Health systems can be complex, layered, and difficult to navigate. The ecosystem and resulting policies should promote access and public good. That’s where CHRT comes in. We provide a bridge from complexity to greater clarity, helping decision-makers and the public understand how health policy affects us all, every day. We share knowledge and facilitate understanding to create a positive impact on the health of people and communities. We invite you to join our mission.

Welcome to CHRT. Improving Health. Informing Policy.
# Table of Contents

## Section 1. Positioning
- Brand Values .................................. 5
- Brand Personality ............................ 6
- Positioning Statement ....................... 7

## Section 2. Logos
- Logo ........................................ 9 & 10
- Acronym ...................................... 11
- Wordmark ..................................... 12
- Tagline ........................................ 13
- Incorrect Usage ............................... 14
- Clear Space & Minimum Size .............. 15

## Section 3. Visual Identity
- Color Palette .................................. 17 & 18
- Typography ................................... 19-22
- Photography ................................... 23
- Internal Materials ............................ 24 & 25
- Corporate Materials ......................... 26
- Email Signature ............................... 27
- Brand Panels .................................. 28-32
Positioning

The following pages detail our positioning: message consistency, brand values, brand position of brand, and statement of brand.
Brand Values

These are the never-wavering statements that set the CHRT brand apart. These four terms, when used together, make up our brand DNA that is specifically us. These terms are not necessarily to be used in materials; rather, these are the concepts that should come across in every brand touchpoint.

Independent
It is our autonomy that allows for unbiased, non-partisan perspectives on complex health-care legislation. We present straightforward reports that inform, save time, and provide invaluable understanding.

Responsive
We combine accuracy and comprehensiveness with a sense of urgency. This builds trust and accountability, creating enduring relationships.

Insightful
More than translators, we provide an in-depth, go-to resource for our clients and partners. Our ability to help make sense of the complex comes from our wide understanding of history, of individuals, of the healthcare ecosystem, and of pressing needs.

Indispensable
We exist to help move health forward, and it simply could not happen without our expertise. We immerse, give guidance, build trust, and help people and communities thrive.
Brand Personality

These are the traits that personify CHRT. These terms will not be used in materials; rather, these are the attitudes and emotions that should come across.

Easy/Straightforward
We offer clarity in complexity. Therefore, the brand must take on a clear tone that practices what we preach. Never wonky. Always approachable. Always bigger picture.

Understanding/Aware
The brand should be aware and connected to our audience. Always understanding of the impact on people and communities. That is why we exist.

Highly Informed
Information is our currency. Therefore, the brand must be more fact-based than marketing speak, offering insight based on knowledge and experience.

Excited/Passionate
We are on a mission to make a true difference: improve access to care, create an impact on systems, and help populations, communities, and people.
Positioning Statement

CHRT is a health policy center working to transform complex information into tangible insight that improves the health of people and communities.
The following pages detail the correct application of CHRT logos.
Logo

The CHRT logo is one of the most important and recognizable assets of the company. The CHRT logo must be used consistently and treated with the utmost care and integrity.
The logo can appear on color, illustrated, or photographic backgrounds, so long as it remains legible and easily recognizable.

Logo + Logomark

Pantone 380 & 7532  Black
Pantone 380 & Reversed on image  Reversed on black
Acronym

The logo can appear on color, illustrated, or photographic backgrounds, so long as it remains legible and easily recognizable.
Wordmark
Stacked

It is important to never alter this wordmark in any way. Always use the approved reproduction art. Do not recreate the typeset wordmark, unless using in body copy.

Center for Health and Research Transformation

Pantone 7532

Reversed on image

Center for Health and Research Transformation

Black

Reversed on black
Tagline

Short, memorable, and reflective of our mission, just like a tagline should be. It encapsulates the spirit of why we exist.

It is important to use this tagline and never alter it in any way. Use the approved reproduction art or typeset in Sentinel. Do not recreate the typeset tagline, unless using in body copy.

Improving Health. Informing Policy.
Incorrect Usage

Do not change the color, rotate, skew, or apply effects to the logo. Never attempt to create the logo yourself, change the font, or alter the size or proportions. In order to maintain legibility, the logo should never be reproduced over a complex or visually congested background.
Clear Space & Minimum Size

Clear Space
Always position the logo for maximum impact and give it plenty of room to breathe. This will help to ensure our logo’s visibility and legibility.

The minimum clear space for the CHRT logo is defined as the height of the logomark. Understanding the clear-space rule is essential, as it is also the standard for logo position and scale on most printed communications. In that regard, the clear-space rule should be maintained as the logo is proportionately enlarged or reduced in size.

Minimum Space
Assuming readability, the logo should be reduced to no less than 1 inch in width for print or 100 pixels for web.
3. Visual Identity

The following pages detail the brand’s core elements: colors, typography, photography, identity, and more.
Color Palette

Primary

PANTONE®
380
C 18
M 0
Y 82
K 0
R 219
G 228
B 66
DBE442

PANTONE®
583
C 26
M 1
Y 100
K 10
R 183
G 191
B 16
B7BF10

PANTONE®
7532
C 23
M 37
Y 45
K 65
R 99
G 81
B 61
63513D
# Color Palette

## Secondary

<table>
<thead>
<tr>
<th>PANTONE® 7529</th>
<th>PANTONE® 282</th>
<th>PANTONE® 3156</th>
<th>PANTONE® 624</th>
<th>PANTONE® 7628</th>
<th>PANTONE® 7620</th>
<th>BLACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>C 7</td>
<td>C 100</td>
<td>C 100</td>
<td>C 48</td>
<td>C 8</td>
<td>C 0</td>
<td>C 0</td>
</tr>
<tr>
<td>M 14</td>
<td>M 60</td>
<td>M 9</td>
<td>M 8</td>
<td>M 93</td>
<td>M 95</td>
<td>M 0</td>
</tr>
<tr>
<td>Y 20</td>
<td>Y 0</td>
<td>Y 29</td>
<td>Y 34</td>
<td>Y 78</td>
<td>Y 94</td>
<td>Y 0</td>
</tr>
<tr>
<td>K 22</td>
<td>K 60</td>
<td>K 47</td>
<td>K 20</td>
<td>K 33</td>
<td>K 28</td>
<td>K 100</td>
</tr>
</tbody>
</table>

| R 183         | R 0         | R 0           | R 120        | R 158         | R 183         | R 0   |
| G 169         | G 39        | G 98          | G 159        | G 42          | G 49          | G 0   |
| B 154         | B 76        | B 114         | B 144        | B 43          | B 44          | B 0   |

| B7A99A | 00274C | 006272 | 789F90 | 9E2A2B | B7312C | 000000 |

---

**CHRT**

*Color Palette*

**Secondary**

<table>
<thead>
<tr>
<th>PANTONE® 7529</th>
<th>PANTONE® 282</th>
<th>PANTONE® 3156</th>
<th>PANTONE® 624</th>
<th>PANTONE® 7628</th>
<th>PANTONE® 7620</th>
<th>BLACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>C 7</td>
<td>C 100</td>
<td>C 100</td>
<td>C 48</td>
<td>C 8</td>
<td>C 0</td>
<td>C 0</td>
</tr>
<tr>
<td>M 14</td>
<td>M 60</td>
<td>M 9</td>
<td>M 8</td>
<td>M 93</td>
<td>M 95</td>
<td>M 0</td>
</tr>
<tr>
<td>Y 20</td>
<td>Y 0</td>
<td>Y 29</td>
<td>Y 34</td>
<td>Y 78</td>
<td>Y 94</td>
<td>Y 0</td>
</tr>
<tr>
<td>K 22</td>
<td>K 60</td>
<td>K 47</td>
<td>K 20</td>
<td>K 33</td>
<td>K 28</td>
<td>K 100</td>
</tr>
</tbody>
</table>

| R 183         | R 0         | R 0           | R 120        | R 158         | R 183         | R 0   |
| G 169         | G 39        | G 98          | G 159        | G 42          | G 49          | G 0   |
| B 154         | B 76        | B 114         | B 144        | B 43          | B 44          | B 0   |

| B7A99A | 00274C | 006272 | 789F90 | 9E2A2B | B7312C | 000000 |

---

**CHRT**

*Color Palette*

**Secondary**

<table>
<thead>
<tr>
<th>PANTONE® 7529</th>
<th>PANTONE® 282</th>
<th>PANTONE® 3156</th>
<th>PANTONE® 624</th>
<th>PANTONE® 7628</th>
<th>PANTONE® 7620</th>
<th>BLACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>C 7</td>
<td>C 100</td>
<td>C 100</td>
<td>C 48</td>
<td>C 8</td>
<td>C 0</td>
<td>C 0</td>
</tr>
<tr>
<td>M 14</td>
<td>M 60</td>
<td>M 9</td>
<td>M 8</td>
<td>M 93</td>
<td>M 95</td>
<td>M 0</td>
</tr>
<tr>
<td>Y 20</td>
<td>Y 0</td>
<td>Y 29</td>
<td>Y 34</td>
<td>Y 78</td>
<td>Y 94</td>
<td>Y 0</td>
</tr>
<tr>
<td>K 22</td>
<td>K 60</td>
<td>K 47</td>
<td>K 20</td>
<td>K 33</td>
<td>K 28</td>
<td>K 100</td>
</tr>
</tbody>
</table>

| R 183         | R 0         | R 0           | R 120        | R 158         | R 183         | R 0   |
| G 169         | G 39        | G 98          | G 159        | G 42          | G 49          | G 0   |
| B 154         | B 76        | B 114         | B 144        | B 43          | B 44          | B 0   |

| B7A99A | 00274C | 006272 | 789F90 | 9E2A2B | B7312C | 000000 |
Typography

**HEADLINE 1**

**Aperçu Regular**

**HEADLINE 2**

**Sentinel Book**

**SUBHEAD**

**APERÇU MEDIUM**

**Aperçu Medium**

**NOTE**

The underline can be used to add emphasis to the headline and call to action.
Typography

One brand fonts is Apercu, and it is available in multiple weights. Our primary weights used in materials are Regular and Medium.

Apercu

ABCDEFGHIJKLMNOPQRSTUVWXYZabcdefghijklmnopqrstuvwxyz123456789&%@%(:;?!)

Regular
Medium
Bold

Italic
Medium Italic
Bold Italic

The font is also available for purchase at: https://www.colophon-foundry.org/typefaces/apercu
Another brand font is Sentinel, and it is also available in multiple weights. Our primary weights used in materials are Light and Book.

Foundry
Hoefler & Co.

Sentinel
ABCDEFGHIJKLMNOPQRSTUVWXYZabcdefghijklmnopqrstuvwxyz123456789&%@%(:;?!)

Light
Light Italic
Book
Italic

The font is also available for purchase at: https://www.typography.com/fonts/sentinel/styles/
Typography

When using Microsoft Office® documents, including Word®, PowerPoint®, and Excel®, and HTML-based text where our brand fonts are not available, use Arial/Arial Unicode MS as a replacement. Note that these guidelines do not apply to email correspondence, as default fonts are designated by the email client in use.

Arial
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

Regular
Italic
Bold
Bold Italic
Photography

Our visual identity is dependent on strong photography that focuses on our people, our customers, our process, and our impact. All images here are shown in our monotone look, with Pantone 7532 as its single color.

NOTE
All images are for position and style direction only. Rights have not been purchased to use in materials.
The Tax Cuts and Jobs Act passed the U.S. House of Representatives on November 16, 2017, and an amended version passed the U.S. Senate on December 2, 2017. Congress then signed the bill into law on December 22, 2017 (Public L. No. 115-97). While the purpose of the law is to reduce tax rates for businesses and individuals, it includes several major health policy changes. These provisions are described below.

**Description**

- **Requirement that most individuals have health insurance or pay a tax penalty**
- **Allows individuals to deduct qualified medical expenses that exceed 10% of income**
- **Tax credit for pharmaceutical companies that develop drugs to treat rare diseases**

**Changes in the Tax Cuts and Jobs Act**

- Repeals the tax penalty for those who choose not to enroll in health insurance.
- Lowers the threshold from 10% to 7.5% of income for tax years 2017 and 2018.
- Limits the tax credit amount.

**By the Numbers**

- 6,665,480 Americans paid the tax penalty in the 2015 tax year.
- 189,160 Michiganders paid the tax penalty in the 2015 tax year.
- 8.8 million Americans took the deduction in the 2015 tax year.
- 235,145 Michiganders took the deduction in the 2014 tax year.
- Approximately 7,000 rare GLVHDVHVDVQWPHQW 200,000 individuals.

In 2009, Congress passed the Health Information Technology for Economic and Clinical Health (HITECH) Act to modernize the U.S. healthcare system through the implementation of Electronic Health Records (EHRs), software systems that create a digital version of a patient’s medical chart. In HITECH, incentives accelerated widespread adoption of EHRs. However, the ability to exchange information between different health systems and healthcare settings — known as interoperability — was not a key requirement when the digital systems were first developed. Eight years later, EHRs are in place at almost 90% of physician offices, and doctors are increasingly reporting that interoperability is important. Data from the Center for Health and Research Transformation (CHRT) Michigan Physician Survey shows many primary care physicians (PCPs) consider interoperability an important feature for providing patient-centered care.

Our data show a significant change in just two years in the perception among PCPs of the value of EHR with interoperability to their care in patients. In 2014 and 2016, CHRT’s Michigan Physician Survey asked PCPs how important having an EHR with interoperability was to their ability to deliver patient-centered care. Significantly greater proportions of PCPs in 2016 said it was “very important” to have an EHR that is interoperable between hospitals and practices, and practice to practice. There was no significant change in the proportion of physicians who rated it as “very important” in their own practice or any other practice setting.

**Health Care Provisions in the Tax Cuts and Jobs Act**

- **Individual Mandate Medical Expense Deduction**
- **Orphan Drug Tax Credit**

**Estimated Policy Impact of the Law**

CBO estimates 13 million fewer individuals will have health insurance over 10 years; health insurance premiums for ACA Marketplace plans will increase an additional 10% per year.

- In 2017 and 2018, more taxpayers and/or more expenses will be eligible for the deduction than under current law.
- The current tax credit rate is cut from 50% to 25% of expenses.

**Center for Health and Research Transformation**

In 2016, CHRT published the Michigan Physician Survey: 2016. A national survey of more than 8,000 primary care providers in the United States, the survey asked about the impact of the Affordable Care Act (ACA) on their practices. The survey found that more than 80% of PCPs believed the ACA improved access to care for their patients. The survey also found that more than 70% of PCPs reported that the ACA had a positive impact on their practices.
Internal Materials

Name Tags
Use the primary version when color printing is available.

Use the secondary version for black-and-white printing
Corporate Identity

Visual Identity

Brand Standards and Style Guide
Email Signature

Our email signature does not use our brand fonts because they are not available through all email clients. In this case, we use Arial as an alternative font to ensure consistency.
Brand Panels

Center for Health and Research Transformation
Brand Panels

We listen.
We explore.
We analyze.
We advise.
We provide timely, evidence-based information for partners and communities.
Our work is focused on what matters most: improving health.
Brand Panels

We engage.
We organize.
We implement.
We act.
We work to strengthen community partners.
Health policy is only as strong as the people it helps.