime**
Use your computer, smartphone, or mobile device to email your doctor's office, schedule routine appointments, view lab test results, refill prescriptions, and more.*
- a great experience**
In the J.D. Power and Associates 2012 U.S. Member Health Plan Study™, Kaiser Permanente ranked "Highest in Member Satisfaction among Commercial Health Plans in California" for the fifth year in a row.†

kp.org

*Available when you receive care at Kaiser Permanente facilities. †Kaiser Foundation Health Plan, Inc., received the highest numerical score among commercial health plans in the California region in the proprietary J.D. Power and Associates 2008-2012 U.S. Member Health Plan Study™. 2012 study based on 32,888 total member responses, representing eight plans in the California region (includes Medicare and Medicaid). Proprietary study results are based on experiences and perceptions of members surveyed December 2011-January 2012. Your experiences may vary. Visit jdpower.com.

Better Informed. Better Together.

Making smart decisions—whether you're picking a health plan for your family or dealing with a health condition—can be easier than you think. All you need is a partner to give you the right information and support. Take a look at everything you get with your membership, and you'll agree that Kaiser Permanente is the best choice for your health.

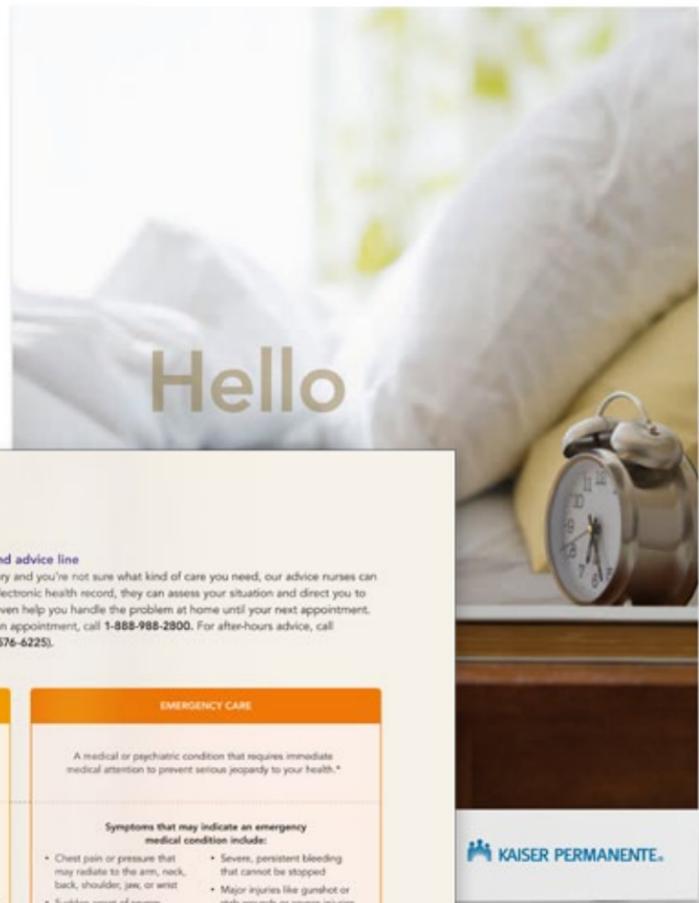
- A better way to get and stay healthy**
Choose more than a health plan. We also offer our own great doctors, convenient facilities, and advanced technology—all together in one easy-to-use package. This makes it simple for you to get excellent, coordinated care.
- Excellent care**
Get an entire care team that works with you and for you. Your doctors, nurses, and specialists are connected to our electronic health record system, so they can work together to provide the best care for your needs.
- Online access anytime, anywhere**
Stay better informed about your health—and better able to manage it—with online and mobile tools that help you get the information you want, when you want it.
- Convenient classes, resources, and more**
Take your health beyond checkups with a partner that provides the inspiration and support you need to live life to the fullest.

Watch members share why they chose Kaiser Permanente at kp.org/thrive

Large Group Open Enrollment Campaign

Consumer

Icons balance round and straight edges and function to make complex material quickly digestible. Copy is easy to understand and communicates confidence and expertise.



CARE AND CONNECT

The care you need, when you need it
 Different health needs require different kinds of care. To better understand those differences, review the chart below. Keep in mind that the examples given are just some of the possible health needs that may fall under each category of care. And of course, if you have an emergency medical condition, call 911 or go to the nearest hospital.

Call our appointment and advice line
 If you have an illness or injury and you're not sure what kind of care you need, our advice nurses can help. With access to your electronic health record, they can assess your situation and direct you to the appropriate facility, or even help you handle the problem at home until your next appointment. To get advice or schedule an appointment, call 1-888-988-2900. For after-hours advice, call 1-888-KPONCALL (1-888-576-6225).

	ROUTINE NONURGENT CARE	OTHER NONURGENT CARE	URGENT CARE	EMERGENCY CARE
WHAT IS IT FOR?	An expected care need, like a recommended preventive screening or a visit for a health issue currently being treated.	A new health concern or a change in an existing health condition that is not an urgent care need.	An illness or injury that requires prompt medical attention, but is not an emergency medical condition.	A medical or psychiatric condition that requires immediate medical attention to prevent serious jeopardy to your health.*
WHAT SHOULD YOU KNOW?	<p>Examples of routine nonurgent care needs include:</p> <ul style="list-style-type: none"> Physical exams Pre-travel exams Pap tests Well-child checkups Medication checkups Follow-up visits <p>You can schedule an appointment online with your personal physician or ob-gyn. If your doctor isn't available within a time frame that works for you, call us to request an appointment with another available physician.</p>	<p>Examples of other nonurgent care needs include:</p> <ul style="list-style-type: none"> Trouble sleeping General digestion problems Gradual skin changes Joint stiffness Ongoing anxiety issues Weight loss or gain <p>Schedule an appointment online with your personal physician, or call us to request the next available appointment in the primary care department you need.</p>	<p>Examples of urgent care needs include:</p> <ul style="list-style-type: none"> Minor injuries Sore throats and upper respiratory symptoms Episodes Coughs Backaches Frequent urination or burning sensation when urinating <p>An urgent care need may also include situations where you are experiencing new or worsening symptoms, or have concerns about your medication.</p>	<p>Symptoms that may indicate an emergency medical condition include:</p> <ul style="list-style-type: none"> Chest pain or pressure that may radiate to the arm, neck, back, shoulder, jaw, or wrist Sudden onset of severe abdominal pain Severe shortness of breath Sudden decrease in or loss of consciousness Sudden inability to talk or to move one side of the body, or sudden slurred speech Severe, persistent bleeding that cannot be stopped Major injuries like gunshot or stab wounds or severe injuries from a vehicle accident Active labor when there isn't time for a safe transfer to a designated hospital before delivery
WHAT DO YOU DO?	<p>Make an appointment:</p> <ul style="list-style-type: none"> Online through My Health Manager at kp.org By phone at 1-888-988-2900 	<p>Make an appointment:</p> <ul style="list-style-type: none"> Online through My Health Manager at kp.org By phone at 1-888-988-2900 	<p>Call the number listed at the top of the page for advice. If you have an urgent care need, we can direct you to the appropriate facility or assist you in scheduling a same-day or next-day appointment.</p>	<p>Call 911 or go to the nearest hospital.</p>

*An emergency medical condition is a medical condition manifesting itself by acute symptoms of sufficient severity (including severe pain) such that a reasonable person would have believed that the absence of immediate medical attention would result in any of the following: (1) placing the person's health (in, with respect to a pregnant woman, the health of the woman or her unborn child) in serious jeopardy; (2) serious impairment to bodily functions; or (3) serious dysfunction of any bodily organ or part.

A mental health condition is an emergency medical condition when it meets the requirements of the paragraph above or, for members who are not enrolled in Kaiser Permanente Senior Advantage, when the condition manifests itself by acute symptoms of sufficient severity such that either of the following is true: The person is an immediate danger to himself or herself or to others, or the person is immediately unable to provide for or use food, shelter, or clothing due to the mental disorder.



Kaiser Permanente
 300 Lakeside Drive, 13th Floor
 Oakland, CA 94612

Free gift inside.
 Celebrate good health.
 Annual enrollment begins November 4, 2010.
my.kp.org/boeing

**GOOD HEALTH
 KEEPS YOU SOARING.**

KAISER PERMANENTE. thrive

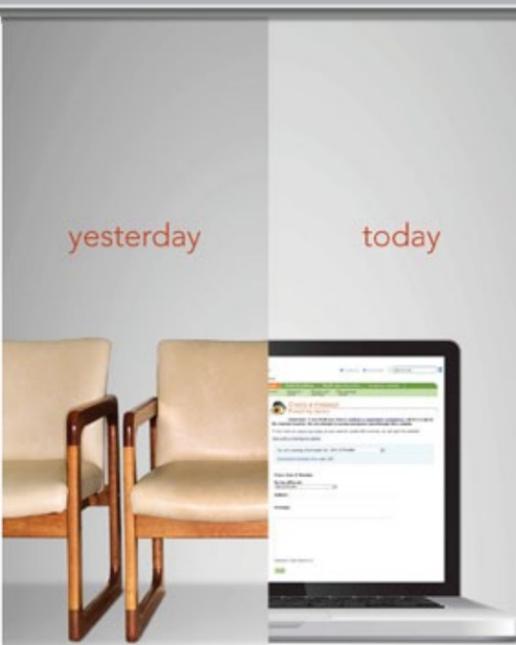
New Member Welcome Book
 Member

Color choices achieve an approachable and conversational feel. Grid system organizes the information in an easy-to-read format.

Boeing Open Enrollment Retention Mailer
 Member

Full-bleed image combined with inspirational headline evoke a warm, optimistic feeling. Witty play on aerospace underscores friendliness.

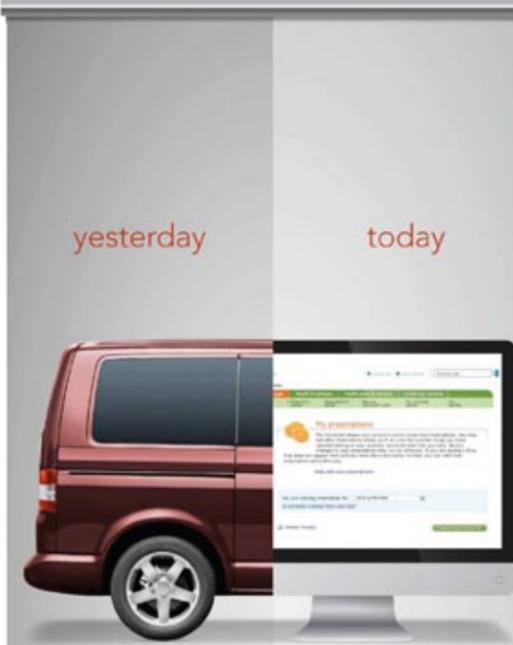
yesterday today



Talk to your doctor by e-mail. **Today.**
Start at kp.org/registernow.

KAISER PERMANENTE. thrive

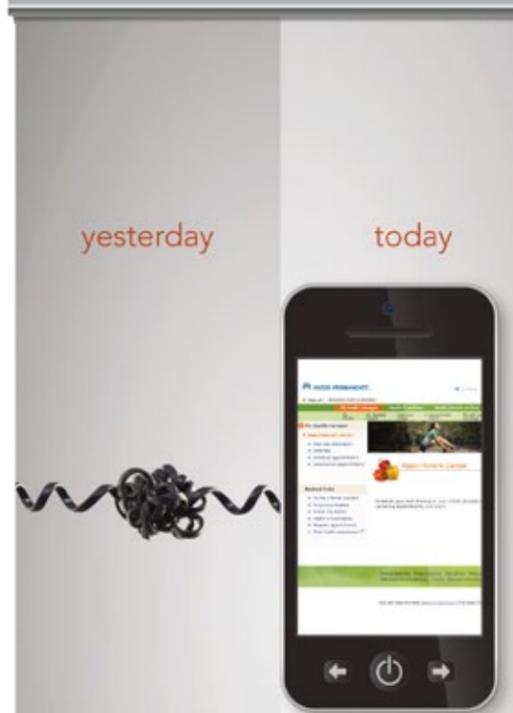
yesterday today



Refill most of your prescriptions from home. **Today.**
Start at kp.org/registernow.

KAISER PERMANENTE. thrive

yesterday today



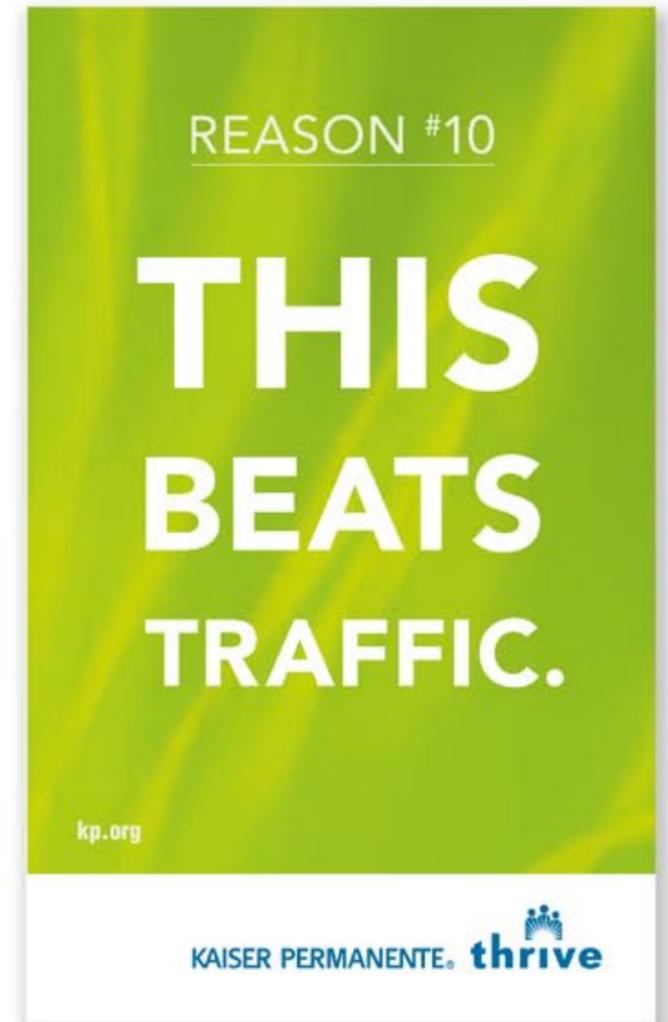
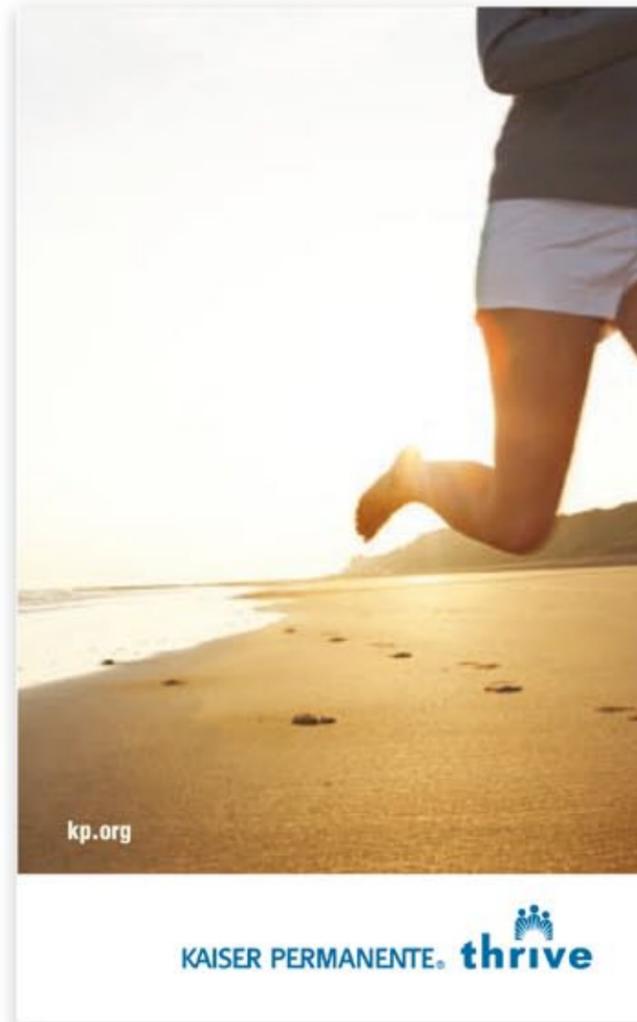
Schedule routine appointments online. **Today.**
Start at kp.org/registernow.

KAISER PERMANENTE. thrive

My Health Manager Registration Banners

Member

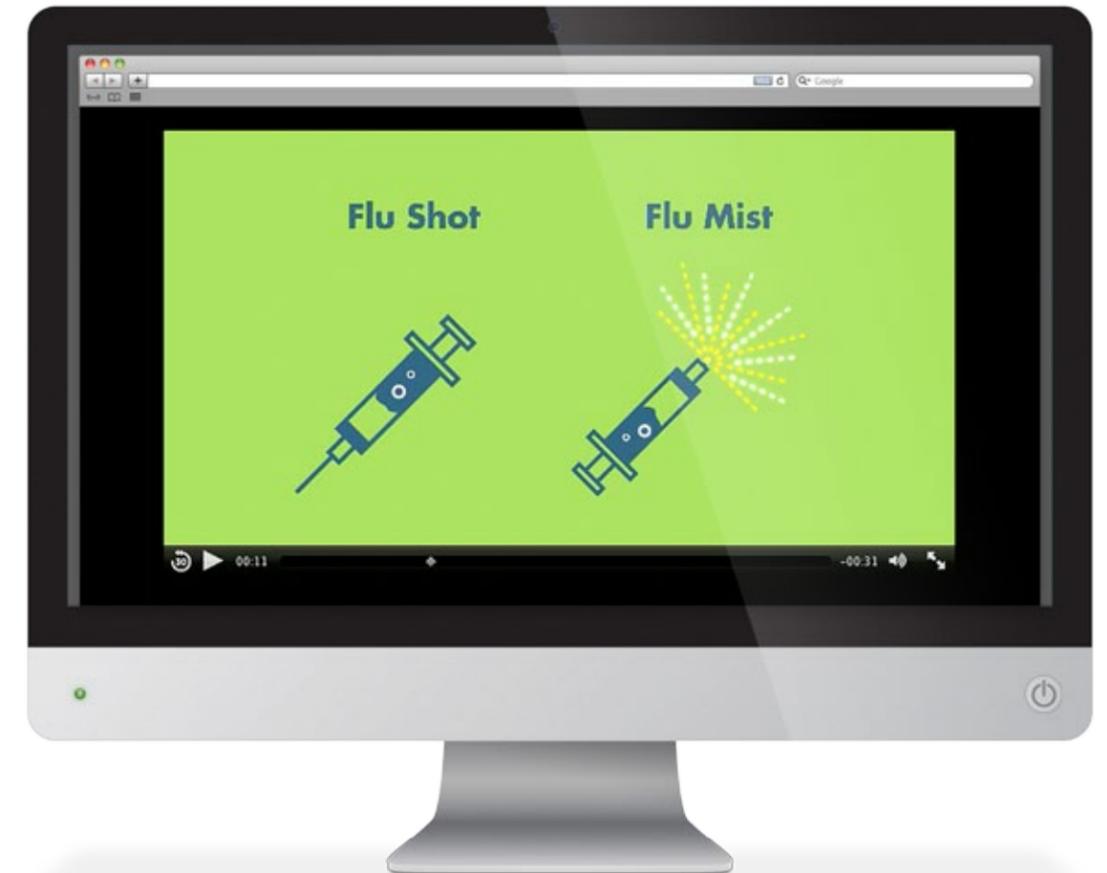
The juxtaposition of past and present demonstrates innovation and supports benefit to member. Clean, simple messages convey convenience and expertise.



San Francisco Marathon Signage

All audiences

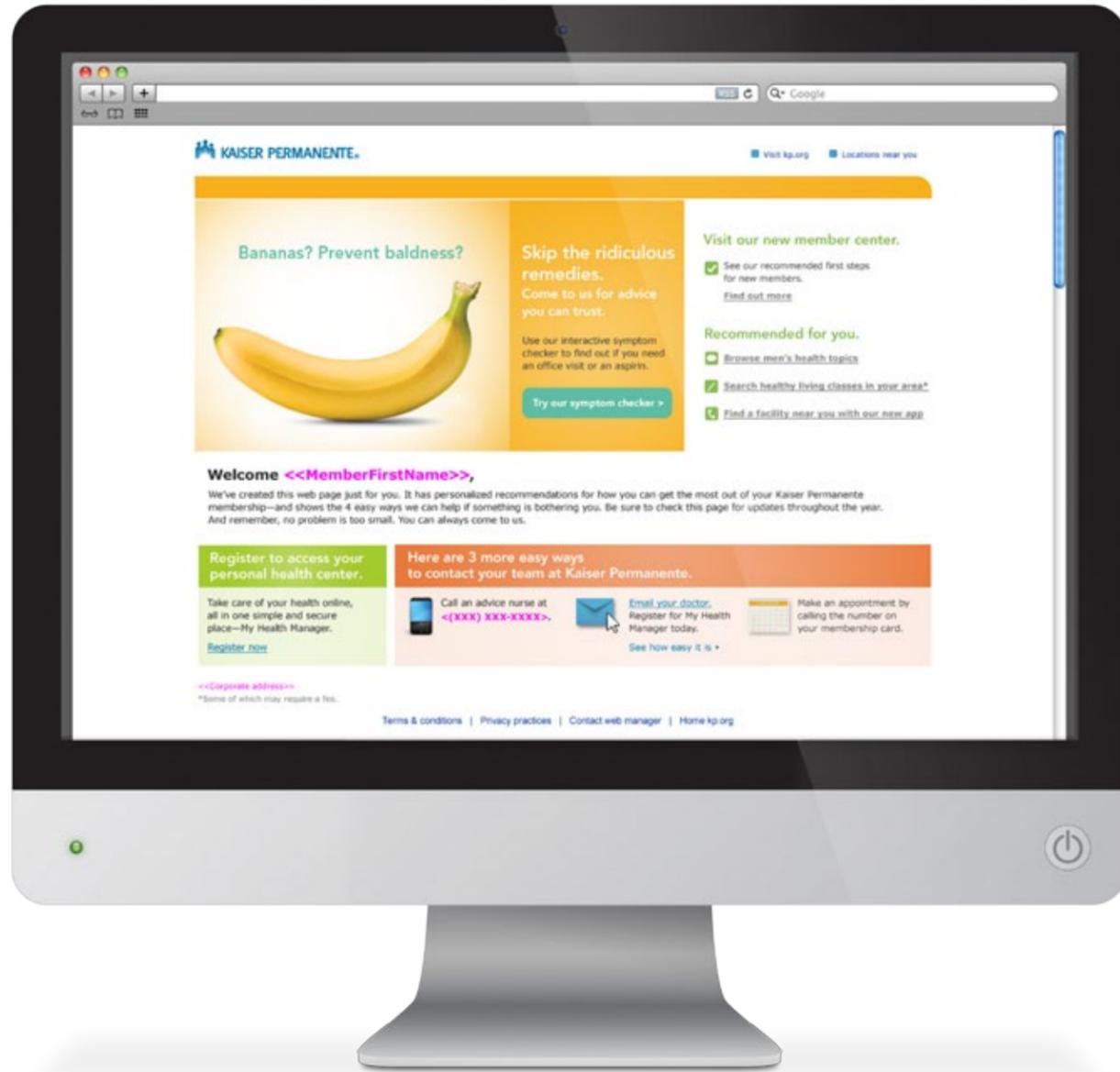
Humor is both playful and supportive. Health activist personality is underscored by typography-driven design.



Flu Campaign

Member

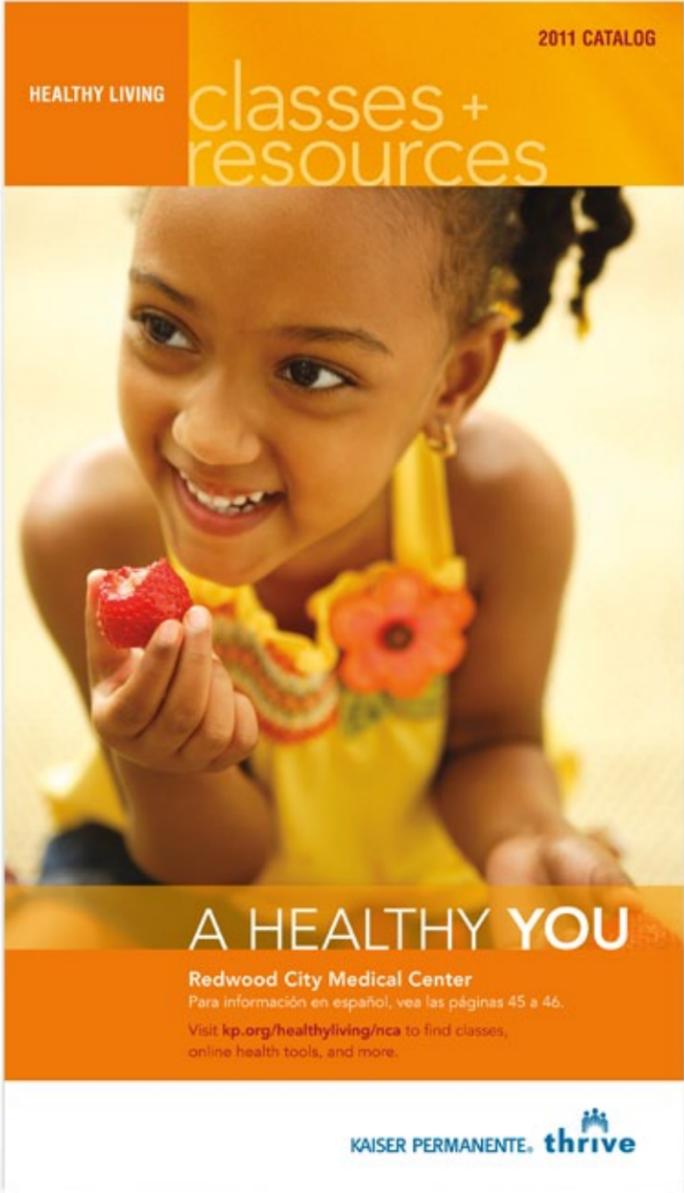
Bold language tells the reader we know what we're talking about. Wallpaper image doubles as texture. Clean animation simplifies the message for a broad audience.



Low-Contact Member Direct Response Campaign

Member

Bright, warm colors reflect energy and life. Friendly personality comes through in humorous image and headline.



Open Enrollment Testimonial Video

Consumer

Authentic, inclusive, and shot in an intimate style, the videos of real members sharing their experience create an emotional connection with viewers.

Healthy Living Catalog

Member

Cropped image emphasizes vibrancy and emotion. Bold headline sets inspirational tone. Textured and transparent color bars add depth and movement.



Mammography Campaign
Members

Breast cancer awareness color integrates with branded look. Image and copy say “undaunted” and “proactive.”



Annual Thrive Calendar
Members and consumers

Image choice and styling invite viewer into the action. Headlines address reader in a proactive, uplifting way. Icons support ease of use.





Fit Tips Booklet

Member, consumer, and customer

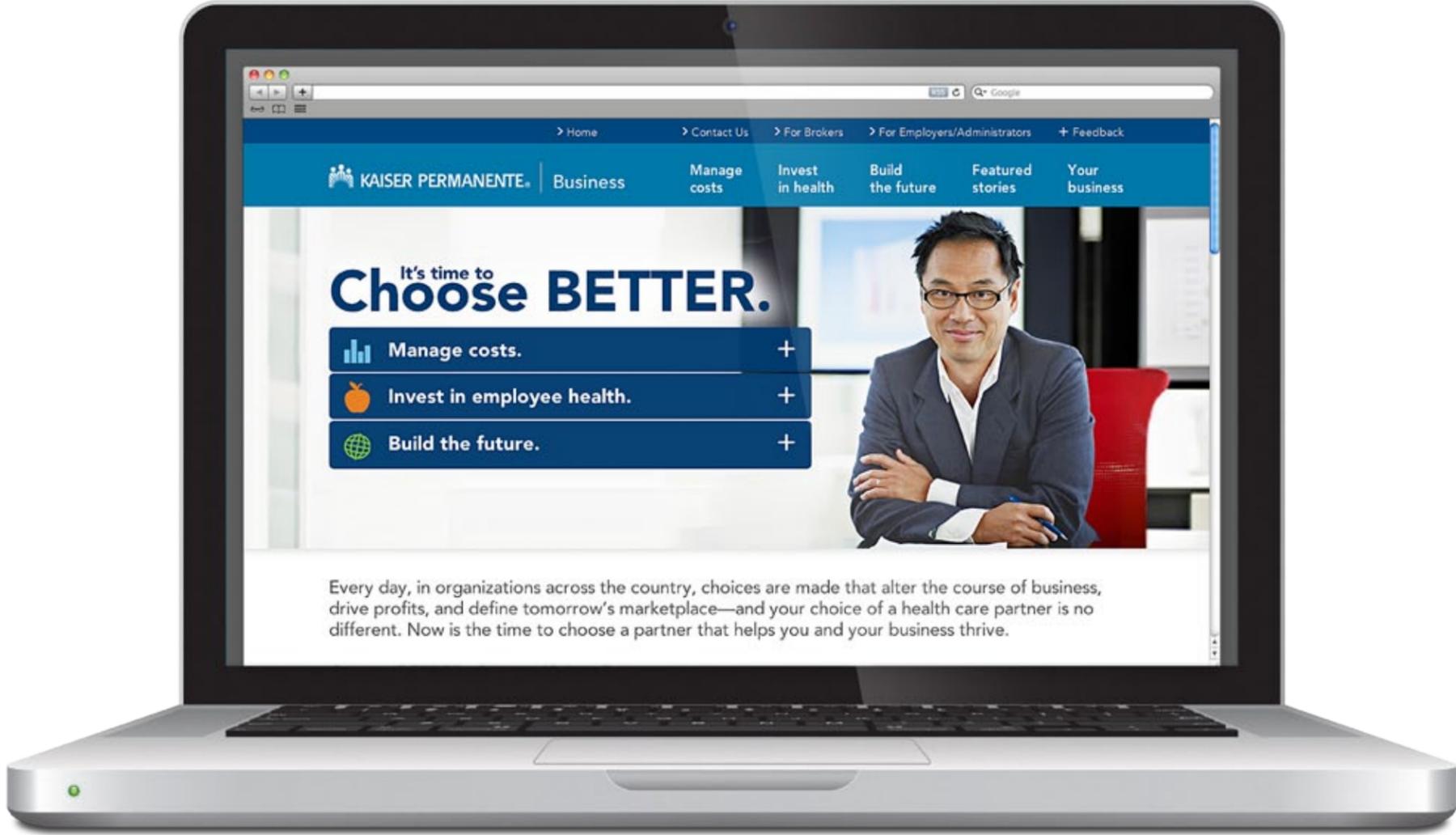
Playful images and copy support a motivating and supportive message. Design is clean and orderly.



Thrive Tote Bags

All audiences

Graphic illustration is inclusive, warm, and friendly, and uses clean lines and solid shapes. Concept weds health activist message with practical application.



"Better Way" Business-to-Business Website

Customer

Choice of image and colors, plus confident, striving tone of copy, communicate expert yet accessible personality.

Feel

Put down your thinking cap for a moment and listen to your gut. This is your intuition – the inner voice that feeds your imagination and shows you what’s possible. Here the examples are image-driven, which means they’re you-driven: They are what you think they are.





"Find Your ..." Billboard Advertising

All audiences

Images imply larger story. Mixture of expert and playful tones creates a motivating message.

KAISER PERMANENTE.		RADIO SCRIPT	
PAGE 1 of 1	CLIENT		
DATE(S) 7/2/12	ACCOUNT		
INITIALS	JOB #		
AS PRODUCED	PROJECT 2012 Brand Radio		
	TITLE Heartbeat		
	LENGTH :60	ISCM	

SFX: heartbeat sounds. The sounds layer and layer to become a sort of rhythmic bed.

Kaiser Permanente doctors listen to their hearts.

In fact, they've listened to a lot of hearts. Millions of 'em.

And while listening to all those ventricles and atria pumping away, those doctors heard something amazing.

Their dedicated sense of hearing combined with our integrated system helped us develop a program that reduced the risk of serious heart attacks and strokes in patients by as much as 60 percent.

But they didn't stop the music there. No way.

Kaiser Permanente then cued up the PHASE program. Those letters stand for Preventing Heart Attacks and Strokes Everyday, but the program really stands for making healthy lifestyle changes.

It's a study that has since saved thousands of lives.

A breakthrough that doesn't just benefit the 9 million members of Kaiser Permanente...

But one that benefits the 7 billion members of planet earth.

And that's music to our ears.

Kaiser Permanente. Thrive.

Learn more at kp.org/thrive

KAISER PERMANENTE.		RADIO SCRIPT	
PAGE 1 of 1	CLIENT		
DATE(S) 7/2/12	ACCOUNT		
INITIALS	JOB #		
AS PRODUCED	PROJECT 2012 Brand Radio		
	TITLE Marcher		
	LENGTH :60	ISCM	

ANCHOR: Did you hear about the hot new fitness trend that's sweeping the nation? It's called Marcher. And if you haven't heard of it yet, you will because everybody can feel better and look better with Marcher. Based on ancient movements that date back to the beginning of human history, Marcher has helped people achieve healthy minds, bodies and spirits all over the world.

At Kaiser Permanente, our doctors recommend Marching for just about everyone. Just 30 minutes, 5 times a week can help prevent heart disease, diabetes, asthma and depression as it tones and strengthens your body.

Now, you can probably spend lots of money on a private Marcher guru and some company probably makes specialized Marcher equipment. But the best thing about Marcher is you don't have to. Because Marcher is just a fancy french word for walking. And chances are you already know how to do that.

So get on out there, put one foot in front of the other and Marcher your way to a healthier, happier you. Ah, boom.

Kaiser Permanente. Thrive.

Learn more at kp.org/thrive

National Radio Advertising

All audiences

Playful, witty, passionate, and dedicated: Our personality shines through the copy. The conversational tone lends humanity to the care experience.



“Stick Around” National Print Advertising

All audiences

Dominating image implies a larger story. Copy is witty yet heartfelt. Concept reflects idea that we stand for something.

Thrive Site

Consumer

Image choice and styling create feelings of vitality and aspiration. Navigation technology adds to sense that user is immersed in the experience.



Listening Station

Consumer

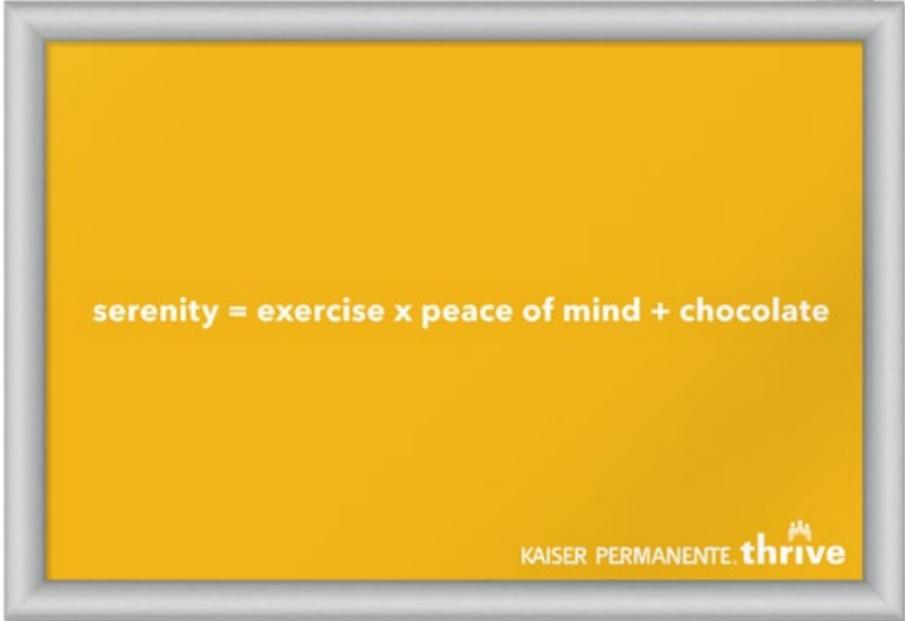
Upbeat, authentic image and bright, warm colors inspire a feeling of vitality. Clean design invites users.



Retail Presence

All audiences

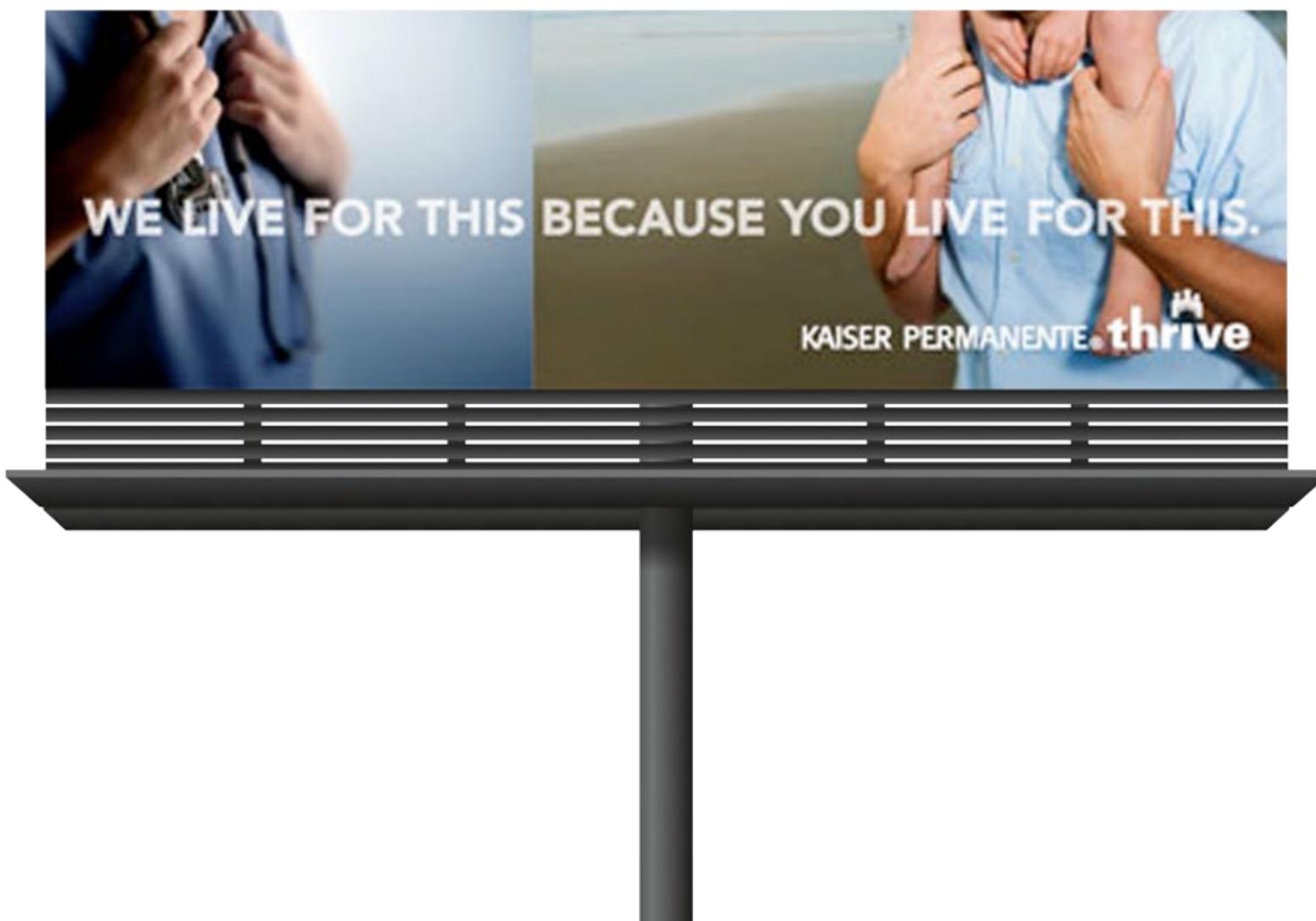
Eye-grabbing imagery and futuristic look show an innovative way to connect to consumers and build greater awareness of Kaiser Permanente.



BART Station Advertising

All audiences

Humorously charming message highlights the balance between the expert and friendly aspects of our personality.



Community Benefit Annual Report

Internal leadership and policymakers
 Dense copy is made more readable by serif font and white space.
 Authentic and evocative images add a human touch to information.

National Billboard Advertising

All audiences
 Copy communicates dedicated, altruistic, and expert personality traits.
 Image choices and design reflect warmth and wit while drawing viewer into the action.



“Patient Info” National Television Advertising

All audiences

Our wit, empathy, and, ultimately, innovation are featured in this ad. Drab “competitor” colors are contrasted with warm and bright colors of our facilities.



“Practice Makes Prevention” Campaign

All audiences

Close-cropped image adds to natural, approachable feel. Copy is witty with a caring tone. Design is clean and open.



Vehicle Wraps

All audiences

Playful humor, delivered with undertones of caring and expertise, is used to motivate. Clean and simple design.



Thrive Activity Playing Cards

All audiences

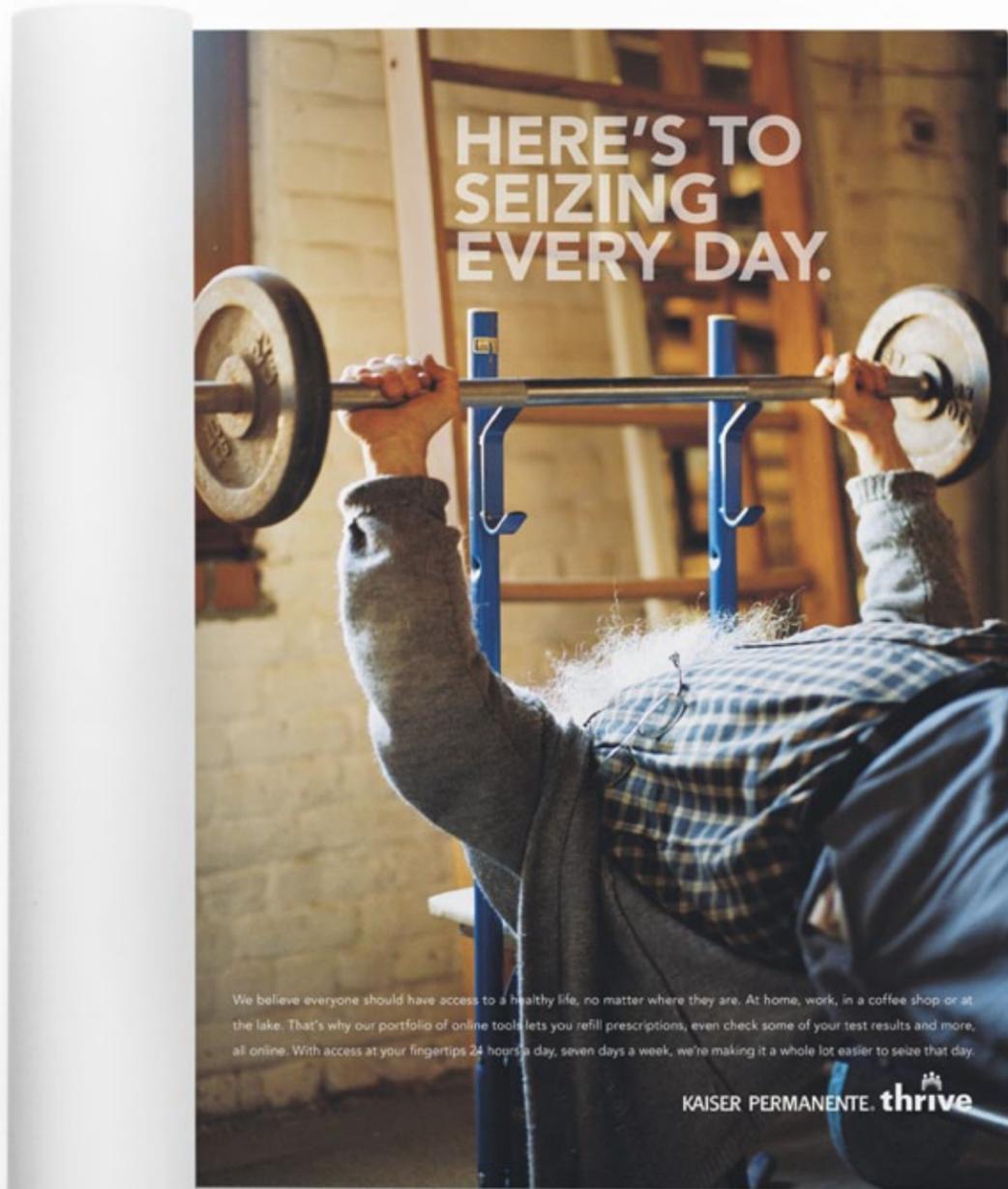
Playful messages of affirmation combine with images of healthy activities to inspire users. Design is clean and easy to read.



Thought Seeds

Consumer

Concept aligns with health activist personality. Image choice and styling evoke calm, uplifting feelings associated with nature.



National Print Advertising

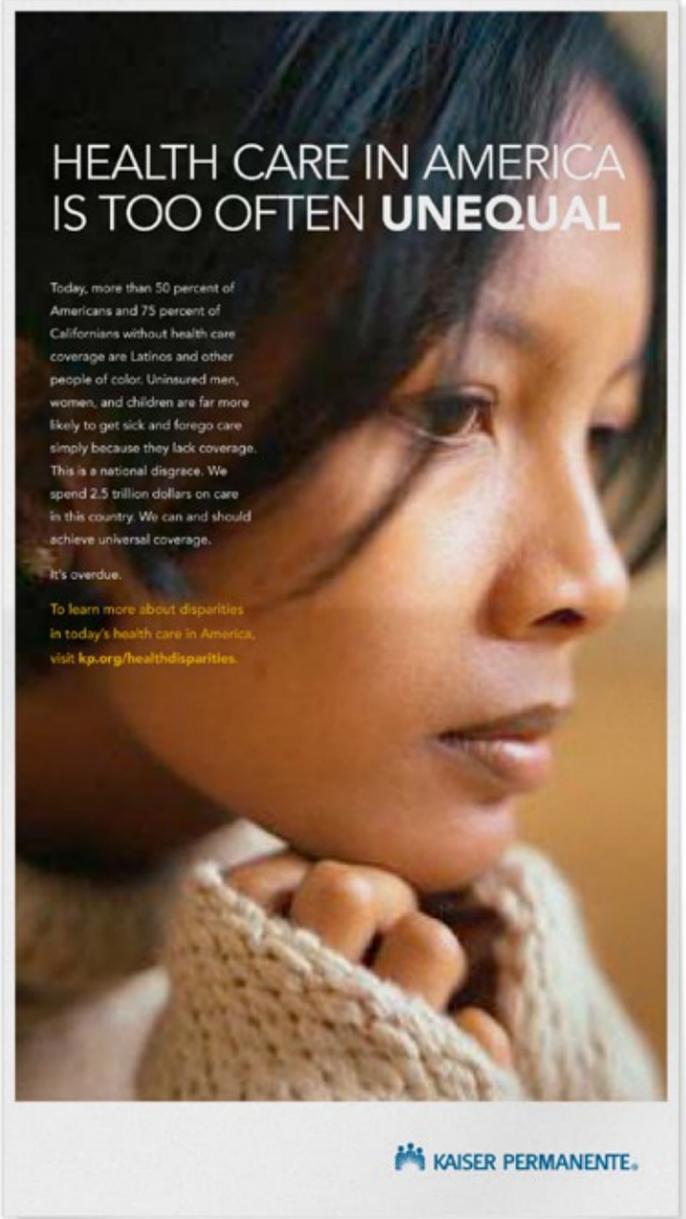
All audiences

Image feels authentic and inclusive. Copy plus image communicate support and empathy. Image choice and styling hint at larger story.

Thrive Bandage

Members

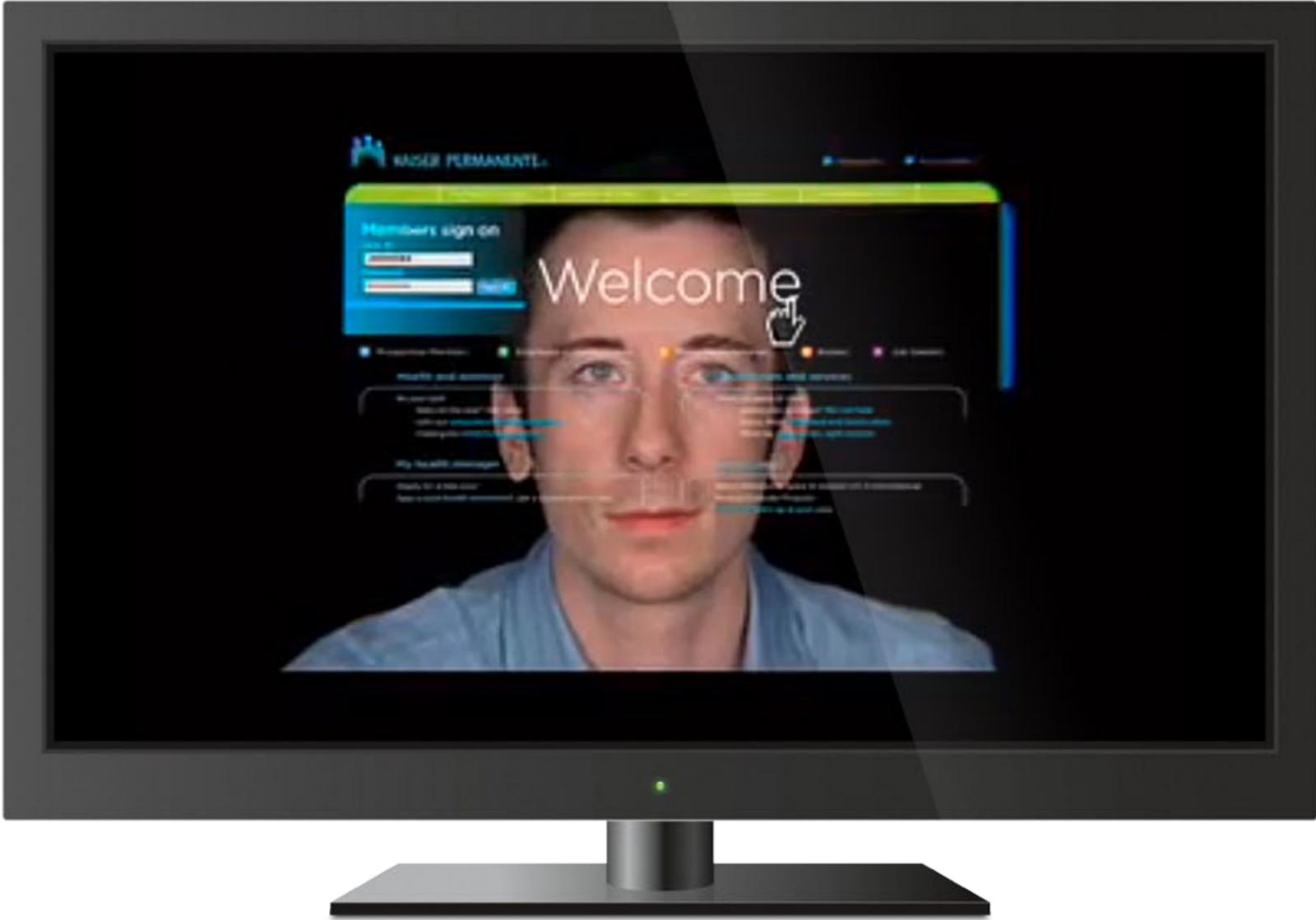
Appropriate stretch of thrive tagline rules puts a positive spin on bandage. Image from nature adds a feeling of warmth, light, and well-being.



Health Disparities Ad

Policymakers

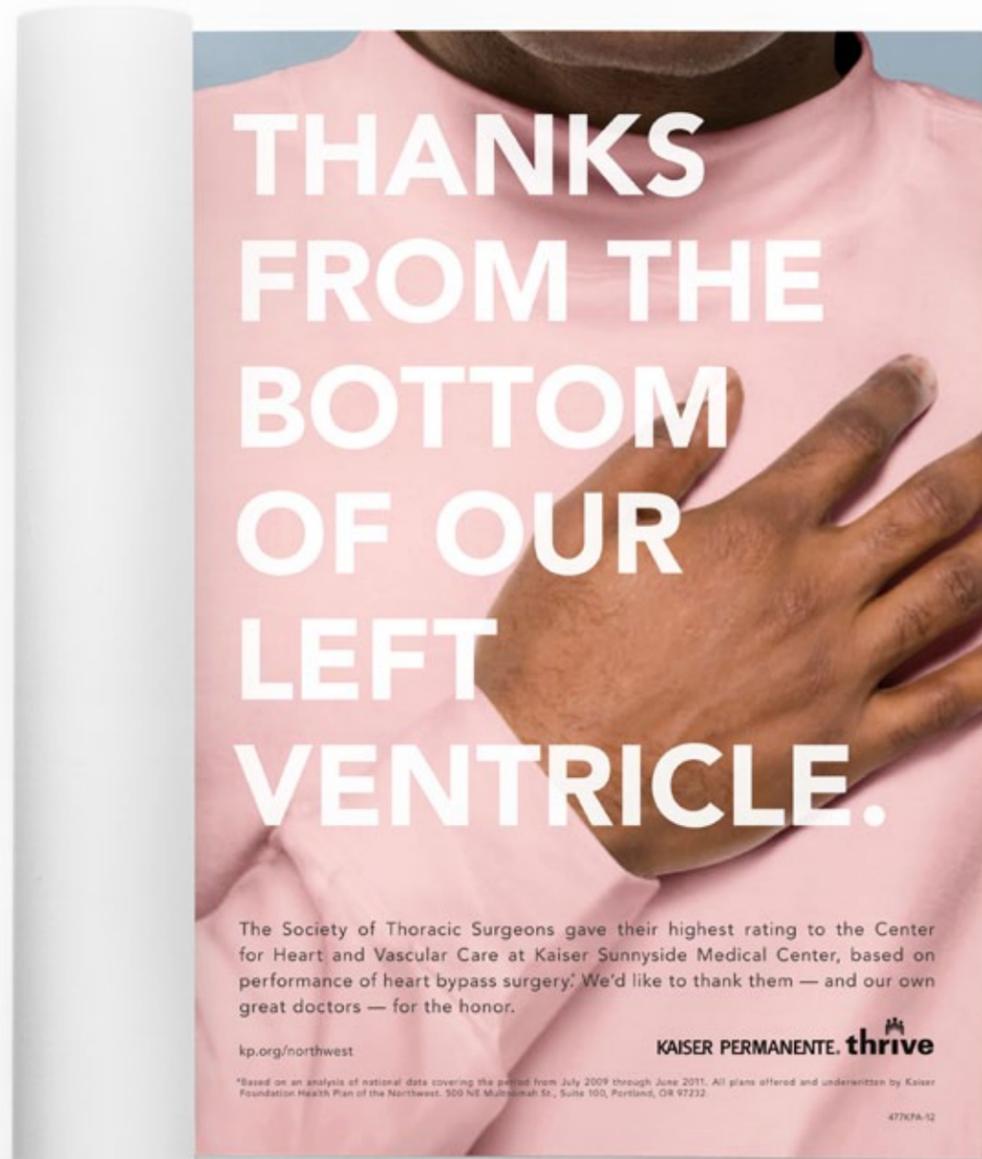
Image choice is honest and appropriate to the message. Copy and concept reflect our passion, caring, and commitment to community health.



“Connected” National Television Advertising

All audiences

Prominence of “member” character underscores idea of the member at the center of everything we do. Clean and orderly look supports innovative personality.



Northwest Regional Print Advertising

All audiences

Playful copy and color choice support a friendly yet focused tone. Close-cropped image invites viewer interpretation, reflects diversity, and evokes a warm feeling.

San Francisco Pride Parade Float

All audiences

Proprietary color palette applied to locally relevant imagery creates approachable design. Playful copy and concept support expert, caring, and inclusive traits.



“Kid Wisdom” National Television Advertising

All audiences

Here we deliver a message of proactive health in a humorously charming way. Clean design supports expert personality.



Pediatric Stickers

Members

Bright colors align with youthful audience. Warm, friendly, and clean graphic illustration is appropriate for the medium.

Appendix



The Brand Center

For more about the Kaiser Permanente brand, visit brandcenter.kp.org.

TOOLS AND RESOURCES

- [photo library](#)
- [trainings](#)
- [advanced guidelines](#)
- [style guides](#)

CONTACT US

Can't find what you're looking for in these guidelines or on the Brand Center? Contact brandcenter@kp.org.

