

# Telling Our Story | Community Benefit Visual Communications Guidelines



## A message to users of this guidebook

This is the first edition of *Telling Our Story: Community Benefit Visual Communications Guidelines*, created for those who design communications materials for our community programs and activities.

Our intent is to provide a framework that designers and others can use to deliver a consistent message that complements Kaiser Permanente's tradition of community involvement.

From funding research to building bike trails to strengthening families, we want to express our community efforts in a meaningful way with visual messages. Our work is driven by our conviction that good health is a fundamental right shared by all, and by our heritage of prevention and health promotion. At Kaiser Permanente, one of our core values has always been that the health of our members depends on the health of our communities. To that end, we share our assets—our financial resources, research, expertise, and clinical practices. But more importantly, we share ourselves.

We believe that the visual communications guidelines within this guidebook are a powerful tool in showing our strong commitment to the community. These guidelines demonstrate how to illustrate the many stories that make up our message in the community.



Raymond J. Baxter, PhD

Senior Vice President

Community Benefit, Research and Health Policy

Kaiser Foundation Health Plan, Inc.

Kaiser Foundation Hospitals

## Introduction: about brand

Relationship of Community Benefit visuals to our masterbrand

Brand is everything that helps to create the image or personality of an entity—in this case, Kaiser Permanente. Every thought, every action, every reaction. A brand lives in the minds of the people who interact with it, from the employees who produce it to the public that embraces it.

What follows are visual communications standards for our Community Benefit initiatives. These guidelines show colors, typefaces, and other recommended treatments for the purpose of communicating our Community Benefit activities. When applied correctly, these elements work together to give a unique, cohesive appearance. This helps to ensure that every ad, brochure, and Web page we create is immediately recognizable as Kaiser Permanente—thus communicating our brand personality and our commitment to help make total health a reality for everyone in the community.

### How our Community Benefit graphics are unique

Our graphic communications for community giving programs are separate and distinct from our Kaiser Permanente masterbrand advertising, marketing, and public relations activities. With our communications for Community Benefit, we focus outward. In doing so, the visuals and messaging become journalistic in nature:

- The designs show the up-close and personal side of the community.
- Photographs and artwork will be culled from our Community Benefit proprietary photo library, which will evolve over the years. For the most part, we do not use most of the images presented in Kaiser Permanente consumer marketing. *Note: Community Benefit is allowed to use appropriate images from our National Photo Library, but our consumer marketing communications cannot use pictures from the Community Benefit photo library.*
- We show a sensitive view of how our giving improves community health.

- Typography and messaging maintain our personality as a friendly, caring, dedicated health advocate, but focuses outward on the community.

This guidebook uses fundamental design principles established in the Kaiser Permanente graphic standards, *Our Brand Integrity Guidelines*, so that on an intuitive level, the viewer will know the source of the message. But the similarity stops there—Community Benefit visuals have a more down-to-earth take on our overall personality:

- **Signature**—use only our standard signature
- **Typography**—use softer, more rounded styles
- **Color**—use softer variations of our basic colors
- **Color bars**—incorporate natural and structural textures
- **Photography**—convey a more journalistic look

### Showing our commitment to our mission

The most important distinction to maintain when creating Community Benefit materials is to focus on the benefit to the specific community segment—not on Kaiser Permanente. Strictly speaking, using Community Benefit funds to pay for corporate marketing is prohibited, but showing Community Benefit activities as proof of Kaiser Permanente's commitment to our mission is not. By being consistent with the communications we present in the community, we make a powerful statement—that we care about the health of the communities we serve.

This guidebook is a work in progress and will be updated as needed. Online at [kp.org/communitybenefit](http://kp.org/communitybenefit), you can find a PDF version of these guidelines, along with many other useful brand tools and resources.



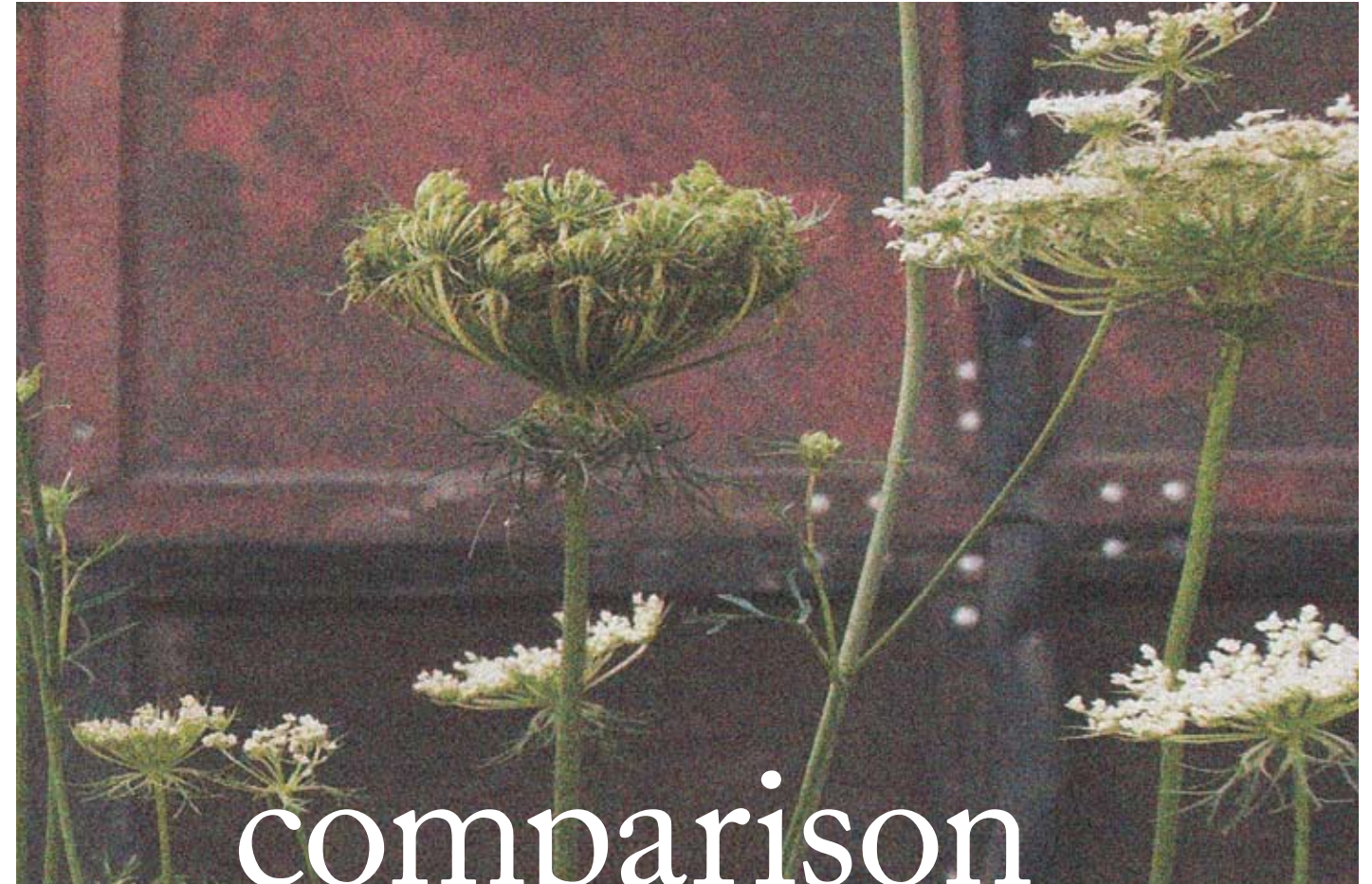
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COMPARISON OF COMMUNITY BENEFIT VISUALS TO OUR MASTERBRAND



of Community Benefit visuals  
to our masterbrand



## Comparison of Community Benefit visuals to our masterbrand

To capture the essence of the Community Benefit message, consider the samples of typography, color, color bars, and photography shown in this section.

### Typography

#### Masterbrand typography

Our brand stands for total health of body, mind, and spirit—so the typefaces chosen for it communicate this personality and voice. The typography of choice for headlines is Avenir. Its clean, contemporary letters reinforce our position as an expert in providing quality health care. ITC Garamond is also used for masterbrand typography.

#### MASTERBRAND TYPOGRAPHY

ABCD  
abcde

Avenir (primary)

ABCD  
abcde

ITC Garamond (secondary)

#### Community Benefit typography

We strive to communicate hope and caring, and have chosen Adobe Caslon Pro's rounded letters to reinforce this message. Headlines and body copy should be set in this typeface. Use Avenir for captions, and occasionally for subheads when the design of a piece warrants it.

#### COMMUNITY BENEFIT TYPOGRAPHY

ABCD  
abcdef

Adobe Caslon Pro (primary)

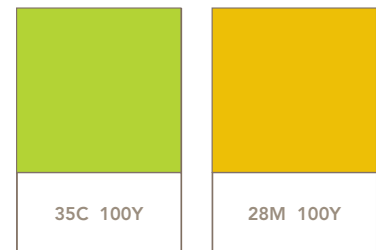
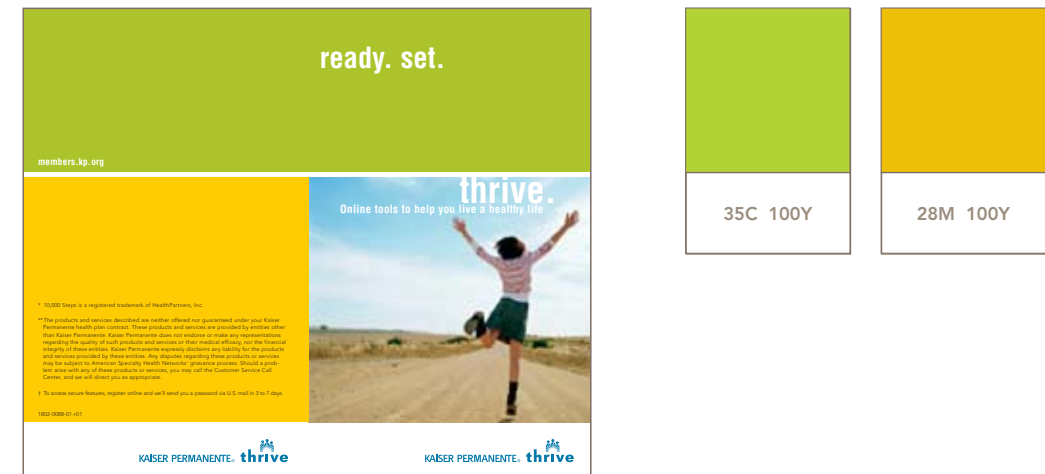
ABCD  
abcde

Avenir (secondary)

## Color

### Masterbrand colors

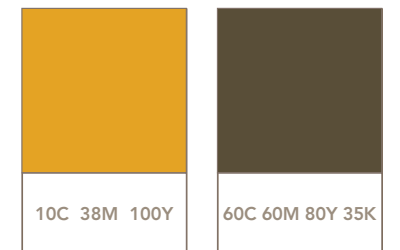
For our masterbrand colors, we use more vibrant hues (more primary colors) than those appearing in the Community Benefit palette. When working with two-color collateral, one of the colors is a signature color, and the other can be any other color from our masterbrand palette. For one-color collateral, we use one of five acceptable colors. See the Brand Identity link for details on masterbrand colors ([kpbrandextranet.org/graphicstandards](http://kpbrandextranet.org/graphicstandards)).



#### MASTERBRAND COLORS

### Community Benefit colors

The Community Benefit color scheme was developed to complement our brand, and it tends to have a more subtle tone. The colors communicate a sensitive feeling, presenting an emotional side of our personality. They appear in the sample of Community Benefit collateral below. See the color section of this guidebook for details.

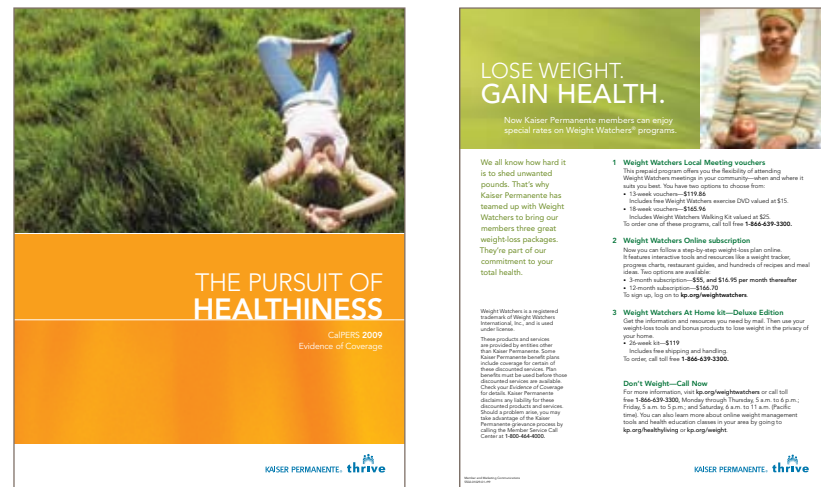


#### COMMUNITY BENEFIT COLORS

## Color bars

### Masterbrand color bars

In masterbrand collateral, we use solid and lightly textured color bars as a core element of our visual style. The textured color bars for the masterbrand support our messaging as a friendly health advocate and are not appropriate for Community Benefit.



MASTERBRAND COLOR BAR SAMPLES

### Community Benefit color bars

These color bars communicate optimism and hopefulness within urban or rural settings while aligning with the slightly more subtle tones in the Community Benefit palette. See the section on color bars on page F1 for more details.



COMMUNITY BENEFIT COLOR BAR SAMPLES

## Photography

### Masterbrand photos

Photos used for consumer marketing purposes often show an individual who expresses vitality, optimism, and well-being. The subject of the image is usually looking directly at the camera, and the environment is typically fresh and well-lit. Few details are shown in the background. These photographs tend to have a more commercial look.



MASTERBRAND PHOTO SAMPLE

### Community Benefit photos

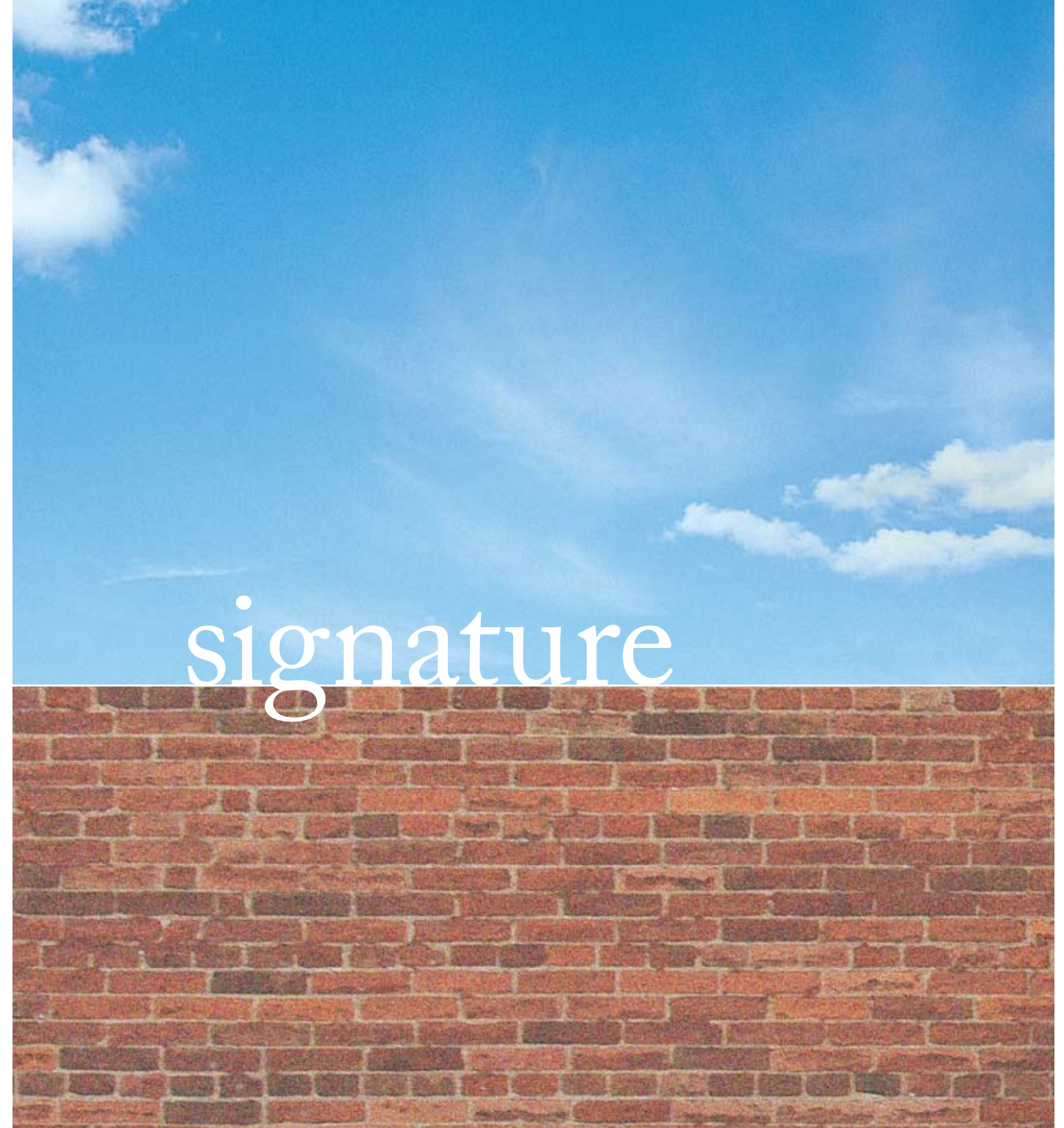
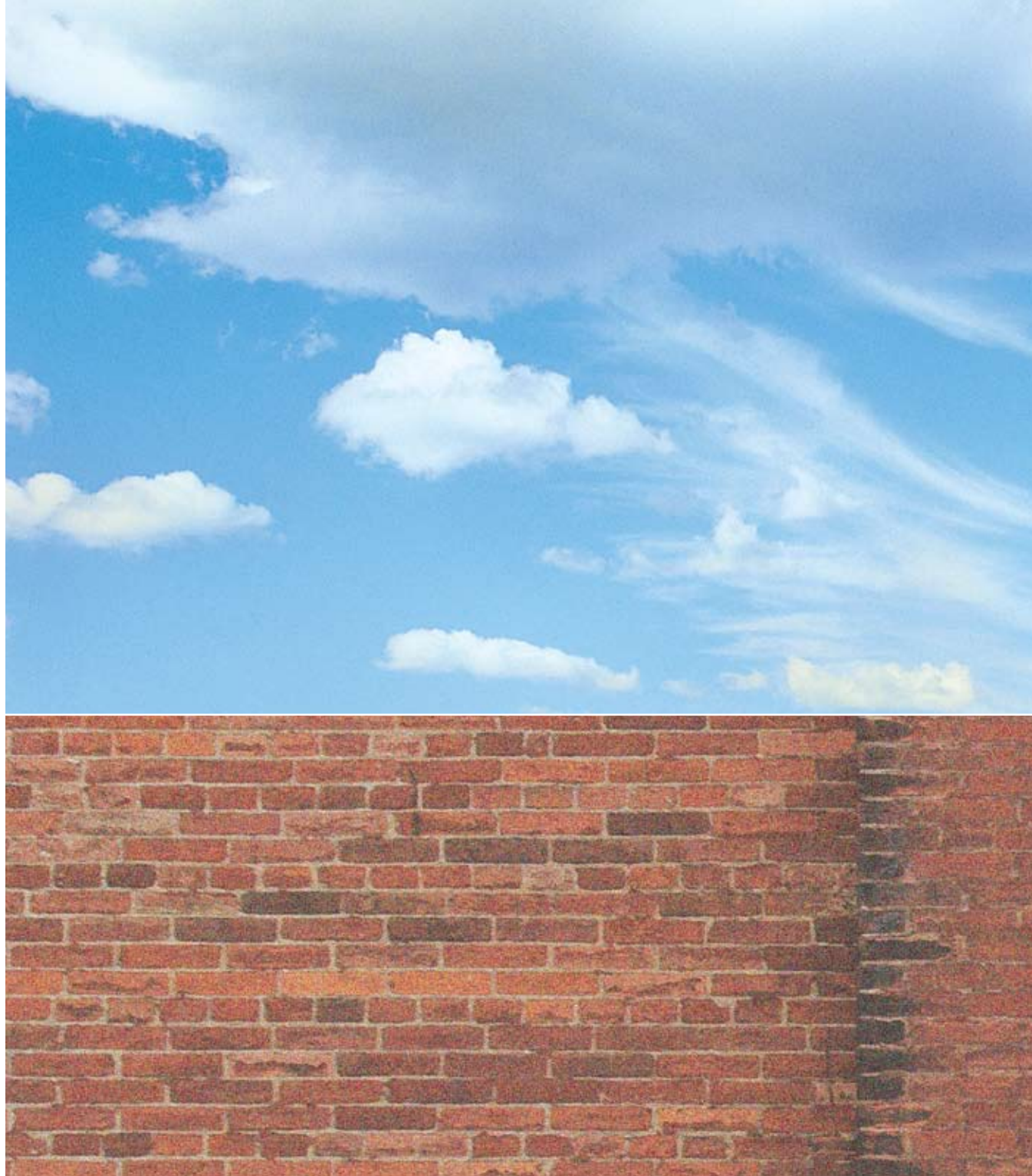
Pictures used for Community Benefit are more pensive in nature and give the overall impression of hope through the facial expressions, lighting, and perspective. Subjects are shown in actual urban or other natural settings, so the photographs tend to be more journalistic in nature. The subject may or may not be looking at the camera, and the background shows more details within the neighborhood.



COMMUNITY BENEFIT PHOTO SAMPLE



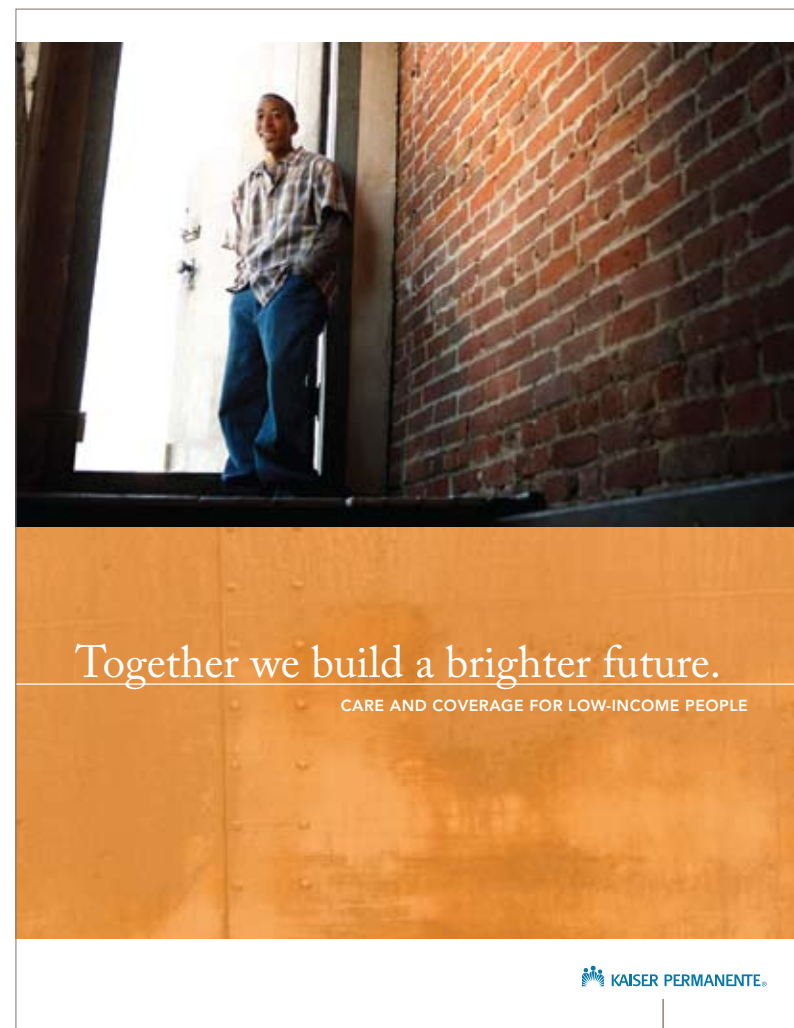
SIGNATURE





## Our signature

The most visible component of our brand identity is our signature. We use only our standard signature in Community Benefit communications to maintain our basic brand personality. We do not use the *thrive* signature because it was developed for consumer marketing promotions. You can find and download logos at [brand-identity.kp.org](http://brand-identity.kp.org).



**CORRECT USE**

This is an example of the correct use of our signature in a communications piece for Community Benefit.

## Using the correct signature

**FAMILY SYMBOL**

The symbol depicts the Kaiser Permanente family and is designed to convey our ideals of health and community. It should never 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.

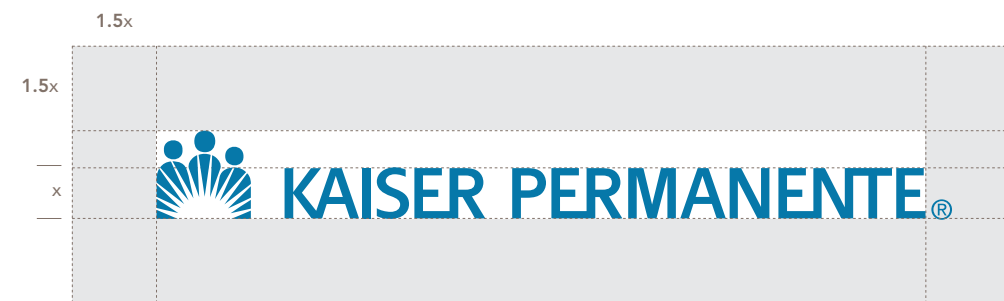


**DO NOT USE THRIVE IN ANY COMMUNITY BENEFIT MATERIALS.**



## Signature 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 free of any other text, graphics, decorative trims, or borders.



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

## Signature colors

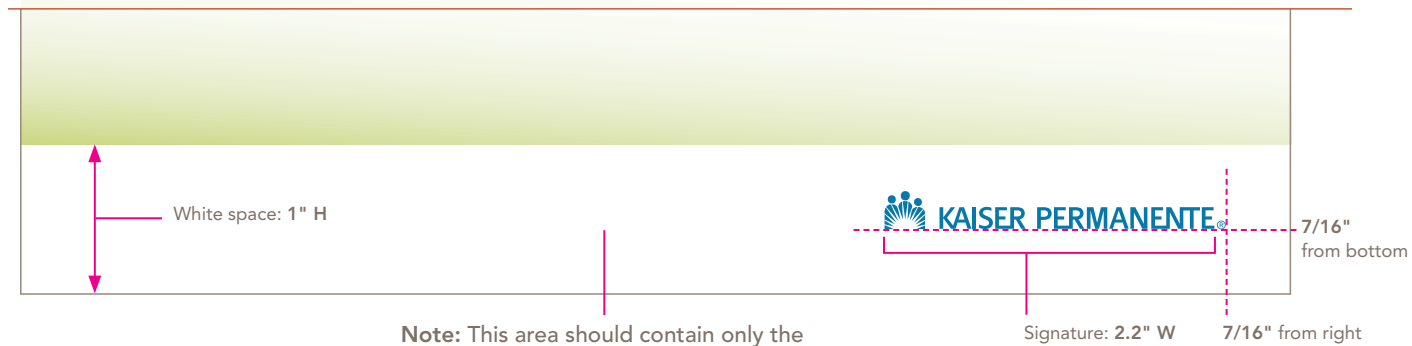
Our approved signature colors underscore our brand attributes of clarity and strength. The preferred signature color is solid KP Blue (PMS 307) against a white background. The other colors shown here can be used in one- or two-color communications that use these colors.

	 KAISER PERMANENTE®	<b>KP BLUE</b> PMS 307
	 KAISER PERMANENTE®	<b>ACCENT SKY BLUE</b> PMS 294
	 KAISER PERMANENTE®	<b>NEUTRAL BROWN</b> PMS 448
	 KAISER PERMANENTE®	<b>ACCENT WARM TEAL</b> PMS 329
	 KAISER PERMANENTE®	<b>NEUTRAL DARK BLUE</b> PMS 533



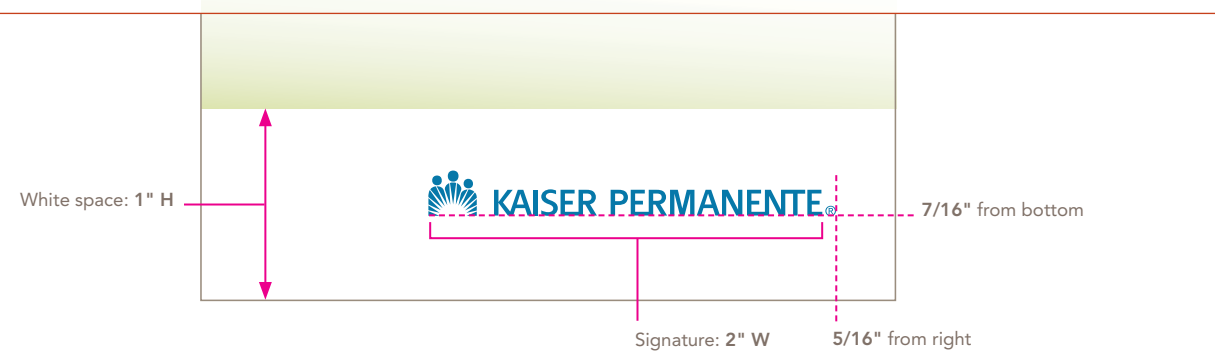
# Signature signoff

8.5" x 11"

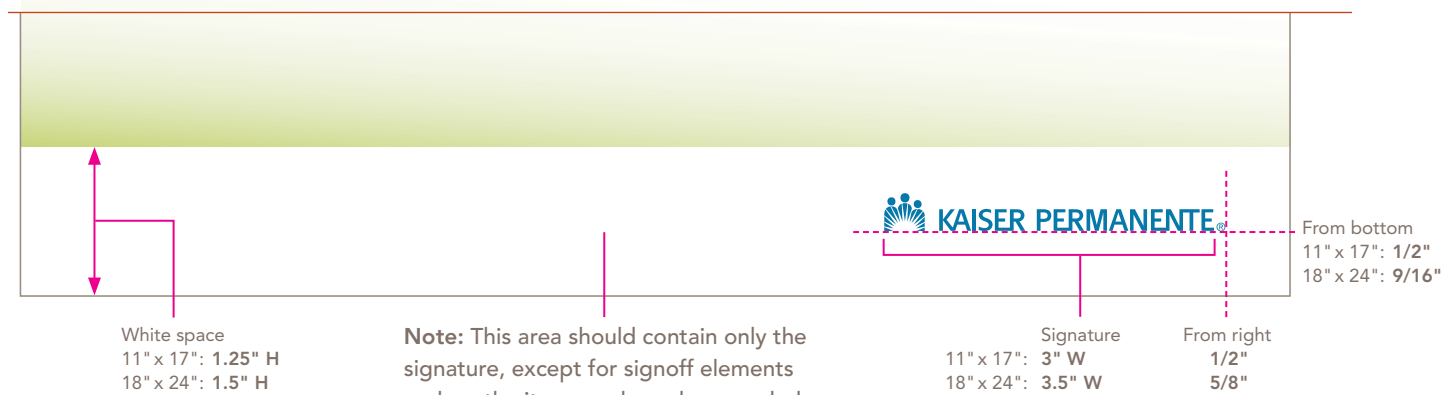


**Note:** This area should contain only the signature, except for signoff elements such as the item number when needed.

Rack brochures



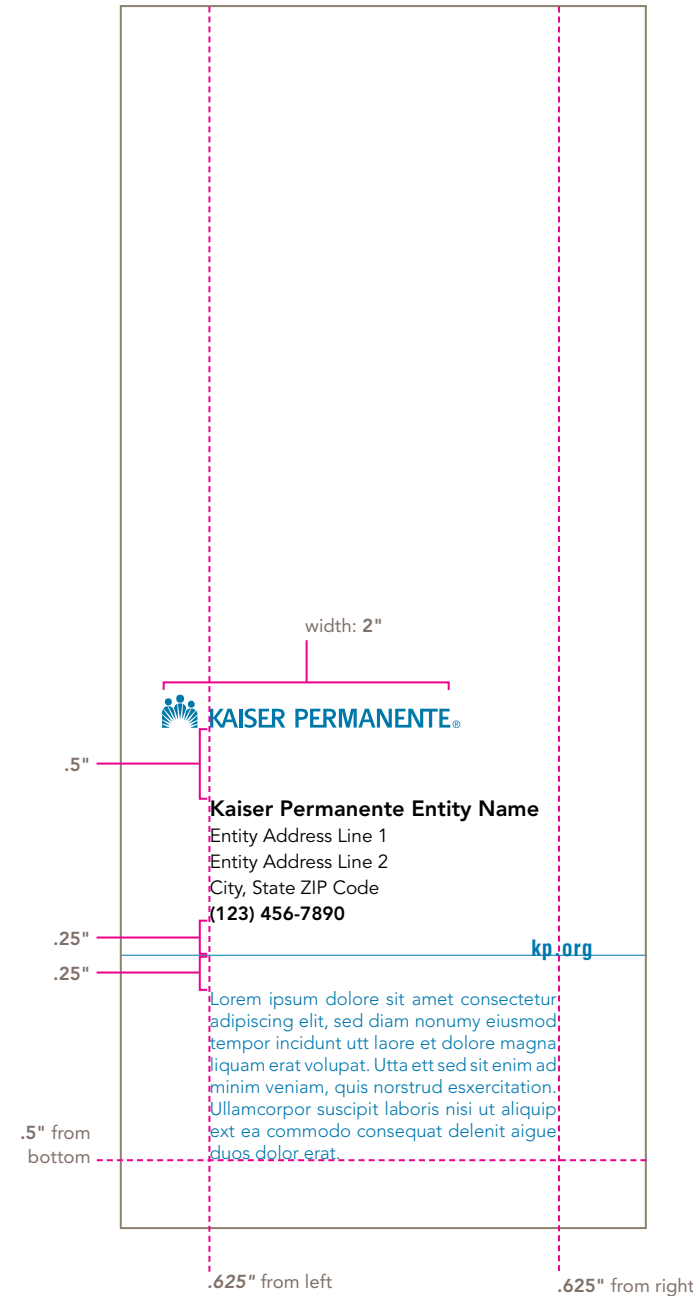
Posters: 11" x 17" and 18" x 24"



**Note:** This area should contain only the signature, except for signoff elements such as the item number when needed.

## Back cover with disclaimer Rack brochure

Shown at 75%



**Signature**  
Horizontal signature only

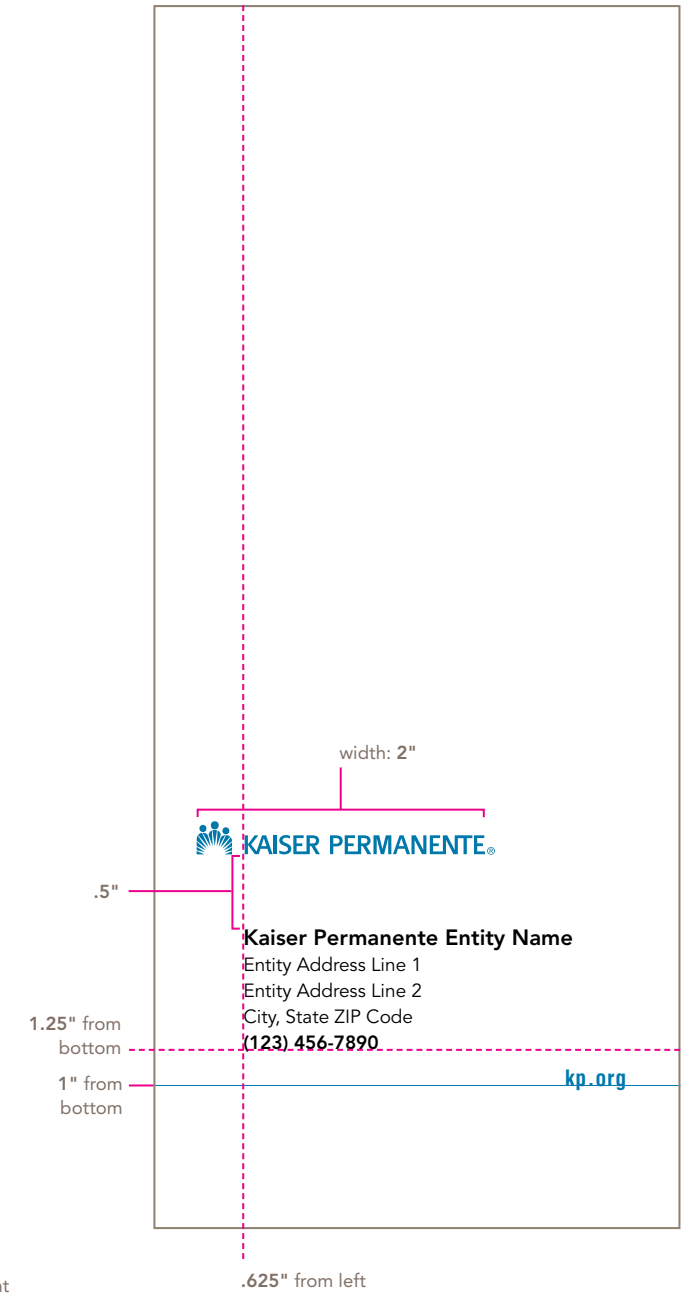
**Entity name**  
11 pt. Avenir Heavy with 13 pt. leading

**Address**  
9.5 pt. Avenir Book with 13 pt. leading

**Telephone**  
9.5 pt. Avenir Heavy with 13 pt. leading

## Back cover Rack brochure

Shown at 75%



**URL**  
11 pt. Helvetica Bold Condensed, baseline flush with line, and can be placed anywhere horizontally as long as there is visual room

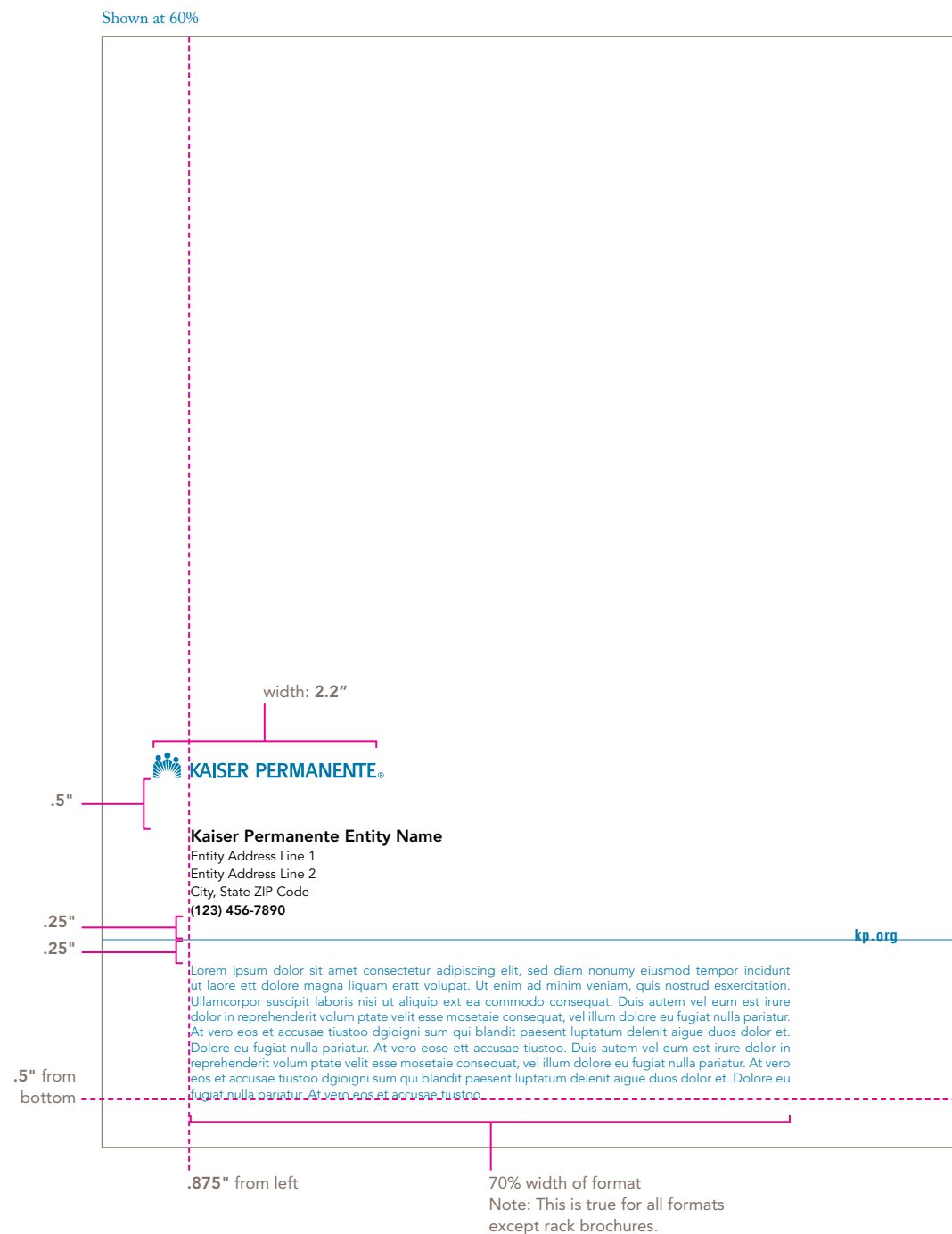
**Line**  
.5 pt. stroke, placed .25" above first text line of the disclaimer

**Disclaimer**  
9.25 pt. Avenir Light with 11 pt. leading, justified



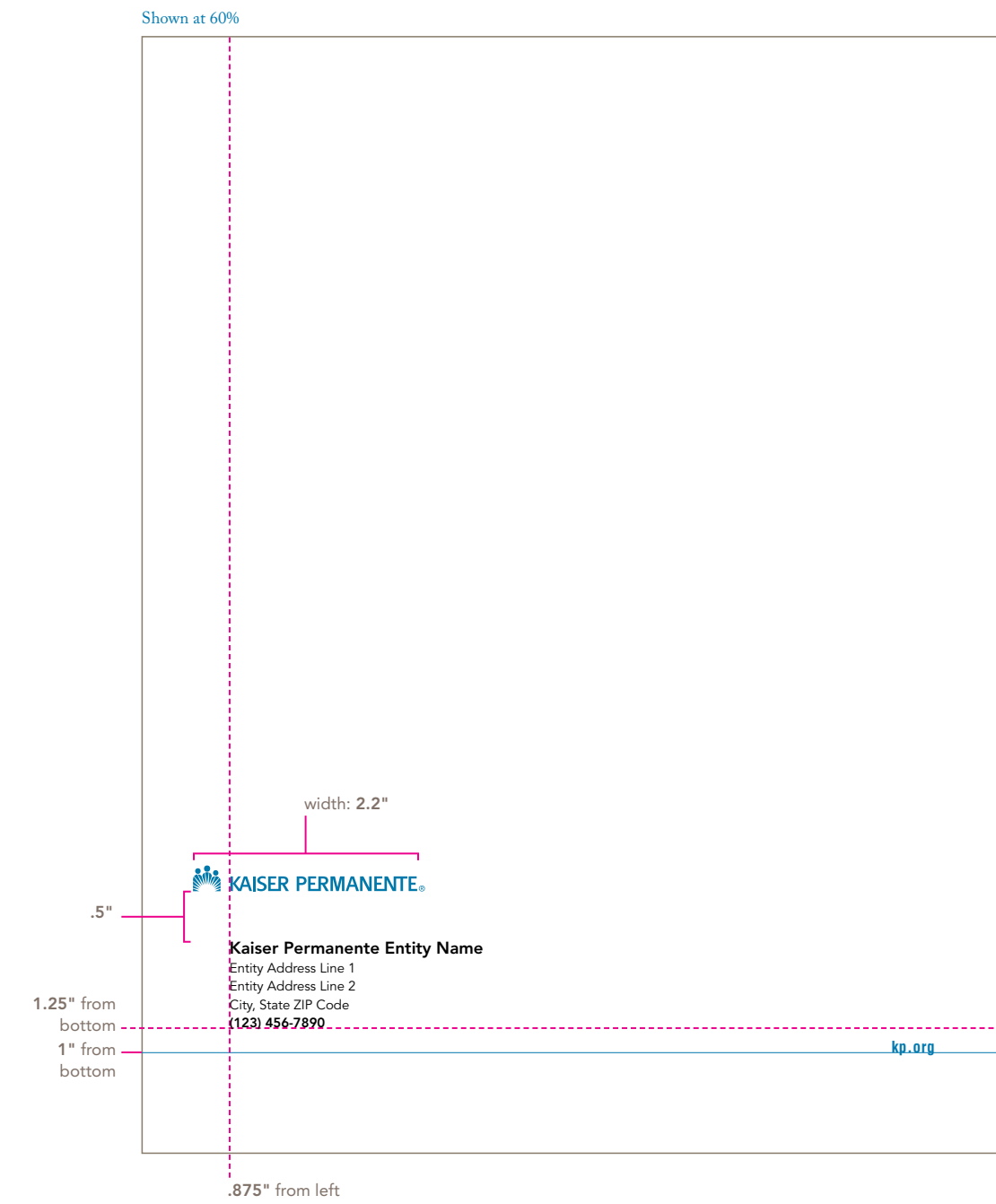
**Back cover with disclaimer** 8.5" x 11"

**NOTE:** Entity name, address, and telephone are 100% black. Signature, URL, line, and disclaimer should be 100% KP Blue (PMS 307) whenever possible.



- Signature**  
Horizontal signature only
- Entity name**  
12 pt. Avenir Heavy with 13 pt. leading
- Address**  
9.5 pt. Avenir Book with 13 pt. leading
- Telephone**  
9.5 pt. Avenir Heavy with 13 pt. leading
- URL**  
11 pt. Helvetica Bold  
Condensed, baseline flush with line, and can be placed anywhere horizontally as long as there is visual room
- Line**  
.5 pt. stroke, placed .25" above first text line of the disclaimer
- Disclaimer**  
9.25 pt. Avenir Light with 11 pt. leading, justified

**Back cover** 8.5" x 11"



- Signature**  
Horizontal signature only
- Entity name**  
12 pt. Avenir Heavy with 13 pt. leading
- Address**  
9.5 pt. Avenir Book with 13 pt. leading
- Telephone**  
9.5 pt. Avenir Heavy with 13 pt. leading
- URL**  
11 pt. Helvetica Bold  
Condensed, baseline flush with line, and can be placed anywhere horizontally as long as there is visual room
- Line**  
.5 pt. stroke



STATIONERY





## Stationery

A coordinated system of stationery and identification materials presents a unified brand image when communicating inside and outside Kaiser Permanente.

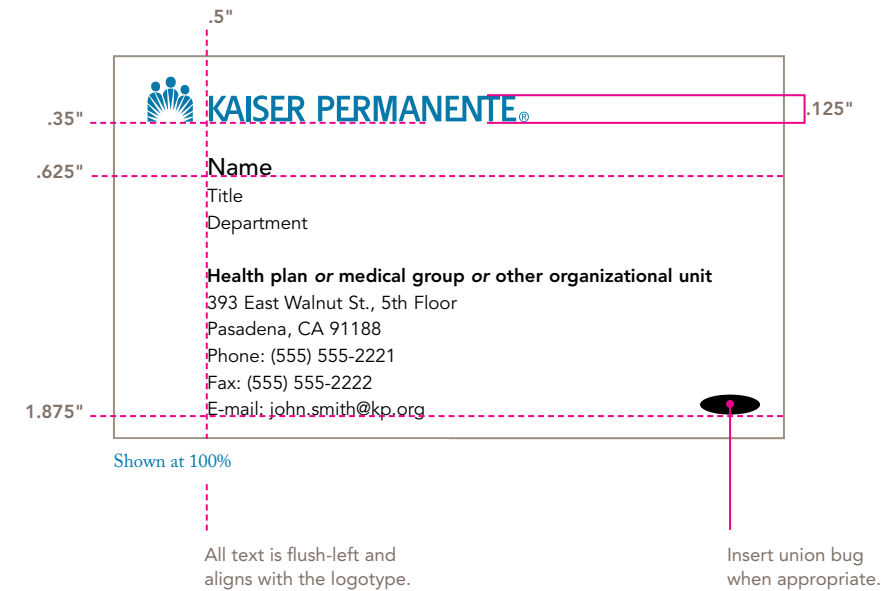
**Note:** Use the legal name of the organizational unit. For guidance regarding legal names, refer to the naming guidelines, which can be found at [brand-identity.kp.org/namingprocess](http://brand-identity.kp.org/namingprocess). No other logo or signature (except the union bug) may appear, including logos and signatures for service awards and association memberships.

No product names or tag lines, including the official Kaiser Permanente tag line, may appear on business stationery.

## Paper recommendations

<b>Business cards</b>	Recycled 80-pound Classic Crest Bright White cover stock
<b>Letterhead</b>	Synergy or Strathmore Image
<b>Envelopes</b>	Synergy or Strathmore Image
<b>Monarch letterhead</b>	Synergy or Strathmore Image
<b>Monarch envelope</b>	Recycled 24-pound Classic Crest Bright White
<b>Mailing label</b>	Satin Litho CNP (crack and peel) white stock

## Business cards 3.5" W x 2" H



**Signature**  
Horizontal signature with logotype  
x-height of .125", 100% KP Blue (PMS 307)

**Name**  
9 pt. Avenir Medium with 10 pt. leading

**Title/Department**  
7 pt. Avenir Book with 10 pt. leading, with one line space between department and organizational unit

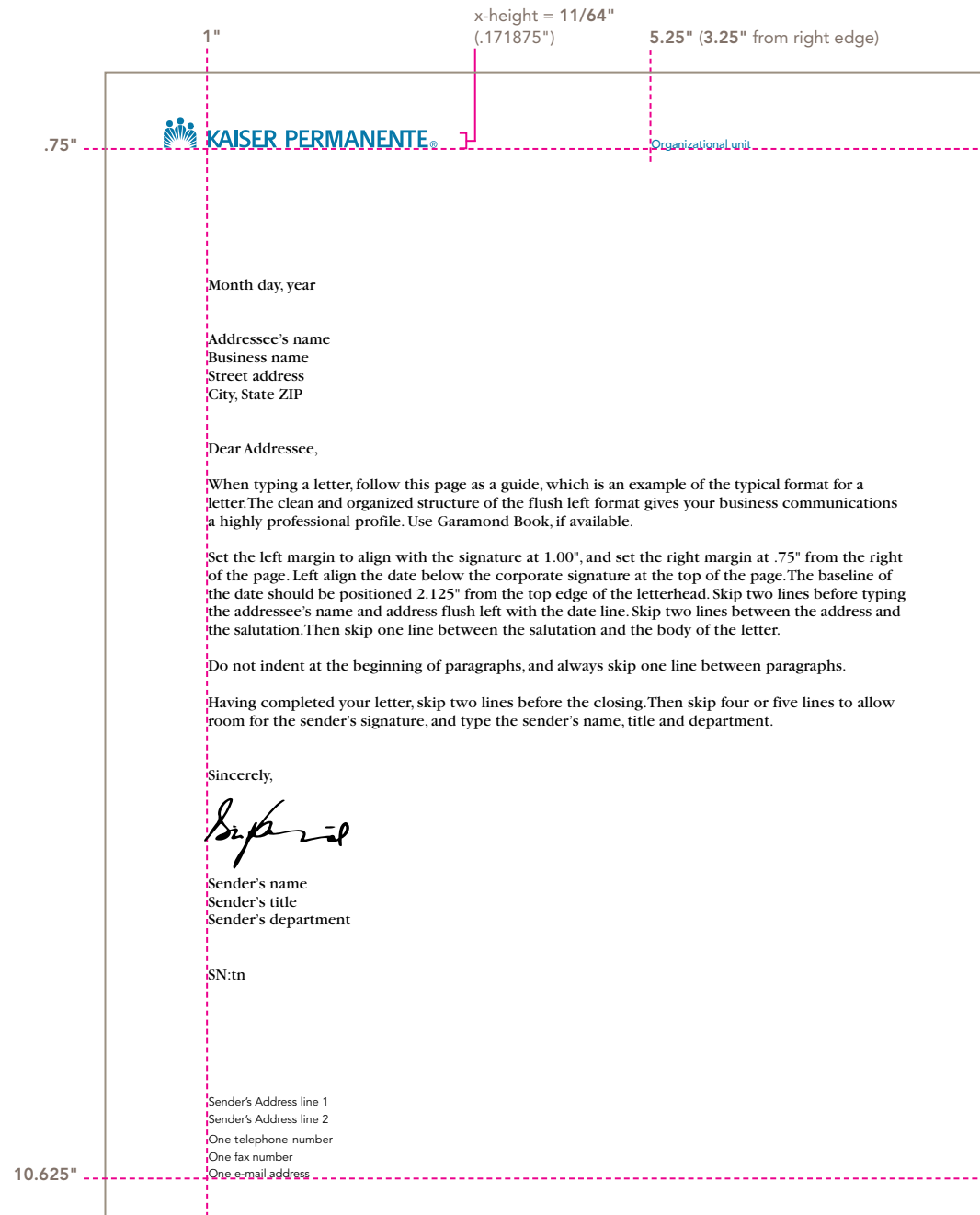
**Organizational unit**  
7 pt. Avenir Heavy with 10 pt. leading

**Address/Phone/Fax/E-mail**  
7 pt. Avenir Book with 10 pt. leading; five-line maximum with one entry per line

**Note:** Name of person, title, and telephone number may also be repeated on the back of the card in 16 pt., 22 pt. leading, and flush left. Information on the front of the business card may be translated into another language on the back of the business card. Follow the guidelines in the *Kaiser Permanente Editorial Style Guide* for abbreviations for states and streets, as well as formats for personal titles and telephone numbers. The reverse of the card can also be imprinted for use as an appointment card.



## Letterhead 8.5" W x 11" H



Shown at 60%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307) only

### Organizational unit

8 pt. Avenir Medium with 12 pt. leading, 100% KP Blue (PMS 307) or 100% black

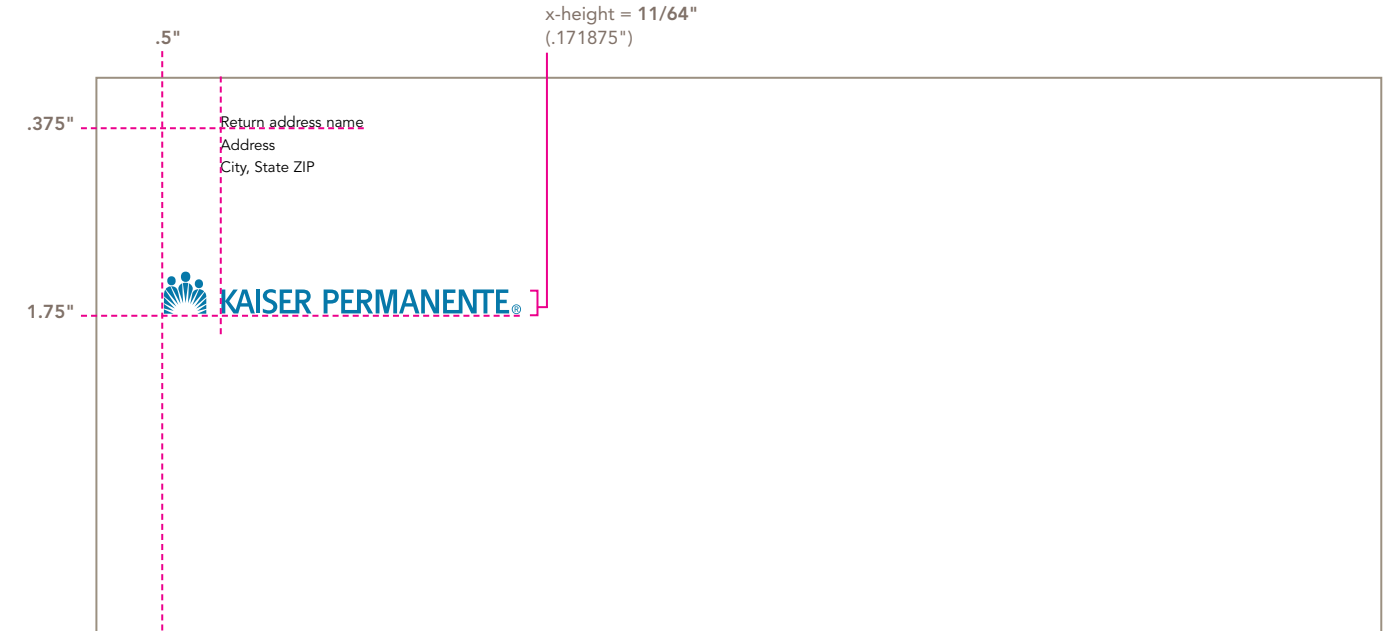
### Addressee's address and body copy

11 pt. Garamond Book (12 pt. or larger for Medicare audiences) with 12 pt. leading

### Sender's address

8 pt. Avenir Book with 12 pt. leading; five-line maximum with one entry per line

## #10 Envelope 9.5" W x 4.125" H



Shown at 70%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307). It may also be printed in 100% black, but only when the contents of the envelope do not include the Kaiser Permanente standard letterhead.

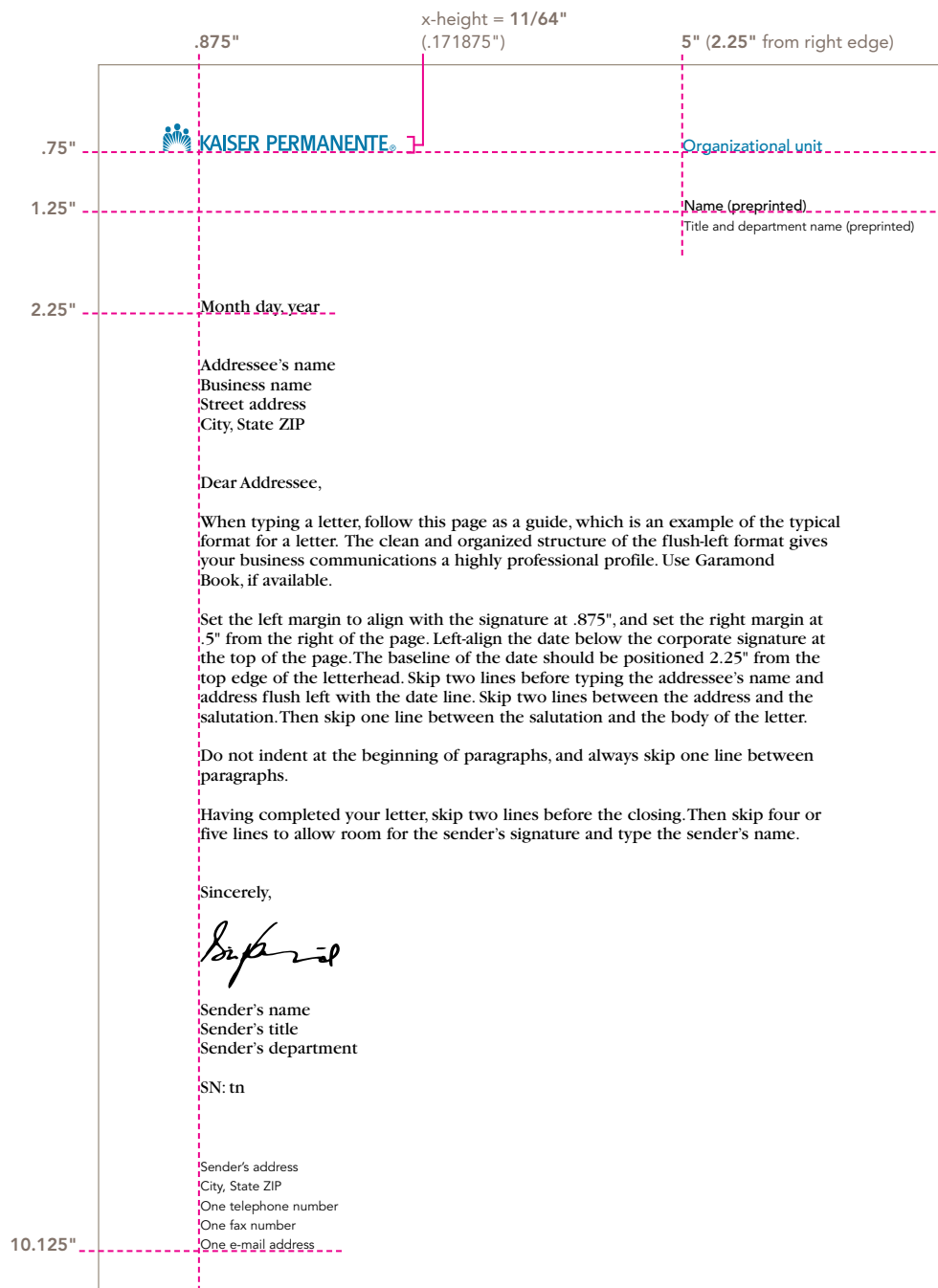
### Return address

8 pt. Avenir Book with 12 pt. leading

### Delivery address

10 pt. Garamond Book with 12 pt. leading

## Personalized monarch letterhead 7.25" W x 10.5" H



Shown at 63%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307)

### Organizational unit and department name

10 pt. Avenir Medium with 12 pt. leading, 100% KP Blue (PMS 307) or 100% black

### Personalized information

Name is 9 pt. Avenir Medium with 12 pt. leading; title and department line is 8 pt. Avenir Book

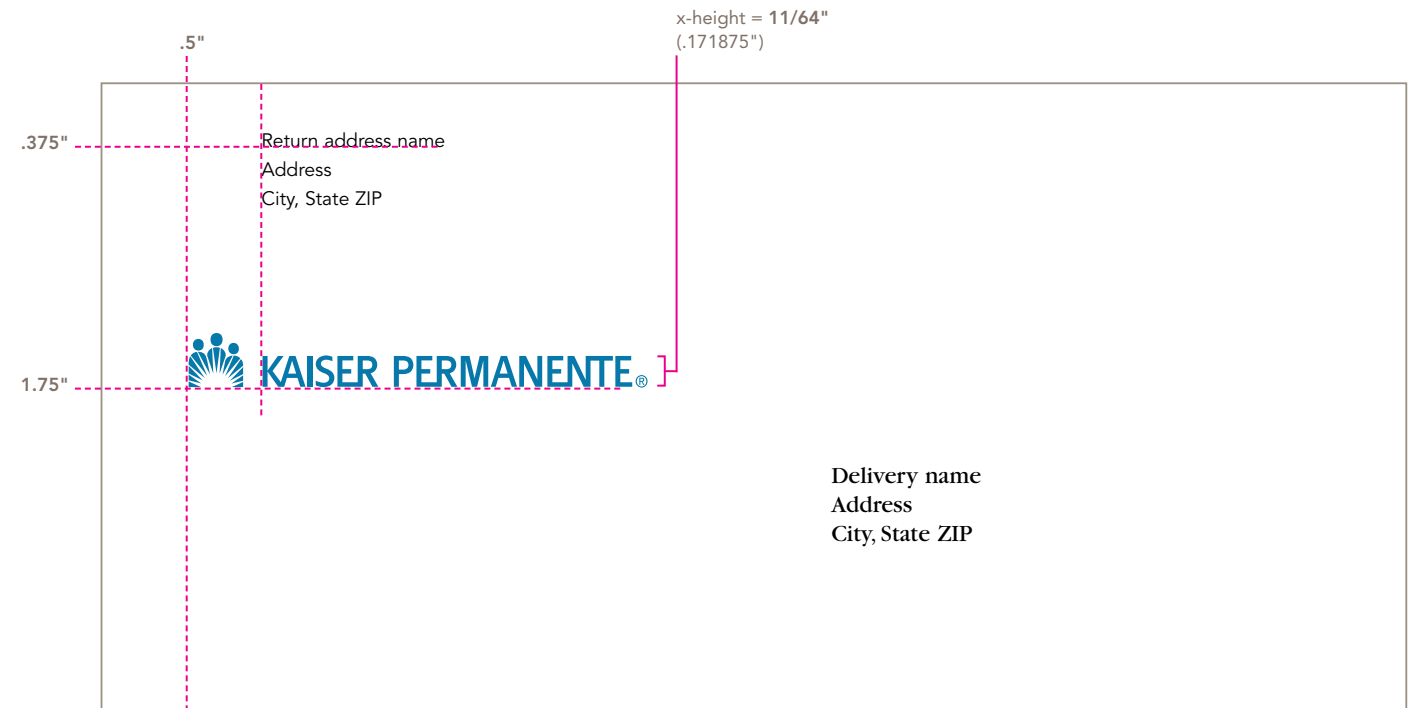
### Addressee's information and body copy

11 pt. Garamond Book with 12 pt. leading

### Sender's address

8 pt. Avenir Book with 12 pt. leading

## Monarch envelope 7.5" W x 3.875" H



Shown at 90%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307) only

### Return address

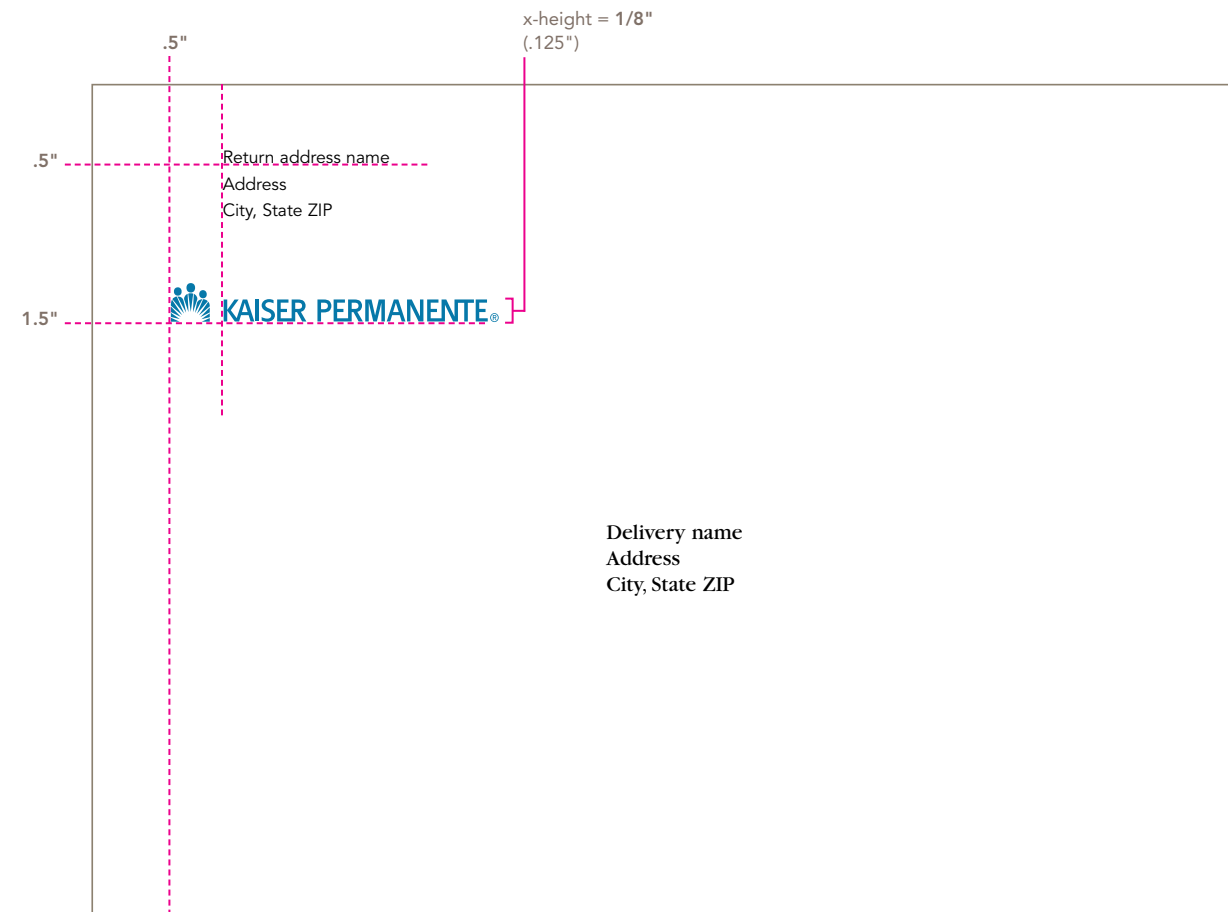
8 pt. Avenir Book with 12 pt. leading

### Delivery address

10 pt. Garamond Book with 12 pt. leading



## A-7 envelope 7.25" W x 5.25" H



Shown at 80%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307) or 100% black

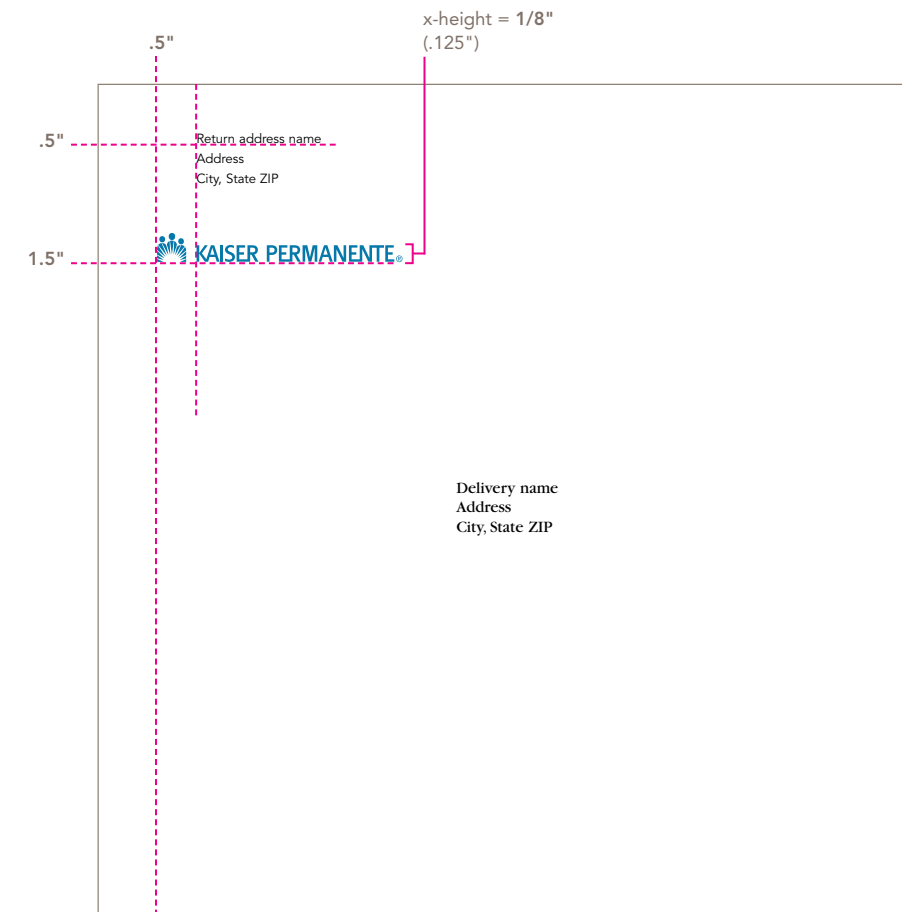
### Return address

8 pt. Avenir Book with 12 pt. leading

### Delivery address

10 pt. Garamond Book with 12 pt. leading

## Square envelope 7" W x 7" H



Shown at 55%

### Signature

Horizontal signature with logotype x-height of 11/64" (.171875"), 100% KP Blue (PMS 307) or 100% black

### Return address

8 pt. Avenir Book with 12 pt. leading

### Delivery address

10 pt. Garamond Book with 12 pt. leading

## Memorandum 8.5" W x 11" H

Templates of the memorandum and fax cover sheets are available for download from the Brand intranet at: [kpbrandextranet.org/library/template\\_form/template\\_form.php#forms](http://kpbrandextranet.org/library/template_form/template_form.php#forms).

1.5" x-height = 11/64" (.171875") 5.5" (3" from right edge)

1" KAISER PERMANENTE®

**Organizational unit**  
Address  
City, State ZIP  
Telephone  
Fax

**Memorandum**

**Date:** [Click here and type date]

**To:** [Click here and type name]

**Company:** [Click here and type recipient's company name]

**From:** [Click here and type name]

**Phone:** [Click here and type your phone number]

**Subject:** [Click here and type subject]

**cc:** [Click here and type names]

**Comments:**  
Select this text and delete it or replace it with your message.

**Signature**  
Horizontal signature with logotype x-height of 11/64" (.171875")

**Organizational unit**  
10 pt. Avenir Black with 14 pt. leading

**Address**  
10 pt. Avenir Book with 14 pt. leading

**Comments copy**  
11 pt. Garamond Book with 12 pt. leading

## Fax cover sheet 8.5" W x 11" H

Before sending a fax, check that the fax machine is set properly to provide the following information: date and time of transmission, your fax or telephone number, and your name or department's name.

1.5" x-height = 11/64" (.171875") 5.5" (3" from right edge)

1" KAISER PERMANENTE®

**Organizational unit**  
Address  
City, State ZIP  
Telephone  
Fax

**Fax transmittal**

**Date:** [Click here and type date]

**To:** [Click here and type name]

**Company:** [Click here and type recipient's company name]

**From:** [Click here and type name]

**Sender:** [Click here and type sender's name]

**Phone:** [Click here and type your phone number]

**Fax:** [Click here and type your fax number]

**Subject:** [Click here and type subject]

**Pages to follow:** [Click here and type number of pages]

Urgent  For review  Please reply

**Comments:**  
Select this text and replace it with your message.

Confidentiality Notice  
The document accompanying this transmission contains confidential information intended for a specific individual and purpose. The information is private and is legally protected by law. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution, or the taking of any action in reliance on the contents of this telecopied information is strictly prohibited. Please notify sender if documents were not intended for receipt by your facility.

**Signature**  
Horizontal signature with logotype x-height of 11/64" (.171875")

**Organizational unit**  
10 pt. Avenir Black with 14 pt. leading

**Address**  
10 pt. Avenir Book with 14 pt. leading

**Comments copy**  
11 pt. Garamond Book with 12 pt. leading

**Note:** If you are faxing advertisements, marketing collateral, or similar documents that contain promotional information about KP or its products or services, there are strict requirements that must be followed before you can send your fax. Check with your manager if you have questions.

Sending a fax advertisement that does not conform with the new fax law constitutes a crime, punishable by a fine of \$500-\$1,500 per fax (California Business and Professions Code Section 17538.43).

Shown at 58%

Shown at 58%



## Business reply mail (BRM)



Various sizes

### Signature

Horizontal signature, 100%  
KP Blue (PMS 307)

### Return address

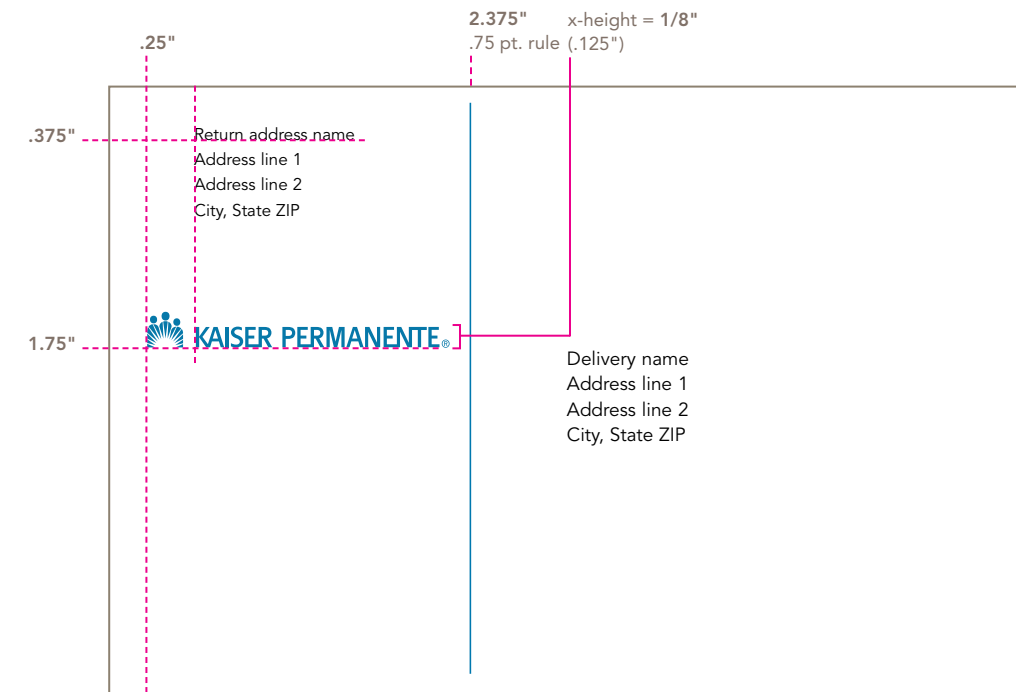
8 pt. Avenir Book with 12 pt. leading

### Delivery address

10 pt. Avenir Book with 14 pt. leading

Due to the various sizes of BRM, no dimensions have been included in the exhibit. Properly preparing BRM for automated processing will help ensure a successful mailing. Mail-piece design analysts are available at postal business centers throughout the country to help you design your reply mail. Contact your local post office for the postal business center near you.

## Mailing label 4" W x 6" H



Shown at 79%

### Signature

Horizontal signature with logotype x-height of .125"; the signature and rule print in 100% KP Blue (PMS 307) or 100% black

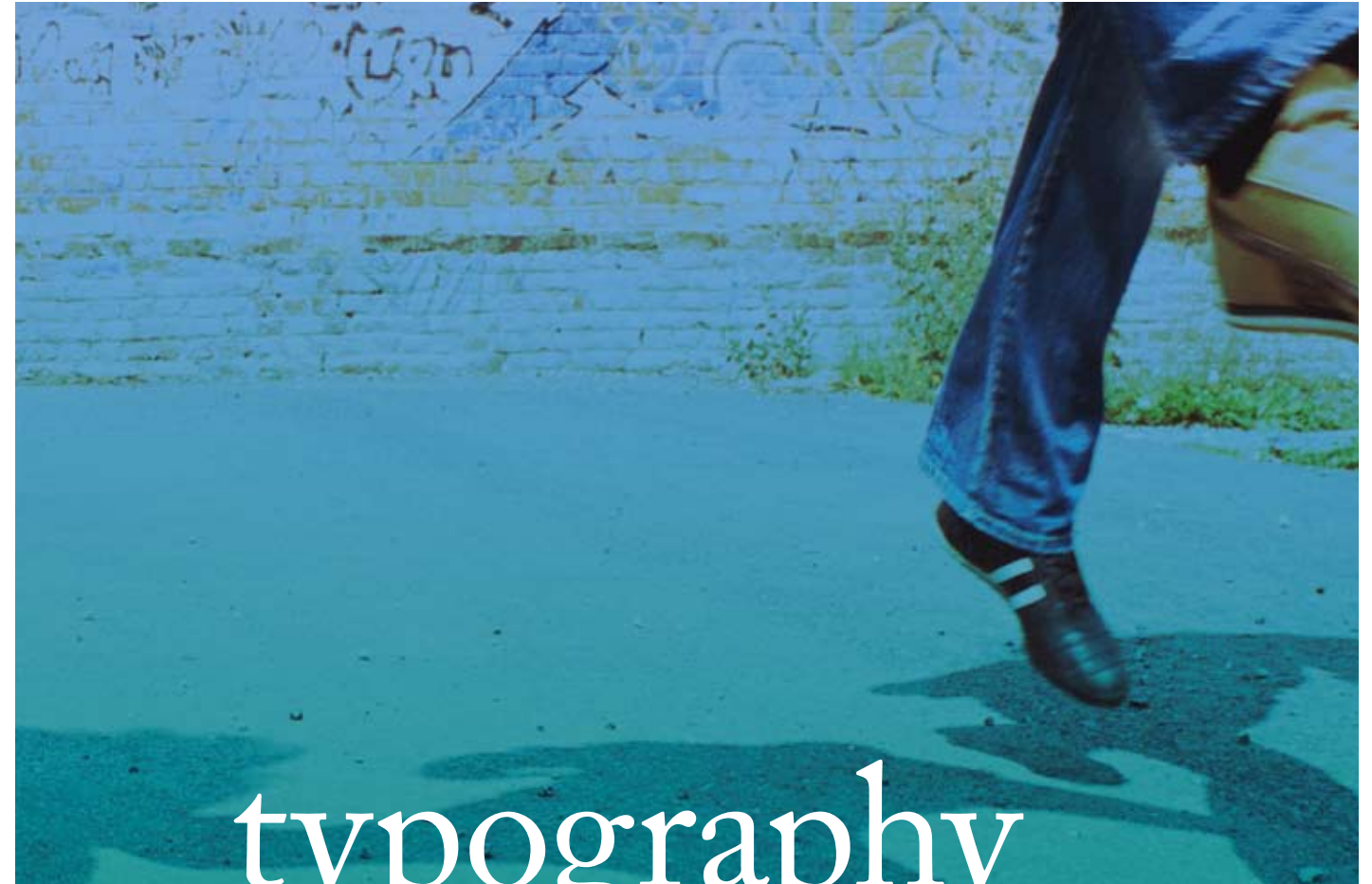
### Return address

8 pt. Avenir Book with 12 pt. leading

### Delivery address

9 pt. Avenir Book with 12 pt. leading

TYPOGRAPHY





## Community Benefit typefaces

Consistent typography strengthens our communications by ensuring recognition across a wide range of materials. Our typefaces have been selected to communicate and reinforce our brand personality and voice. The following typefaces have been approved for use in all Community Benefit communications. Our licensing agreement does not allow for the sharing of fonts. Please purchase your own at [fonts.com](https://www.fonts.com).

ABCD  
abcdef

### Adobe Caslon Pro

Adobe Caslon Pro is a classic serif typeface available in multiple weights. Its soft, rounded letters convey caring and trustworthiness. It can be used in headlines, subheads, and body copy. This is the preferred typeface for Community Benefit.

ABCD  
abcde

### Avenir

Avenir is a sans serif typeface available in five weights, all of which can be used. Clean, legible, and contemporary, it reinforces our position as an expert in providing quality health care. It can be used in subheads and captions.

SUBSTITUTE FONTS BELOW FOR PC USERS AND WEB-BASED PROJECTS

ABCDabcd

### Times New Roman

ABCDabcd

### Arial

## Typesetting guidelines

The following are some things to keep in mind to help make your communications easier to understand.

### Avoid combining multiple typefaces, type sizes, or weights.

Sometimes more than one typeface or font is appropriate to establish a clear hierarchy of information. However, many combinations are jarring and make reading more difficult.

#### CORRECT

### Typography

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

#### INCORRECT

### T y p o g r a p h y

The role of **typographic** experimentation *is to extend the boundaries of language by freely probing* visual **&** verbal *syntax and the relationship between word and image.*

### Always maintain the integrity of type. Do not stretch or condense letters.

Well-designed typefaces have inherent visual qualities that make them readable, so distorting them often makes reading more difficult.

#### CORRECT

Typography  
Typography

#### INCORRECT

Typography  
Typography

### Avoid excessive hyphenation.

Hyphenating words at the end of more than two lines in a row can interrupt the flow of reading.

#### CORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

#### INCORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

### Use appropriate line lengths.

Lines that are too short or too long can interrupt the flow of reading. In general, a line of copy should have 55 to 60 characters, or 9 to 10 words.

#### CORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

#### INCORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

### Use a flush-left, ragged-right type alignment.

Although in special situations other methods are acceptable, this alignment is usually the easiest to read.

#### CORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.

#### INCORRECT

The role of typographic experimentation is to extend the boundaries of language by freely probing visual and verbal syntax and the relationship between word and image.



COLOR





# Communicating with color

The colors appearing below are the foremost colors used for Community Benefit communications. This main feel color palette includes muted tones that communicate a sophistication and sensitivity inherent in the Community Benefit program. They complement our Kaiser Permanente overall brand (masterbrand) personality, while reinforcing the down-to-earth, emotional nature of the photographs used with our community giving activities.

## Community Benefit color palette

COMMUNITY BENEFIT MAIN FEEL	DARK ACCENTS	NEUTRALS
CB PURPLE	ACCENT PURPLE	NEUTRAL BLUE
CB BLUE	ACCENT SKY BLUE	NEUTRAL TAUPE
CB LIGHT BLUE	KP BLUE	NEUTRAL SAND
CB TEAL	ACCENT COOL TEAL	NEUTRAL TEAL
CB GREEN	ACCENT GREEN	NEUTRAL GREEN
CB LIME	ACCENT ORANGE	NEUTRAL BROWN
CB YELLOW	ACCENT RED	NEUTRAL SIENNA
CB DARK YELLOW	ACCENT WARM TEAL	NEUTRAL RED
CB ORANGE	ACCENT OLIVE	NEUTRAL DARK BLUE

Our color palette is divided into three categories—main feel, dark accents, and neutrals. All of our colors have been selected to complement one another and our signature.

**Note:** The colors shown on this page and throughout this guidebook have not been evaluated by Pantone, Inc., for accuracy and might not match the Pantone color standards. For accurate standards, refer to the current edition of the *Pantone Color Formula Guide*.

To ensure color consistency, use the CMYK or RGB formulas provided below rather than convert the Pantone colors through your design program.

Colors in the palette generally should not be screened. However, screens up to 50% may be used in one- and two-color collateral when necessary.

## Color formulas for Community Benefit main feel palette

COMMUNITY BENEFIT MAIN FEEL	PMS	CMYK	RGB	HEX
CB PURPLE	5285	34C 26M 12K	134R 131G 164B	8683A4
CB BLUE	645	43C 16M 12K	115R 154G 188B	739ABC
CB LIGHT BLUE	7458	55C 8M 8Y	114R 181G 204B	72B5CC
CB TEAL	623	45C 30Y 10K	124R 162G 149B	7CA295
CB GREEN	383	45C 8M 90Y	162R 173G 0B	A2AD00
CB LIME	397	30C 8M 95Y	193R 187G 0B	C1BB00
CB YELLOW	7406	18M 100Y 8K	235R 183G 0B	EBB700
CB DARK YELLOW	131	10C 38M 100Y	206R 142G 0B	CE8E00
CB ORANGE	145	52M 100Y 8K	202R 119G 0B	CA7700



## When to use dark accent colors

Dark accent colors may be used to accentuate the Community Benefit main feel color palette in rules, headlines, and small positive text. **They are generally not used for color bars**, with the exception of accent sky blue, KP blue, accent cool teal, and accent green, which can be screened at 60% for color bar usage.

### Color formulas for dark accent colors

COMMUNITY BENEFIT MAIN FEEL	DARK ACCENT COLOR	PMS	CMYK	RGB	HEX
CB PURPLE	ACCENT PURPLE	VIOLET	90C 100M	71R 47G 146B	472F92
CB BLUE	ACCENT SKY BLUE	294	100C 50M 25K	21R 61G 111B	153D6F
CB LIGHT BLUE	KP BLUE	307	100C 16M 27K	0R 109G 157B	006D9D
CB TEAL	ACCENT COOL TEAL	3155	100C 20Y 40K	0R 100G 117B	006475
CB GREEN	ACCENT GREEN	349	100C 100Y 40K	0R 94G 57B	005E39
CB LIME	ACCENT ORANGE	180	85M 100Y 20K	183R 74G 41B	B74A29
CB YELLOW	ACCENT RED	202	100M 60Y 40K	132R 31G 51B	841F33
CB DARK YELLOW	ACCENT WARM TEAL	329	100C 50Y 40K	0R 96G 86B	006056
CB ORANGE	ACCENT OLIVE	7496	40C 100Y 40K	95R 125G 52B	SF7D34

## How neutral colors are used

Neutral colors help to put the focus on other colors, like the colors in photographs. They also serve to tone down collateral for more serious topics or to add a more sophisticated or trustworthy quality to your communication.

### Color formulas for neutral tones

NEUTRAL COLOR	PMS	CMYK	RGB	HEX
NEUTRAL BLUE	5435	15C 20K	173R 180G 195B	ADB4C3
NEUTRAL TAUPE	5783	10C 30Y 25K	170R 177G 152B	AAB098
NEUTRAL SAND	7503	12M 40Y 30K	190R 167G 124B	BEA77C
NEUTRAL TEAL	5483	60C 20Y 30K	77R 137G 147B	4D8993
NEUTRAL GREEN	5747	32C 100Y 80K	60R 64G 27B	3C401B
NEUTRAL BROWN	448	60C 60M 80Y 35K	72R 47G 34B	482F22
NEUTRAL SIENNA	1405	40M 100Y 65K	103R 53G 25B	673519
NEUTRAL RED	1685	75M 100Y 40K	130R 53G 25B	823519
NEUTRAL DARK BLUE	533	100C 80M 45Y 15K	42R 42G 79B	2A2A4F

Colors in the palette generally should not be screened. However, screens up to 50% may be used in one- and two-color collateral when necessary.

**Note:** To ensure color consistency, use the CMYK or RGB formulas provided rather than convert the Pantone colors through your design program.

# Community Benefit flagship color system

Color is a great tool for navigating through and distinguishing between different categories of information. The Community Benefit flagship color system defines our four streams of work and represents the diversity of our programs and services. The flagship color for each stream of work outlined below is supported by other colors

selected from our full color palette. The neutral sand color from our palette grounds all the colors and unites each stream of work to portray Community Benefit as a cohesive entity. In instances where a single stream of work is the only subject matter, then additional colors from the broader palette can be used.

<p><b>CARE + COVERAGE</b></p>	<p><b>SAFETY NET</b></p>	<p><b>COMMUNITY HEALTH</b></p>	<p><b>KNOWLEDGE</b></p>
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Each stream of work has been given a flagship color to further define it:

**Care and Coverage for Low-Income People** is defined by the color blue, which traditionally represents the medical field and the delivery of care.

**Community Health Initiatives** is defined by the color neutral red to represent the restorative nature of our community outreach programs, which emphasize healthy eating and active living.

**Safety Net Partnerships** is defined by the color orange, which represents joy in service and speaks to our collaborative efforts in the community.

**Developing and Disseminating Knowledge** is defined by the color purple to represent wisdom, a reflection of the high-quality research we do in our organization and share with our partners in the community.



COLOR BARS



color bars





## Types of color bars

### Color bars: solid to complex

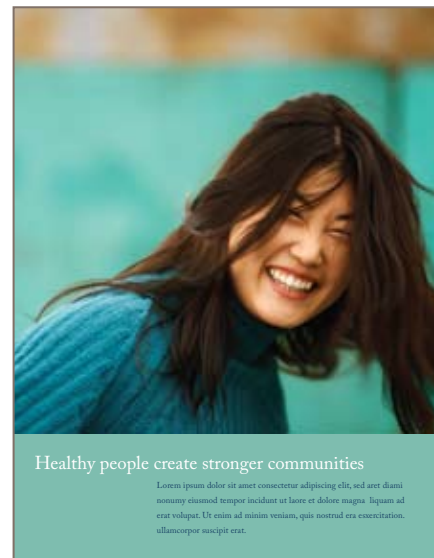
One of the ways that Community Benefit graphically distinguishes itself is through the use of solid and textured color bars. The textured color bars range from simple to complex, allowing for a diverse and flexible graphic system. They share a similar luminosity with our masterbrand color bars. However, they differ slightly through the use of urban textures that communicate our understanding of the communities we serve.

### Usage guidelines

There are many areas within each color bar that can be used. When placing the file, move the image around within your image box to find the area that complements nearby photography and allows for maximum legibility of any text placed on top of the bar.

- Use in four-color process and Web work only.
- Place image files at 20%–100%; do not enlarge beyond 100%.
- Do not distort; do not stretch or skew the image horizontally or vertically.

**Note:** If you have difficulties with the .JPG versions in your printed materials, try resaving the files in .TIF or .EPS format.



USE OF A SOLID COLOR BAR

## Solid color bars

Solid color bars can be paired with nearly any type of photography—as long as the colors go well together. Refer to pages E2 through E5 to select colors from our Community Benefit color palette.

## Simple textured color bars

Simple textured color bars can be used to complement or accent all types of photography. Text can be placed easily inside of simple textured color bars.



USE OF A SIMPLE TEXTURED COLOR BAR



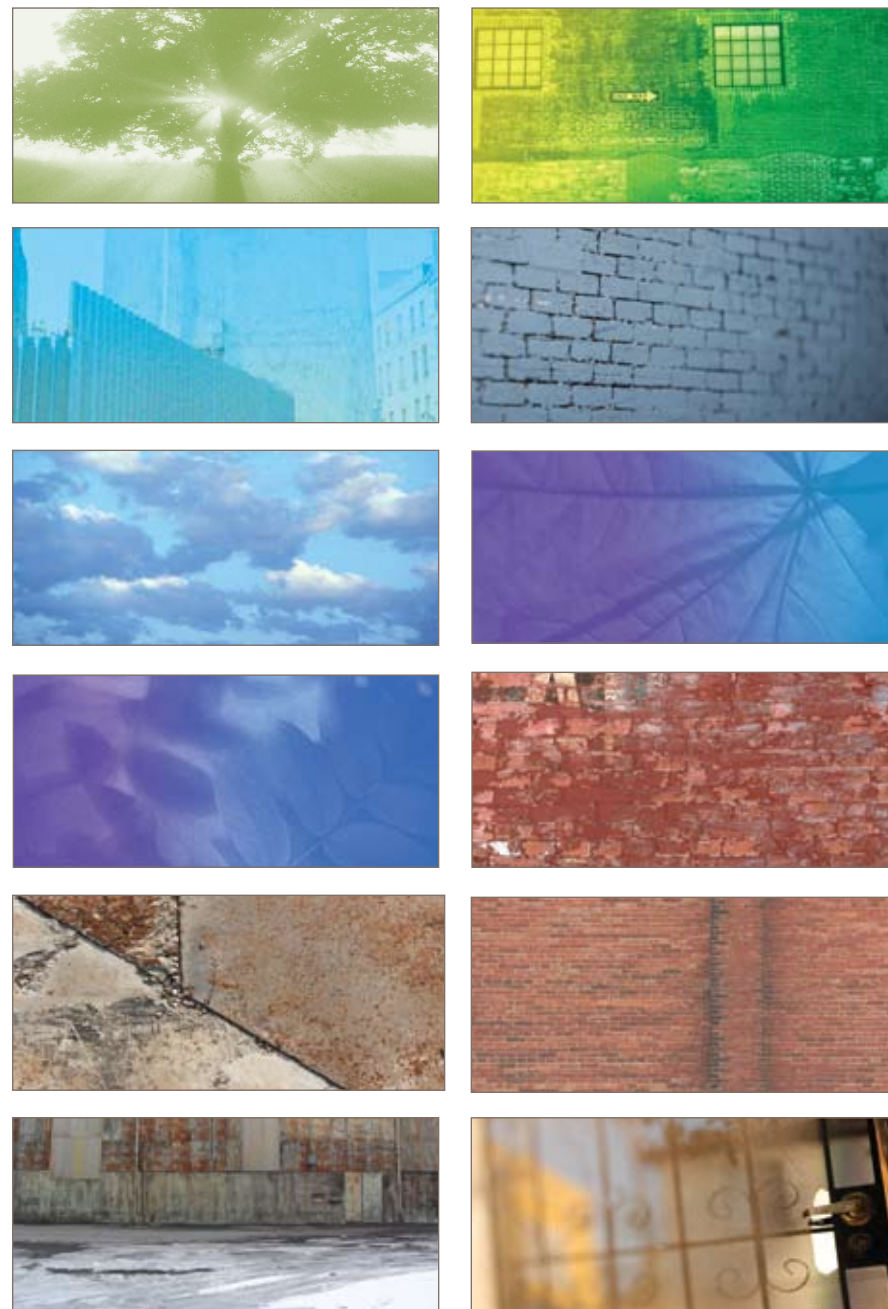


## Moderately complex textured color bars

Moderately complex textured color bars should be used only with photography that contains simple shapes and colors. Special consideration should be taken not to pair these with photography that is visually complex. These textured bars can also be used in place of photography.



USE OF A MODERATELY COMPLEX TEXTURED COLOR BAR



## Complex textured color bars

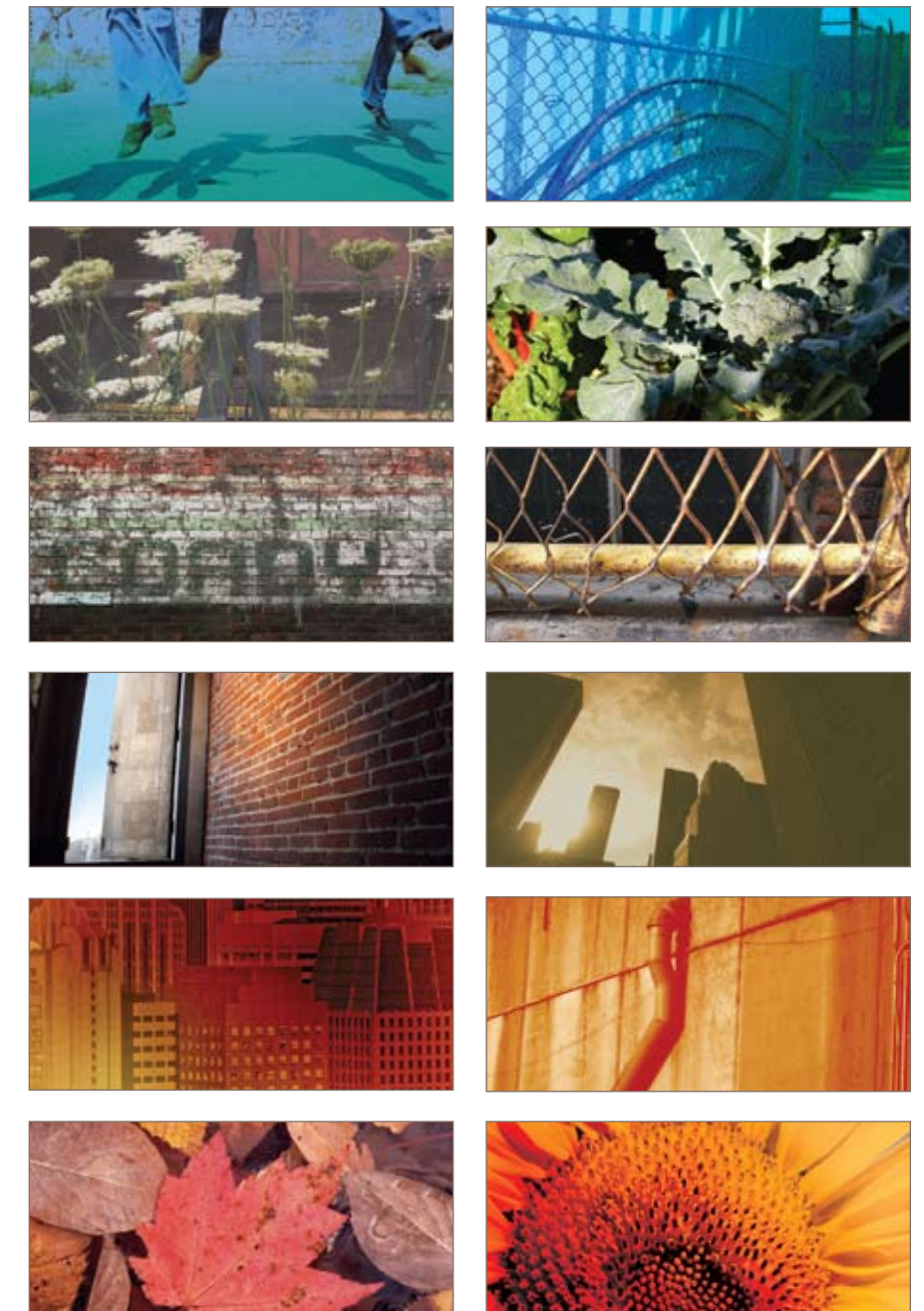
Complex textured color bars **should not be used** with photography because they are already photographic in nature. They are a great alternative when photography is not available.



USE OF A COMPLEX TEXTURED COLOR BAR



INCORRECT USE OF A COMPLEX COLOR BAR WITH A PHOTO





PHOTOGRAPHY



photography





## Photographic style

The style of a photo—how the image is shot—can evoke emotions, create deep connections, and change perceptions. A photographic style is a consistent, recognizable combination of elements in a body of work.

### What is the style of Community Benefit photography?

The Community Benefit photographic style is artistic and journalistic. It tells the story of people who live in the communities we serve and may show interactions with those who strive to make healthy living a reality for them. This style is distinctive in that it captures the details of the environment and the expressions of the people in it, attempting to achieve a more down-to-earth look and feel.

**THE STORY** A characteristic element of this photographic style is the recurring theme of hope. The subjects of artistic representation are the inner-city residents and their neighborhoods, or people in rural settings. Our story is about how these people are being presented with the possibility of change toward a healthy way of life. There is a strong sense of place (an urban or rural environment), which is a key element in this body of work. The play of light and shadow on these subjects helps to communicate the message of hope. The photos are journalistic—capturing a moment in time—and show a diversity of people, architectural elements, and subtle colors.

**THE PLACE** The Community Benefit photo personality is unique in how it presents a close-up and personal view of people in their communities.

**THE PEOPLE** Community Benefit photography usually focuses on several people, rather than highlighting an individual. In the case where one person is pictured, there is typically a group in the background, possibly in soft focus.

### What are the attributes of Community Benefit photographs?

The photos have the following main attributes that make them distinguishable:

- **Lighting:** This is one of the primary elements used to create evocative imagery. Light is employed to support inspirational images, create a thoughtful mood, and convey a message of hope.
- **Composition:** Composition is another major building block used to produce inspiring photographs. A simple, asymmetrical arrangement that draws attention to positive aspects (e.g., hopeful expressions on faces) communicates the idea of moving toward a healthy future.
- **Color:** Warm hues sustain the key components of the image by generating a comforting atmosphere. In order to build a hopeful overall message, large areas of black are avoided, favoring darker shades of color.
- **Focus/Detail:** The focus of a photograph is an important factor in portraying expectation and optimism. The subjects are in sharp focus and are not grainy.
- **Location:** The location of the subjects helps to evoke an emotional response. The settings reflect the communities we serve, and range from city gardens or neighborhoods to rural areas.
- **Style:** The style is one of the supporting factors in creating Community Benefit imagery. It is journalistic in nature and helps to communicate a relaxed, unpretentious side of life.

## Sample photography





## Community Benefit image options

### Image Libraries

For Community Benefit materials, there are four image sources (in suggested order of preference):

1. **Community Benefit Photo Library**
2. **Kaiser Permanente National Photo Library**
3. **Stock photography**
4. **Your own photography**

Our photo libraries offer proprietary photographs that include the qualities stated in this section. Keep in mind that while Kaiser Permanente masterbrand images can be used in Community Benefit materials, Community Benefit images **cannot** be used for consumer marketing/masterbrand communications. Please also note that all health care professionals appearing in our materials must be Permanente Medical Group providers or Kaiser Permanente staff. You can find some images of Kaiser Permanente health professionals in both the Kaiser Permanente masterbrand and Community Benefit libraries. Do not use stock photos of health care professionals. However, the focus is typically on the people we serve, especially for Community Benefit communications.

### Community Benefit Photo Library

#### How to access images:

Please contact Kara.S.Anderson@kp.org or Marianne.Dequina@kp.org for more information on how to view and use images from our two proprietary photo libraries.

### Kaiser Permanente National Photo Library

In some instances, you may be able to use photographs from our masterbrand photo library that meet the criteria for Community Benefit photographs.

- If you are a vendor, first get permission from your Kaiser Permanente sponsor to have access to our National Photo Library.

If you're a Kaiser Permanente employee, visit [kpbrandextranet.org/login.php](http://kpbrandextranet.org/login.php).

Register, then click on the "Help" link. Once you are granted access, you can download images through this site.

The proprietary photography in our Community Benefit Photo Library was created to provide a distinctive look for Community Benefit. It has been custom shot to communicate a sense of hope, aspiration, and community. The existing library of images is extensive and will continue to grow over time. Ideally, you should be able to find an appropriate image from this collection or the National Photo Library. If you can't find what you are looking for in either of these libraries, you may consider the other alternatives:

- Stock photography (see G4–G7)
- Your own photos (see G8–G9)

### Stock photography

If you can't find an image in our National Photo Library or the Community Benefit Photo Library that suits your needs, consider using stock photography—existing photography you can purchase from a third party.

In the past few years, the quality, variety, or availability of stock photography has grown tremendously. It's a terrific resource to consider when you're looking for just the right image. There are two types of stock photography: rights-managed and royalty-free. Each has its pros and cons, as well as associated costs. If you can decide whether you want a rights-managed or royalty-free image before you begin your photo search, you may save yourself considerable time and money.

(continued on page G6)

## Stock photo checklist: Searching for and choosing stock photos

- Know your budget.** Before purchasing any photos, know your legal obligations surrounding the sale of photos. You must read the rules and the quality requirements on the particular stock photo Web site before buying any images.
- Decide on royalty-free or rights-managed photos.** This depends on your budget, since royalty-free photos are usually less expensive than rights-managed.
- Select a stock photo Web site (see list on p. G6).**
- Make sure you're registered on the site.**
- Specify royalty-free or rights-managed.** You might find low-cost or free images on certain sites by searching under free images, royalty-free graphics, or free stock images.
- Search for photos in a variety of ways:**
  1. Apply any additional options like "Photo" (instead of "Video" or "Flash") for searching file types.
  2. Be careful about the keywords you use.
    - Use modifiers to narrow your search (e.g., to find a child holding an apple, search "child AND apple").
    - Use "or" to expand results.
    - Use "not" to exclude results (e.g., "fences not red" would find fences that are not red).
    - For people searches, be sure to think through specifics before you enter the keywords (e.g., if you search using "Indian people," you might find adults and children who are Native American or from the country of India. You could clarify your search as follows: "India Asia adults" or "India Asia not children"—if you want photos only of adults from the Indian subcontinent).
    - If you can't find what you need, try an "advanced search."
- Be careful about image resolution.**
  - When you enlarge a photo to use for print purposes, be careful to order a higher resolution (at least 300 dpi) so it does not become grainy.
  - If you increase the photo size, don't assume the picture will have the same image resolution as it does on the Web site (e.g., you order an image at 100 dpi. If you enlarge it to four times its original size, each square inch will have the same number of pixels so the photo would probably appear grainy).
- Make a lightbox (e.g., by theme or project-specific).**
  - A lightbox is like an online file cabinet, where you keep your images in an electronic folder.
  - To create your own private lightbox, just follow instructions on the stock photo Web site.
  - You can use a lightbox in many ways—fill it with your photo selections before you download them, plan your projects, or just keep your favorite pictures all together.
- Before purchasing photos, read and understand the legalities and costs.** These are provided on each stock photo Web site.
- Do your homework on rights-managed photos.** Although a fee is associated with a rights-managed photo, it does not mean that you can't afford it. If you do your homework online you might be surprised at the affordable images you can find. In general, the cost of a rights-managed image will be based on:
  - Its placement in a specific location or presentation
  - Duration of its use
  - Size of the photo
  - Geographic location
  - Availability (Consider the pros and cons: Royalty-free photography is easily available and is usually less expensive than rights-managed pictures, but it is more likely that another person will use the same image you select.)
- Keep these Community Benefit photo attributes in mind when making your photo selections:**
  - **Lighting.** Does it convey a message of hope and inspiration?
  - **Composition.** Is the arrangement of subjects simple and asymmetrical?
  - **Color and appearance.** Do the colors in the image work nicely within the Community Benefit color palette, and avoid large areas of black? (See pp. E2–E7.)
  - **Focus/detail.** Are the subjects in sharp focus in their natural setting?
  - **Location.** Does the setting in the photograph accurately represent a community we serve and the subject of your project?
  - **Style.** Does the style fit within the description of being unpretentious, down-to-earth, and photojournalistic?





**Rights-managed photography:** With rights-managed photos, you “lease” the use of an image for a specific purpose and period of time at a negotiated price. Rights-managed images range in cost from several hundred dollars for use in a small brochure to many thousands for national advertising. The price of the image is determined by how you want to use the photo.

Negotiating a rights-managed price with a photo agency involves communicating specifics about the use of the image. One of the first things you’ll be asked about is the photograph’s potential exposure in the marketplace. Generally, the more people who will see the image, the higher the price. You’ll be asked about the distribution, how many copies will be printed, and how many times the photo will appear in a publication. Next, you’ll be asked how large the photo will be in the layout. The price will be lower if the photo plays a secondary role. Also, remember to mention to the representative that we are a nonprofit organization because the agency may allow a reduced fee.

When you order a rights-managed image, you’ll need to specify the usage rights to be granted—non-exclusive or exclusive. “Non-exclusive” means you pay a license fee each time you use the image, but other buyers can also purchase and use the image. If you choose “exclusive,” you pay a larger license fee each time you use the image, but you can ensure that no one else will use your image during the time you specify.

**Royalty-free photography:** Royalty-free images are purchased outright and you pay for them only once. You can use them any way you want, for multiple projects, and for an unlimited period of time.

With a royalty-free image, you have no control over who else may use the image or how they may use it. For example, the image you use today in your ad could also appear tomorrow on a storefront at Wal-Mart.

A royalty-free image is much less expensive than a rights-managed image. The cost is based on the size of the image you need, not the specific use. You can also buy a theme-based collection of royalty-free images on a compact disc.

For some projects, it may be important that your photo not appear in another company’s materials at the same time it appears in yours. But you might not want to or be able to, purchase a rights-managed photo. If you buy a single royalty-free image that is not on a CD, you’ll greatly reduce the chance of the same image being used by a competitor. Read all licensing terms carefully and make sure you understand what you can and cannot do with the image under these terms.

**Stock photography Web sites:** The most common way to purchase stock photos is on the Internet. Stock photography Web sites often allow unrestricted viewing of the image galleries, but you must register with the site to purchase and use photography from the galleries. Rights-managed images are designated by an (RM) and royalty-free images by an (RF) next to the identification number. Several of these sites offer both rights-managed and royalty-free images. Although there are many sites from which to choose, we recommend the following:

<b>corbis.com</b>	<b>gettyimages.com</b>
<b>istockphoto.com</b>	<b>jupiterimages.com</b>
<b>masterfile.com</b>	<b>photodisc.com</b>
<b>picturequest.com</b>	<b>veer.com (marketplace tab)</b>

You can find images using a keyword search. Here are a few tips:

Search by **topics** such as

- Nouns that identify the main subject of an image (e.g., “4 people” or “group”)
- Adjectives that describe the subject (e.g., “smiling” or “multi-ethnic”)
- Verbs that describe the main action in an image (e.g., “running” or “dancing”)
- Age groups (e.g., “baby,” “young adult,” or “senior”)

Search by **style** for results that are targeted to specific photo or artistic techniques, such as low angle, profile, selective focus, or facing camera.

Search by **concepts** such as togetherness or serene.

You may also search by **demographics** such as age, gender, and ethnic or geographic group. This will help you find the right groups in the right setting. For example, if you want photos of Hispanic youths at a dance-theatre production, you could enter “teens and Hispanic and dancing.”

## Your own photography

There may be occasions when you’ll need to take your own photographs for a Community Benefit communication piece. To get the best results possible, you may want to review the basics of a successful photo shoot. This section gives you an easy-to-follow guide to shooting your own photography—including art direction, lighting, composition, and more—along with tips on maintaining the right “look” for Community Benefit.

The next step is to create a pleasing composition. This is basically an editing procedure—choosing what to keep in your picture and what to leave out. There are commonly accepted criteria for good composition that will help you create interest or dynamic tension.

## Your checklist for taking pictures

(See *kodak.com* for more tips.)

- Charged batteries.** Make sure your batteries are charged (bring the charger or fresh batteries, just in case).
- Cleared memory card.** Delete or transfer any old photographs on your memory card. Check the format on your card to ensure it’s ready for your project (especially if you’ve used your card with other devices).
- Extra memory card.** It’s always a good idea to take many pictures for your project, so be prepared with an additional memory card or two.
- AC adapter.** You can plug in your adapter to recharge your spare set of batteries while you’re shooting pictures.
- Lens cleaner/cloth.** Bring lens cleaner and a cotton cloth with you to keep your lens free of smudges and dirt.
- Accessories.** Plan ahead for your photography session so you’ll bring the accessories you might need.
  - Do you need a tripod or other device to keep the camera steady for natural lighting shots?
  - Would a shield (like a wide-brimmed hat) help reduce flare if you’re shooting into the sunlight?
  - Be prepared for inclement weather conditions.
- Camera manual.** Read your instruction booklet to find suggestions and information specific to your camera.
- Notebook/pens.** Jot down ideas in a notebook for taking your pictures. This will help you plan and shoot better images, taking into account the style and attributes of Community Benefit photography (see pp. G2–G3).
- Camera bag.** Check off the items on this list as you pack your camera bag for the shoot.

(continued on page G8)



Here are some basic tips to help guide you to take well-balanced pictures:

### 1. Camera/General info

- Use a 5-megapixel digital camera minimum.
  - Test the shot on your computer before using it. (Import the image to your computer to check its size and resolution.)
- ### 2. Print use
- Shots should be color, high-resolution, 300 dots per inch (dpi) minimum for print.
  - Save as either a raw image for retouching, if needed, or as a high-resolution TIFF.
  - Do not take photographs with cell phones or throw-away cameras.
  - Pixilated photos are not acceptable—so be sure to check the image resolution when you transfer the pictures to your computer. Remember, the images should be 300 dpi minimum for scalability if used for print.
  - If you plan to use a film camera, 35 mm is acceptable. When your film is processed, request that the service lab save your images onto a CD in digital format (high-res JPEG or TIFF).
  - If the end-use for your shot will be large format (e.g., posters, banners, outdoor signage, etc.), make sure the image is at least 1.5 MB minimum in size.

- If you intend to shoot black and white images, use black-and-white mode on your digital camera. Do not use color filter options, and do not convert color photos to black-and-white if using Photoshop®.
- No duotones, please.
- We advise you to do a test print on a high-quality laser printer to ensure good results.

### 3. Web use

- When taking pictures for the Web, a resolution of 72 dpi is sufficient. However, make sure you start with the higher resolution image (300 dpi) and then “res” it down to the lower image size.
- If you plan on using a film camera, then 35 mm is acceptable. When your film is processed, request that the service lab save your images onto a CD in digital format (low-res JPEG or TIFF).
- When saving your image for Web use, it is best to format it as a JPEG or TIFF.

### 4. Model releases

If you are shooting your own photographs, be sure to obtain model releases before publishing the images and distributing any materials.

To see the release forms available, visit [kp.org/communitybenefit](http://kp.org/communitybenefit). Under “about us” follow the resources link to “General Purpose Resources.” Print out the form(s) and be sure to obtain each model’s signatures; be sure to keep the forms with the final files.

## LIGHTING

### 1. Be aware of how lighting affects your photo.

- Consider the direction of the light. When the light isn’t working for you, change the way it falls on your subject by moving your position, your subject’s location, or the light itself, if possible.
- Because you’re trying to show a realistic neighborhood atmosphere, you may also attempt to take the photo in natural light. Learn to identify different types of natural light and recognize their benefits in various situations.
- A cloudy day is ideal as it is a natural filter—creating more even lighting.
- Avoid backlit photos. Be aware that if the light is behind your subject, your subject will be silhouetted.
- Late afternoon is also a good time to shoot. Contrary to popular belief, the middle of a sunny day isn’t the optimal time to take a picture. Avoid direct, harsh sunlight, which casts dark shadows on your subject.
- If there is bright sunlight, consider using a flash, which will help to fill in the darker shadows.



### 2. Know the range of your flash.

- Photos taken outside of your flash’s maximum range will be too dark.
- Typically, the range is about 10 feet away. If your subject is beyond this distance, then the picture will be too dark. (Check your camera’s manual.)
- Get closer to your subject if you are unsure.



## COMPOSITION

### 1. Get down to the same level as your subject.

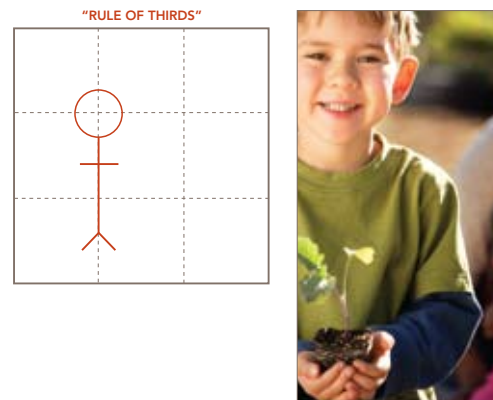
- Hold your camera at the subject’s eye level.
- Your subject does not have to look at the camera. It depends on the mood you are trying to create.





**2. Move your subject off-center within the frame.**

- Make your photo composition more inviting by placing your subject away from the middle of the frame.
- This will help achieve visual harmony and suggested movement.
- Imagine a tic-tac-toe sketch and put your subject on one of the intersections of the grid before shooting the picture. This is known as the “rule of thirds.”
- Remember: Most cameras focus on what’s in the middle, so be sure to lock the focus before shooting the picture.



**3. Use an uncomplicated background.**

- Before taking a photo, please check the area behind your subject.
- A simple background will allow your subject to be the main focus of the photo.
- Be certain that the background represents an urban or rural setting that is realistic and believable for your subject matter.
- Make sure there are no trees or poles in the background that appear to sprout from the subject’s head.



**4. Try to explore both vertical and horizontal compositions.**

- Sometimes, you can capture your subject’s image in a more intriguing way simply by trying both vertical and horizontal formats.



**5. Take the time to compose your pictures.**

- Rearrange the people in the picture and let their personalities come through. You’ll get more candid shots.
- Try a different angle (on the side of your subjects, three-quarter angle, profile, etc.)
- Study the background and other objects in your picture to make sure they contribute to your overall message, not distract from it.



**Choosing the right image**

- **Selecting the image:** We make it easy for you to select an appropriate image for your piece. Simply review the attributes provided in this section to find out if your photograph conveys the Community Benefit qualities.
- **Pairing a photo with a headline:** It’s important that the photo and the words work together to give an effective overall message. Rather than literally illustrating the action of your headline, the photo you choose should complement the headline and make an emotional connection with your audience.
- **Using a color bar to complement the photo:** Consider the overall composition when choosing a color bar (see page F2). The colors should coordinate well together and be chosen from the Community Benefit color bar colors and textures provided in this guidebook.



**Health and children**  
HEALTHY EATING AND ACTIVE LIVING



USE OF A PHOTO PAIRED WITH A HEADLINE



**Nutritional Gardens**  
KAISER PERMANENTE COMMUNITY BENEFIT HEAL PROGRAM



USE OF A COLOR BAR TO COMPLEMENT A PHOTOGRAPH



## Choosing the proper photography

### Care and Coverage for Low-Income People

The photos appropriate for this category tell the story of low-income individuals who receive access to low-cost health centers, free vaccinations, or other health services. They communicate some of the ways that Community Benefit cares for vulnerable populations, ranging from portraits to actual delivery of care. These images are complemented by the color CB light blue, which traditionally represents the medical field and the delivery of care.



### Safety Net Partnership

Pictures representative of this classification are paired with the color orange, representing joy in service. A suitable image, such as a doctor walking hand-in-hand with a child, would define our collaborative efforts in the community—volunteering time, contributing expertise or care, and providing grants to community health centers as a means of helping to improve the quality of care.



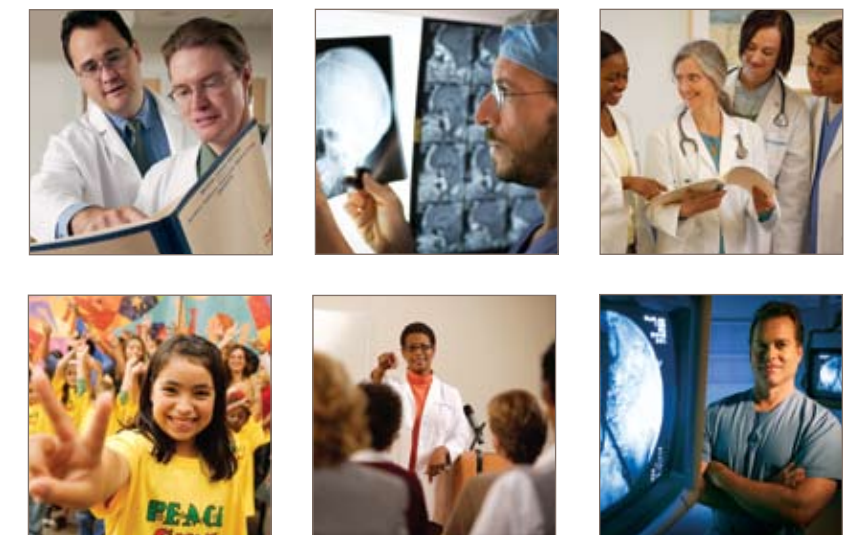
### Community Health Initiatives

The images for this stream show people exploring healthier alternatives at farmers' markets, on biking paths, and at school cafeterias. They also include images of environmental stewardship, which illustrate how we are mobilizing communities to take part in this effort. They show Kaiser Permanente's outreach to the community to support fitness programs, community gardens, and local availability of fresh produce. A neutral red is the most important color in this type of work and represents the restorative nature of our outreach programs, which emphasize healthy eating and active living.



### Developing and Disseminating Knowledge

Photography for this division may include the combination of a health care expert within a setting that suggests research. Or it may picture our Educational Theatre Program activities in a neighborhood. This stream is defined by the color purple, which represents wisdom. It reflects the high-quality research done by our organization that is then shared with our partners in the community. It also represents training the health care professionals of the future.









## Framework for information

Every communication contains both an evocative and an informative message. Depending on the type of communication, one might take precedence over the other, but both are necessary.

The informative message is the feature-focused element of the communication. It is the “what” in what you are describing.

The evocative message draws on emotion and creates a stronger connection with the audience than a “just the facts” approach. Many times, it focuses on the benefit to the reader of participating in the described product or service. It is the “why you should care” part of the communication.



Evocative or Informative Headline.

Informative or Evocative Subhead

NAME OF COMMUNITY PROGRAM,  
EVENT, OR INITIATIVE



The following guidelines should help you structure the hierarchy of your messages:

- 1. **Headline copy**—The headline can be evocative or informative, depending on the overall purpose of your piece. The headline is meant to draw attention and compel your audience.
- 2. **Subhead**—If the headline is evocative, then the subhead should be informative, and vice versa to give more information regarding the headline or entity.
- 3. **Inclusion of names in headline and subhead copy**—The name of any Community Benefit program, initiative, or event should be mentioned in a Community Benefit communication. However, the name of a Kaiser Permanente product, program, service, or department name should only be included when necessary. Furthermore, Kaiser Permanente should not be mentioned in headlines or subheads. Preferably Kaiser Permanente should be used in body copy and in the tagline/logo area. Kaiser Permanente should also precede the names of almost all our offerings in the body copy.



# The 5 tenets for Community Benefit communications

The Community Benefit brand collateral system allows for maximum flexibility in creating a look that communicates our contributions to the communities we serve.

## Tenet 1: Signature

Only the standard Kaiser Permanente signature should be used in Community Benefit communications.

## Tenet 2: Typography/framework for information

Adobe Caslon Pro is the primary typeface for headlines and subheads, and is sometimes used for body copy. Avenir is the secondary typeface for headlines and subheads, and is the typeface of choice for body copy. When working on the Web, please substitute Times New Roman or Arial.

The hierarchy of the information for Community Benefit visual communications depends upon the particular purpose, and is usually in the following order:

- **Headline**—In most cases, it is evocative. In some instances, it is informative.
- **Subhead**—The subhead is typically informative (e.g., describes the event). If the headline is informative, then the subhead should be evocative.
- **Do not include the name of the entity**—(i.e., Community Benefit); only use our standard signature.

## Tenet 3: Color

Color should complement the photography used and should always be chosen from the Community Benefit color palette. The color bar and headline or subhead typography are elements to which the color palette may be applied.

## Tenet 4: Color bars

We use color bars to allow a healthy amount of open space, which helps the reader absorb information easily. Whenever possible, the color bar should span the width of the page and bleed off both the left and right. It should never run vertically. We use solid color bars and three types of textured color bars—simple, moderately complex, and complex.

## Tenet 5: Photography

The Community Benefit photographic style was developed to convey a sense of community. We take a journalistic approach in our photography to achieve a more down-to-earth look and feel, while the play of light and shadow communicates a strong message of hope.

# The 5 tenets

Our identity system consists of five basic tenets, which should be included on all collateral.

5) Photography

4) Color bars

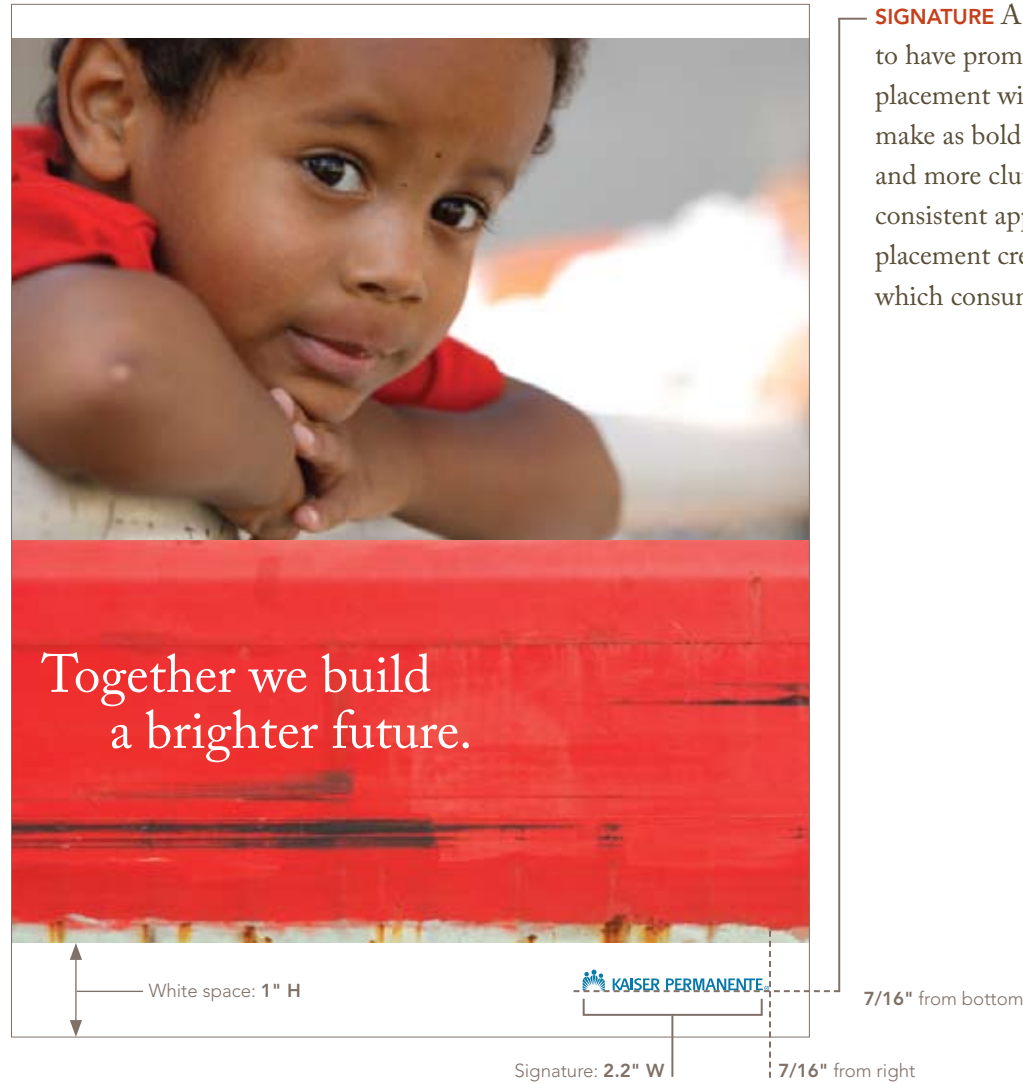
3) Color

2) Typography/  
framework for  
information

1) Signature



## Tenet 1: Signature



**SIGNATURE** A logo doesn't need to be large to have prominence or value. A consistent placement with ample white space can make as bold a statement as a larger and more cluttered logo. Additionally, consistent application of logo size and placement creates a uniformity to our look, which consumers come to recognize.

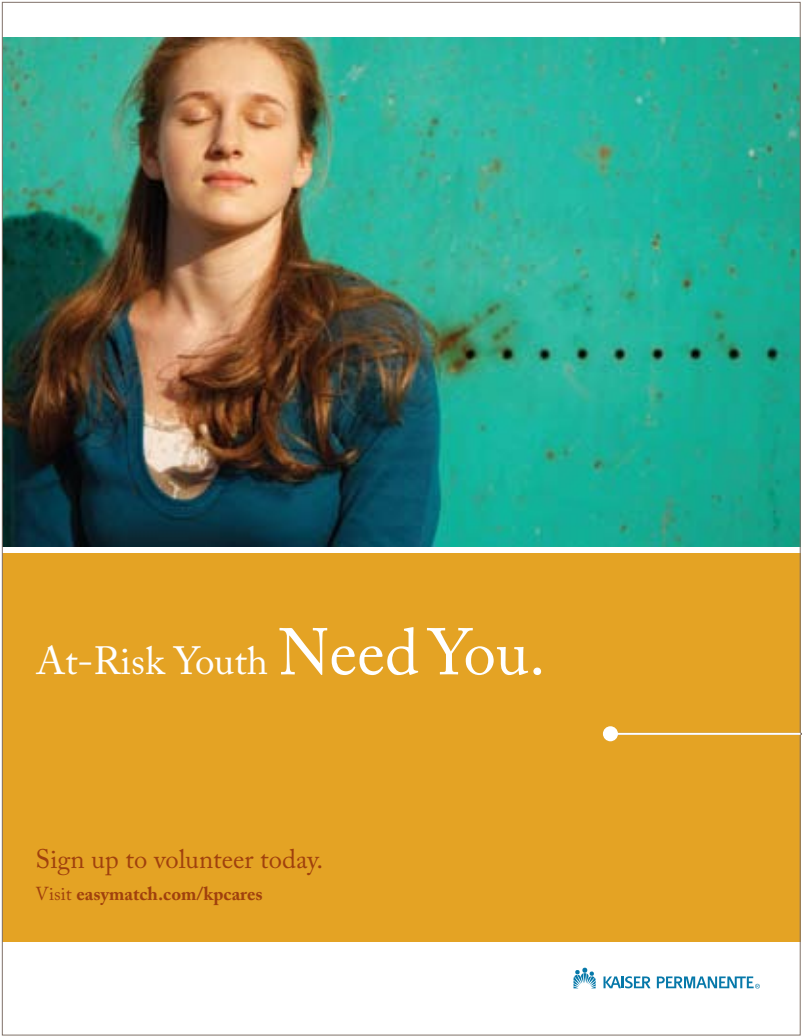
## Tenet 2: Typography/framework for information



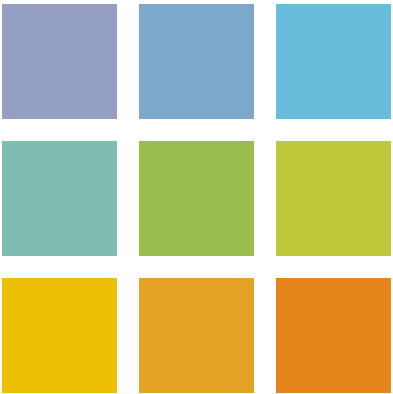
**TYPOGRAPHY** Headlines and body copy should always be set in Adobe Caslon Pro. (Subheads may also be set in Adobe Caslon Pro.) To more clearly communicate your overall message, you can vary the size of words, as shown. The font Avenir may be used for subheads and captions.



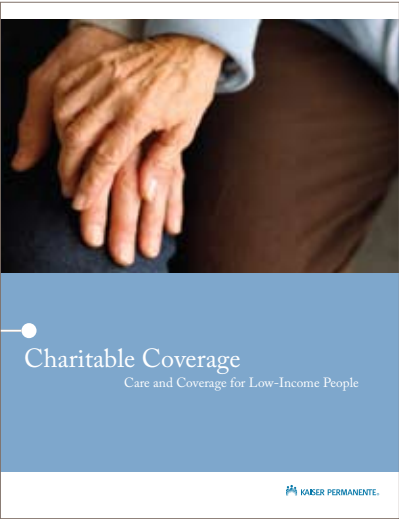
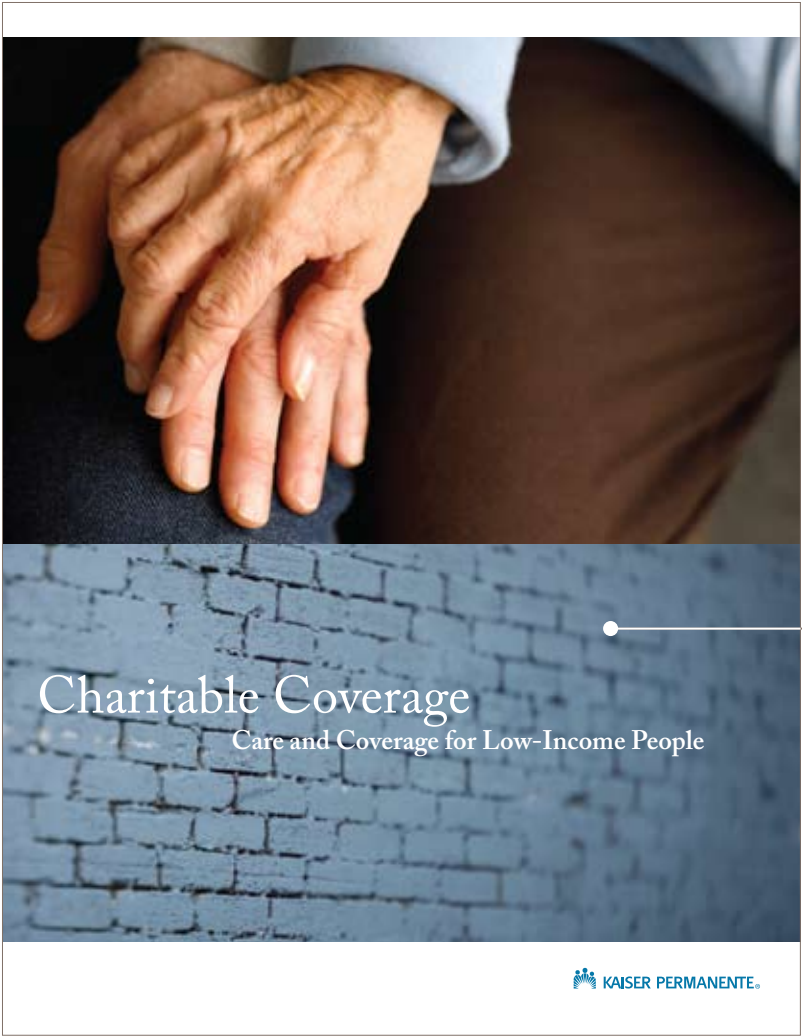
### Tenet 3: Color



**COLOR** The Community Benefit color palette uses muted tones to communicate a sophistication and sensitivity that are inherent in our programs. These colors work well with our new textured color bars and photography. Colors for color bars should be pulled from our main feel color palette and should complement the photography in your layout.



### Tenet 4: Color bars



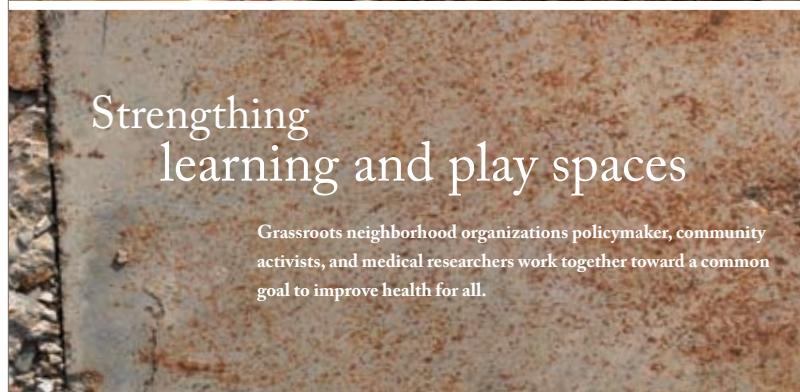
**COLOR BARS** The bar should span the width of the page and bleed off both the left and right sides; it should never run vertically. Choose a bar color that complements the photography used. Either a plain color bar using one of the flagship colors from the Community Benefit main feel palette (as shown above), or a textured color bar (as shown at left) may be used.



## Tenet 5: Photography



**PHOTOGRAPHY** Photography is the first element the viewer sees and responds to in the layout, so careful thought and attention should be paid to this important tenet. The Community Benefit photographic style focuses less on the individual and seeks rather to convey a sense of community. We take a journalistic approach in our photography to achieve a more down-to-earth look and feel. The play of light and shadow in these photos communicates a strong message of hope.



### Strengthening learning and play spaces

Grassroots neighborhood organizations policymaker, community activists, and medical researchers work together toward a common goal to improve health for all.



## Collateral examples: Covers



Planting brilliant tomorrows.  
FOR ALL COMMUNITIES



Sharing Knowledge.

Advancing health through research and training.



Uniting, we create a better community.



Strengthening families.

LOW-COST MEDICATION FOR BETTER HEALTH.

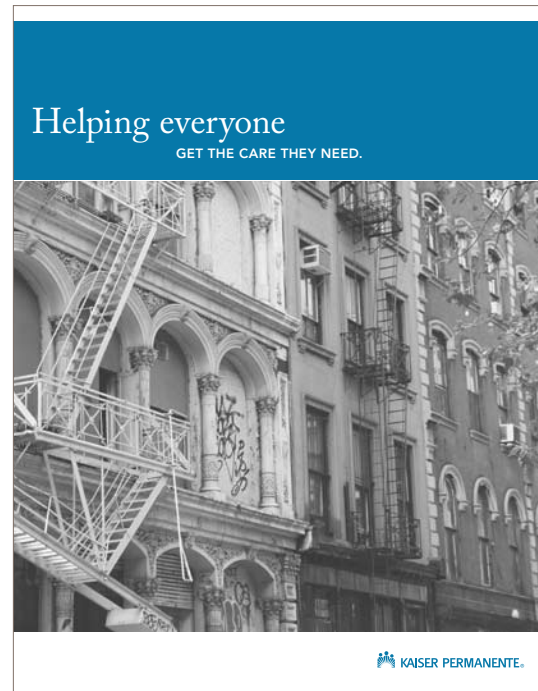




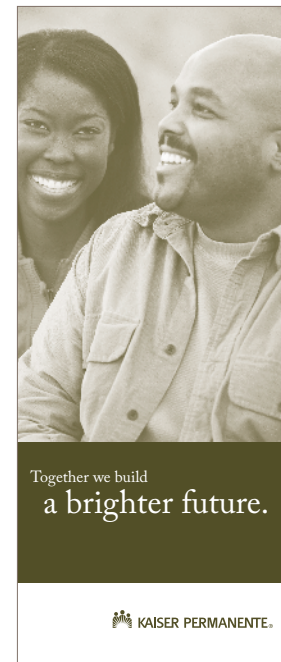
## Collateral examples: Covers (cont.)



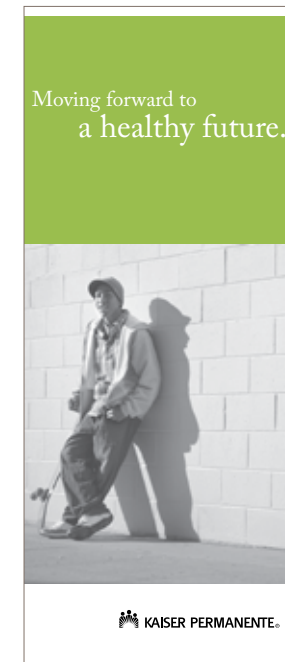
1-COLOR - BLK



2-COLOR - PMS 745/BLK



1-COLOR - PMS 448



2-COLOR - PMS 397/BLK



4-COLOR



1-COLOR - PMS 448



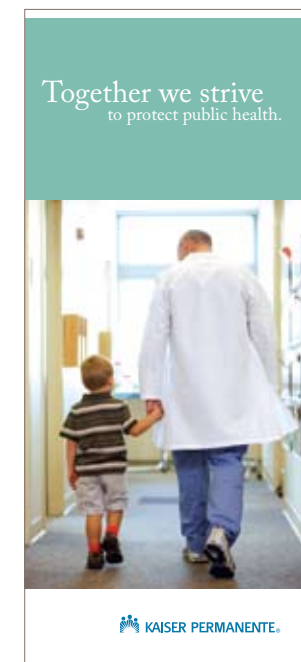
2-COLOR - PMS 623/BLK



1-COLOR - BLK



2-COLOR - PMS 448/533



4-COLOR



## Collateral examples: Layout



**Together**  
WE BUILD A BRIGHTER FUTURE.

Kaiser Permanente's commitment to care, coverage and prevention reaches vulnerable people through our community benefit initiatives. As an innovator in health care, we design, deliver and sustain programs that engage communities and work to change the conditions in which we live to make total health a reality for everyone.

Kaiser Permanente's commitment to care, coverage and prevention reaches vulnerable people through our great community benefit initiatives. As an innovator in health care, we design, deliver and sustain programs that is engage communities and work to be change the conditions in which we live to make total health a reality for everyone.

Kaiser Permanente's commitment to care, coverage and prevention reaches vulnerable people through our community benefit initiatives. As an innovator in health care, we design, deliver and sustain programs that engage communities and work to change the conditions in which we live to make total health a reality for everyone.



Kaiser Permanente's Community Health Initiatives seek to measurably improve the health of the communities that we serve, using an approach that emphasizes public health interventions and changes in policy, organizational proactives, and the healthy community conditions that influence health.

**Working with schools to institutionalize the physical activity component of school wellness policies and the state physical education standards, with 25% of schools offering additional opportunities for student physical activity before, during, and after school by December 2009.**

### Developing and Disseminating Knowledge

Kaiser Permanente is dedicated to advancing health through research, education and training. We aim to improve health care by sharing our knowledge - educating practitioners, advancing research, empowering consumers, and informing policy makers about the evidence base for care and health.

Kaiser Permanente research units work with community partners, academic institutions and other research partners to deepen our understanding of community-level interventions, including school- and work-based prevention initiatives and neighborhood-level interventions.

Kaiser Permanente is dedicated to advancing health through research, education and training. We aim to improve health care by sharing our knowledge - educating practitioners, advancing research, empowering consumers, and informing policy makers about the evidence base for care and health.

*"We continue to implement systems and strengthen infrastructure to enhance the integrity and quality of all of our programs and streams of work."*



### We focus our Community Benefit services, partnerships and funding on four core areas.



- Care and Coverage for Low-Income People**  
Kaiser Permanente believes everyone has the right to quality care and coverage. We create and support programs that lower financial barriers so that the uninsured and underinsured can gain access to the care we provide. We accomplish this through the provision of charity care, free or subsidized coverage, and enrollment in Medicaid, S-CHIP and other public programs related (e.g., Medicare Limited-Income Subsidy).  
Kaiser Permanente believes everyone has the right to quality care and coverage. We create and support programs that lower financial barriers so that the uninsured and underinsured can gain access to the care we provide. We accomplish this through the provision of charity care, free or subsidized coverage, and enrollment in Medicaid, S-CHIP and other public programs related (e.g., Medicare Limited-Income Subsidy).
- Safety Net Partnerships**  
Kaiser Permanente is committed to building partnerships with community clinics, local health departments, and public hospitals. Through funding, technical assistance, influencing public policy, training and dissemination of care-management and quality-improvement technologies, we help these vital health care providers improve care and expand treatment capacity for the communities and vulnerable people they serve.  
Kaiser Permanente is committed to building partnerships with community clinics, local health departments, and public hospitals.





# Collateral examples: Layout (cont.)

## Care and Coverage for Low-Income People



**Introduction**

Improving health care access for vulnerable populations is fundamental to Kaiser Permanente's mission as a nonprofit organization. We believe everyone—regardless of income—deserves quality health care, and we know that healthy people create stronger communities. We provided care to many in 2007: the Charitable Coverage membership was 89,837 patients and the Medicaid and the State Children's Health Insurance Plans (S-CHIP) membership was 276,628 patients. Expenditures for this category exceeded \$766 million in 2007.

**Transforming Our Capacity**

2007 was a significant year of capacity-building in our Care and Coverage efforts. Among other developments, we committed to a new performance improvement strategy for Medicaid, grew our Charitable Coverage membership by 25 percent, improved our performance tracking, planned care management programs for members with multiple chronic diseases, continued our strategic partnership with the Center for Health Care Strategies (CHCS), and played a significant role in the effort for universal health coverage in California.

Across our Charitable Coverage, Medicaid, and S-CHIP programs, we expanded metrics for evaluating members' experiences. This enhanced set of information will allow us to design initiatives to improve how best to serve our low-income members. Finding practices that are successful in Medicaid and Charitable Coverage is important not only as they struggle to expand coverage and provide high quality care for vulnerable populations.

**Charitable Coverage**

Uninsured, low-income individuals and families who are not eligible for public programs often have to rely on traditional charity care. Frequently, they wait to seek medical care until their conditions become critical, and end up in hospital emergency rooms for treatment of conditions that are preventable or easily treatable in earlier stages.

To improve on this inconsistent, episodic care, our Charitable Coverage program provides continuous access to a more consistent and personal approach at Kaiser Permanente, where patients can receive regular preventive and primary care in our facilities over extended periods of time. Charitable Coverage members receive a Kaiser Permanente card, entitling them to the care and services provided to all Kaiser Permanente members. With 11 innovative programs across the country, Charitable Coverage provides the care people need and subsidizes 90 to 100 percent of the cost for a minimum of two years—giving low-income individuals a "medical home" where they can receive continued, comprehensive services.

These programs are making a real difference in the lives of many. In 2007, Kaiser Permanente provided comprehensive care through our charitable coverage programs to a membership of 89,837 low-income children and adults in our communities, with expenditures totaling more than \$165 million.

The quality of care provided to this population, who typically lack a regular source of care, is comparable to or exceeds the national benchmarks for preventive care services.

**2007 Highlights**

In 2007, Kaiser Permanente continued its long-term commitment to provide low-income, vulnerable populations with charitable care and coverage and expanded our capacity and role in health care reform. Highlights include:

- Continued growth of 25 percent in our Charitable Coverage memberships.
- Committed to a new performance improvement strategy for Medicaid.
- Launched the Medicaid Learning Initiative with care management pilot programs for members with multiple chronic diseases through our partnership with the Center for Health Care Strategies.
- Released results of the Medicaid Value Program evaluation, also with CHCS.
- Played a significant role in the efforts to promote universal health coverage in California.



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local agencies, and organizations, enlisting them in activities to promote a healthier Berkeley. Illustrating our program's emphasis on engaging multiple stakeholders, County department heads involved in the effort say it has created the impetus for cross-agency strategic planning and coordination that has never occurred before. Early wins include an agreement to set aside a large tract of land on a main thoroughfare for HEAL-related uses, and the restoration of a basketball court in a local park.

**Northwest**

**BLAZING THE TRAIL ON HEAL POLICY**

In 2007, Kaiser Permanente endorsed and helped secure the passage of a landmark bond measure that will raise \$227 million for open space, parks, and trails in metro Portland. The decision was informed by the production of the Regional Equity Atlas, which was supported by a Kaiser Permanente HEAL grant. The Atlas depicts geographic disparities in health and access to healthy food and physical activity resources.


**Northern California**

**HEALTH IS ON THE MENU IN BERKELEY**

In Northern California, Kaiser Permanente teamed up with the City of Berkeley's Department of Public Health to launch the Eat Well Berkeley program, which promotes healthier choices in restaurants. To receive and display the Eat Well Berkeley certification, restaurants must meet specific nutritional standards for menu items, eliminating trans fats and offering choices with fewer calories and less fat. Eat Well Berkeley is now being expanded to corner stores near secondary schools to promote better nutrition for youth.

**SUPPORTING CLINICAL PRACTICE CHANGE IN SANTA ROSA**

Santa Rosa, one of three Community Health Initiative sites in Northern California, has institutionalized Body Mass Index (BMI) screening in its community health centers. Supported in large part by advocacy and intensive technical assistance provided by Kaiser Permanente, clinics have adopted routine BMI screening and questions about diet and physical activity for both adults and kids. At one participating clinic, clinicians went a step further, challenging one another to lose weight and improve their own diets so that they could serve as role models to their patients.



A railroad yard turned into a city park in the City of Maywood in southeast Los Angeles.

**Southern California**

**LOS ANGELES: ZONING IN ON HEALTHY ACTIVITY**

Southern California Community Benefit is partnering with community groups and the nonprofit Trust for Public Land to help underserved communities build or expand parks to promote healthy activity. A five-year, \$750,000 HEAL grant helps leverage state conservation funds for development of Fitness Zones; age-specific exercise paths and fitness equipment placed in existing Los Angeles County parks in low-income neighborhoods with high rates of obesity.


**MAKING SCHOOL FOOD BETTER AND HEALTHIER**

California Food Policy Advocates (CFPA) is working to expand the school breakfast program throughout the state, as well as to improve nutrition standards in childcare settings for children up to five years old. In collaboration with CFPA and the Center for Food and Justice, the Food Services Branch of the Los Angeles Unified School District has worked to make improvements to menus and aesthetics, and to increase staffing capacity in some cafeterias. Healthier menu changes affect more than 700,000 students, of which 80 percent are eligible for free meals.

**Mid-Atlantic States**

**WASHINGTON, DC: FARMERS' MARKETS ARE NOW USDA PRIME**

Our Mid-Atlantic region funded the DC area's re-establishment of the Farmers' Market Collaborative with a \$40,000 grant to help revitalize its market operations and keep fresh produce accessible in District neighborhoods with limited access to healthy food. The collaborative used the funds to apply for and win a USDA grant to purchase Electronic Benefit Transfer (EBT) machines, which process food stamps, and to provide critical training and outreach.



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## HEAL Community Health Initiatives Planning and Implementation

In Northern California, three multi-sectoral HEAL collaboratives – in Richmond, Santa Rosa, and West Modesto – completed comprehensive community action plans after an intensive nine-month planning phase. These initiatives, which will each be funded for \$1.5 million over the next four years, will transform the ability of residents to access healthier, more affordable food, and get physical activity as part of everyday life.

Examples of action-plan elements include:

- Adopting ordinances that require neighborhood markets and convenience stores to have at least 10% of their space designated for fruits and vegetables, including some fresh produce, as a business licensing requirement.
- Working with schools to institutionalize the physical activity component of school wellness policies and the state physical education standards, with 25% of schools offering additional opportunities for student physical activity before, during, and after school by December 2009.
- Implementing nutrition standards SB12 and SB965, California's landmark cafeteria reforms, which set high nutritional standards for foods and beverages sold on school campuses.
- Working with local code enforcement to decrease the number of liquor stores and increase the number of produce vendors.
- Assisting in the formation of a new walking trail.
- Facilitating and promoting farmers' markets where community members can obtain fresh fruits and vegetables.
- Working with local restaurants to increase healthy food choices by 10% by December 2008.

2006 also saw intensive community engagement in Georgia, the Mid-Atlantic States, and Ohio, which began to develop comprehensive action plans informed by the emerging evidence base and reflective of each community's vision, priorities, and expertise. Kaiser Permanente was also actively involved in supporting intensive Community Health Initiatives in collaboration with other funders, including the Federal Steps Initiative, the Northwest Health Foundation, and The California Endowment.



Healthy Eating Active Living

## Working for a healthy environment

Recognizing that people can't live in unhealthy communities and be healthy, Kaiser Permanente has worked toward environmental stewardship for many years, both as an element of good corporate citizenship and as an element of preventive medicine on a truly grand scale. Kaiser Permanente's work toward environmental stewardship includes environmentally responsible purchasing, building "green" facilities, conserving energy, and working to eliminate the use of mercury and other toxic chemicals. Our energy conservation measures prevent more than 70 million pounds of air pollutants annually, and our pollution prevention activities have eliminated the purchase and disposal of 40 tons of hazardous chemicals and diverted more than 1.1 billion pounds of waste from landfills.

In 2006, Kaiser Permanente also provided testimony to the California Air Resources Board in support of regulating formaldehyde in wood products; pilot-tested green design and construction innovations in the building of the Modesto Medical Center, and built the West Cobb Medical Office Building in Georgia following the Green Guide for Health Care.



COMMUNITY health initiatives

**HEAL**

Kaiser Permanente's Community Health Initiatives seek to measurably improve the health of the communities that we serve, using an approach that emphasizes public health interventions and changes in policy, organizational practices, and the community conditions that influence health. The thematic focus for Community Health Initiatives is "Healthy Eating/Active Living" (HEAL). Kaiser Permanente's multifaceted strategy to address the obesity epidemic and the myriad health issues that can be a byproduct of poor nutrition and inactivity.

Kaiser Permanente's Community Health Initiatives incorporate both the emerging evidence-base on community-level obesity interventions, as well as the art of community engagement and community mobilization, to bring about significant and sustainable changes.

Our role in the sponsorship and support of these initiatives is wide-ranging. The initial five-year, program-wide grants investment exceeds \$20 million, and regions support Community Health Initiatives with extensive evaluation and technical assistance. Kaiser Permanente physicians and staff are involved as coaches or members of community collaboratives, sharing clinical obesity-prevention expertise and our experience with organizational practice changes, such as implementation of our Healthy Picks initiative, aimed at offering healthier vending machine options in our facilities, as well as farmers' market initiatives.

2006 saw the full-scale implementation of this initiative across the program. There are now 27 intensive, place-based initiatives in Kaiser Permanente communities, including 9 in which we are the principal sponsor, and 18 in which we are a co-founder in partnership with other foundations or government agencies.





# Collateral examples: Flyers

Commitment  
TO OUR MISSION

KAISER PERMANENTE.

1-COLOR

TOGETHER WE BUILD  
a brighter future.

KAISER PERMANENTE.

2-COLOR

Safety Net Partnerships

**Making a difference with our community health partners**  
The uninsured and underserved are often hardest hit by illness and injury. Community health centers, public hospitals, and local health departments work on the front lines in a safety net to help ensure medical care for those who are most at risk. Kaiser Permanente helps these community resources—their day-to-day challenges, caring for vulnerable populations—to carry out their pledge to provide accessible, high-quality care for all.

**Supporting quality health care**  
We provide grants to community health centers to hire much-needed clinical and support staff. In addition, in collaboration with the Institute of Healthcare Improvement, we've awarded over \$1 million in scholarships in the past three years—for quality improvement training and physician and staff development. One of the recipients, the Contra Costa County Health

Department in California, utilized this training and gained national recognition for its industry-leading results in the reduction of surgical site infections, decreased time to initiate emergency therapy for heart attack victims, and reduced access to patient medications.

**Cutting the high cost of high tech**  
Health information technology is critical to improving the quality of health care, but the costs can be daunting for most safety net providers. Our grants help organizations make important program upgrades such as electronic patient registries. They also enable public hospitals to exchange critical information with community health centers to improve coordination of patient care. So far, we've committed more than \$10 million in technology-related investments to bring about a better-coordinated, safer, and more effective system of care for everyone in our communities.

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KAISER PERMANENTE.

4-COLOR

Care and Coverage  
for Low-Income People

**Providing care to those who need it most supports the entire community**  
Healthy people create stronger communities. At Kaiser Permanente, we believe everyone—regardless of income—deserves quality health care. Therefore, we've made it a priority to make health care more affordable for low-income families who are uninsured or underinsured, and give them access to our care and expertise. In 2007, we invested more than \$44 million in Charitable Coverage and traditional charity care, as well as existing public programs.

**Coming home to quality care: Charitable Coverage**  
Uninsured people who are not eligible for public programs often have to rely on traditional charity care, waiting too long to ask for medical care and ending up in busy hospital emergency rooms for treatment. In contrast to this incremental, sporadic care,

our unique Charitable Coverage program provides continuous access to a more consistent and personal approach at Kaiser Permanente, where patients can receive regular preventive care in a physician's office. Charitable Coverage covers the care people need and substitutes \$6 to \$30 per year of the cost for up to two years.

While the number of uninsured Americans continues to grow, the number of people we served through our Charitable Coverage program in 2007 increased by 24 percent to 90,000.

**Charity care/Medical Financial Assistance Program (MFA)**  
This program provides free and discounted care to low-income uninsured and underinsured patients who seek care at Kaiser Permanente medical facilities. In 2006, we provided more than 250,000 such instances of charity care.

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KAISER PERMANENTE.

4-COLOR

Commitment  
TO OUR MISSION

KAISER PERMANENTE.

1-COLOR

TOGETHER WE BUILD  
a brighter future.

KAISER PERMANENTE.

2-COLOR

Commitment  
TO OUR MISSION

KAISER PERMANENTE.

4-COLOR

Commitment  
TO OUR MISSION

KAISER PERMANENTE.

4-COLOR



# Collateral examples: PowerPoint template

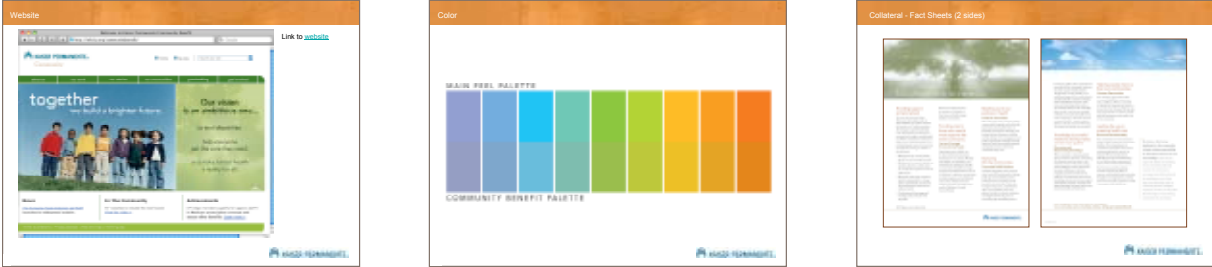


# Folder



BACK OF FOLDER

FRONT OF FOLDER



SAMPLES OF POWERPOINT PRESENTATION PAGES

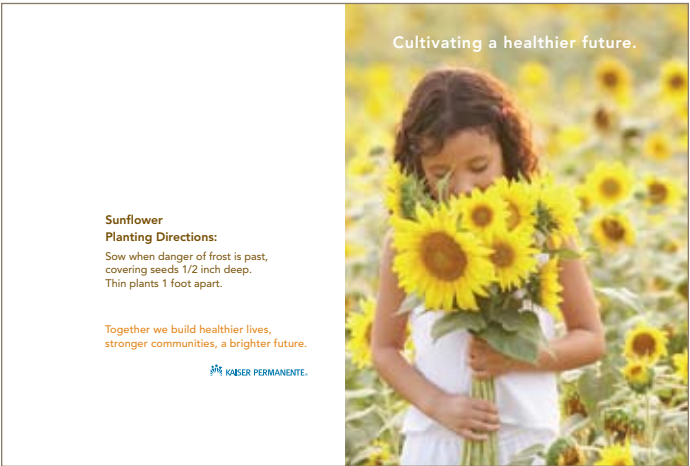
### Collateral examples: Poster



### Event items



CANVAS BAG



SEED PACKET

### Sticky notes





## Collateral examples: Flyer template and Word masthead



**Unique Opportunities for Children.**

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The Inner City News  
JANUARY 2009 > FIRST ISSUE





**Programs for Senior Citizens**

**Fugiat nulla partiatue eu illum**

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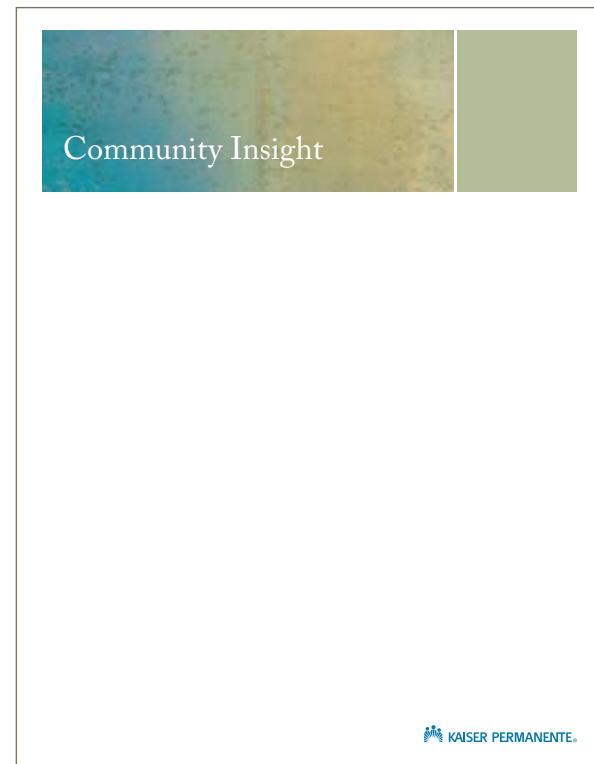
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Community Insight



## Event announcement



**Community event** name here

**DATE:** Month 00, 2008 **TIME:** 10 a.m. TO 1 p.m.  
**LOCATION:** 12345 Street, City, State, Zip

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## Collateral examples: Trifold brochure covers



## Trifold brochure spread

INSIDE PANEL	BACK PANEL	FRONT PANEL
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<p><b>Healthy lifestyle programs</b></p> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit, sed diam nonumy Lorem ipsum dolor sit amet consectetur adipiscing elit, sed diam nonumy.</small></p> <p><small>Ut enim ad minim veniam, quis nostrud exercitation. ullamcorpor suscipit laboris nisi ut aliquip ex ea commodo consequat. Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut.</small></p> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit, sed diam nonumy eiusmod tempor incididunt ut laore et dolore magna liquam erat volupat:</small></p> <ul style="list-style-type: none"> <li>→ Lorem ipsum dolor sit amet consectetur adipiscing elit</li> <li>→ Lorem ipsum dolor sit amet consectetur adipiscing elit</li> <li>→ Lorem ipsum dolor sit amet consectetur adipiscing elit</li> <li>→ Lorem ipsum dolor sit amet consectetur adipiscing elit</li> </ul> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit. Dolore eu fugiat nulla pariatut <a href="http://kp.org/communitybenefit">kp.org/communitybenefit</a>.</small></p>	<p><b>Healthy lifestyle programs</b></p> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit, sed diam nonumy eiusmod tempor incididunt ut laore et dolore magna liquam erat volupat.</small></p> <p><small>Ut enim ad minim veniam, quis nostrud exercitation. ullamcorpor suscipit laboris nisi ut aliquip ex ea commodo consequat. Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut.</small></p> <p><small>Ut enim ad minim veniam, quis nostrud exercitation. ullamcorpor suscipit laboris nisi ut aliquip ex ea commodo consequat. Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut.</small></p> <p><small>Dolore eu <a href="http://kp.org/communitybenefit">kp.org/communitybenefit</a> Lorem ipsum dolor sit amet consectetur adipiscing elit. Dolore eu fugiat nulla pariatut.</small></p>	<p><b>Healthy lifestyle programs</b></p> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit.</small></p> <p><small>Ut enim ad minim veniam, quis nostrud exercitation. ullamcorpor suscipit laboris nisi ut aliquip ex ea commodo consequat. Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut. Ut enim ad minim veniam, quis nostrud exercitation. ullamcorpor suscipit laboris nisi ut aliquip ex ea commodo consequat. Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut.</small></p> <p><small>Duis autem vel eum est iure dolor in reprehenderit volum pte velit esse mosetaie consequat, vel illum dolore eu fugiat nulla pariatut. Ut enim ad minim veniam, quis nostrud enim enimna exercitation.</small></p> <p><small>Lorem ipsum dolor sit amet consectetur adipiscing elit. Dolore eu fugiat nulla pariatut <a href="http://kp.org/communitybenefit">kp.org/communitybenefit</a>.</small></p>
INSIDE LEFT PANEL	INSIDE CENTER PANEL	INSIDE RIGHT PANEL

Community Benefit collateral should always convey a sense of community. You can achieve this by using one strong photograph of a group of people, by combining many photographs in a random grid, or by placing the photos in a filmstrip-like row (as shown above).



