
Health Industry Communication: New Media, New Methods, New Message

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Preface



The field of healthcare communications is complex, diversified, and continuously evolving. In an effort to give readers of this book a full picture of the work of practitioners in the industry, we contacted leading professionals in every industry sector. The experiences they have shared in these chapters present a robust look at the full spectrum of healthcare communications.

The book is organized into four sections representing major segments of work within the industry. “Getting Started” addresses the basics of media relations and research and planning, as well as how healthcare communications has evolved over the years. “Institutional Communications Efforts” provides compelling case studies on how associations, hospitals, and the pharmaceutical industry manage issues and build their brands. “Communicating Education Campaigns” illustrates how organizations target consumers to change health behaviors. “Communicating to Achieve Policy Change” shows the power of communication in affecting healthcare policy.

Contributors of these chapters are working professionals who have generously taken the time to share their industry experience and learning. This book has been greatly enriched as a result, and our gratitude to these contributors is immense.

As the principal authors in this process, it has been gratifying to work with our contributors and with Jones & Bartlett Learning. It has been a labor of love, and we hope that when you read this book you will understand why we are passionate about the world of healthcare communications.



Acknowledgments



The editors gratefully acknowledge the efforts of our editorial assistant, Caroline P. Martin, who tackled a great deal of logistical work with enthusiasm and good cheer. She also provided very insightful learning objectives and questions for discussion for many of the chapters in this book.

We also gratefully acknowledge the efforts of KayAnn Schoeneman, who provided research and fact checking for Chapter 1, and Denise Nguyen, who provided insight into social media measurement for Chapter 4.

About the Editors

Nancy J. Hicks has been a leader in healthcare communications for more than 25 years. She has held national positions in public relations agencies and has worked with top-tier companies in every sector of the healthcare industry. Ms. Hicks is senior vice president and head of the North America Healthcare Practice of Ketchum, Inc., a global communications firm. She is a senior counselor for healthcare clients and helps build business across the Ketchum network. She has extensive experience in strategic brand building, corporate positioning, issues and crisis management, and consumer education campaigns.

Prior to joining Ketchum, Ms. Hicks was head of the healthcare practice of Hill & Knowlton's Washington, DC office and directed the firm's national healthcare provider practice. She previously headed H&K's Atlanta healthcare practice. Ms. Hicks started her career at the Fred Hutchinson Cancer Research Center in Seattle where she promoted the work of Dr. E. Donnell Thomas who won a Nobel Prize for his pioneering work in bone marrow transplants. She headed public relations at Virginia Mason Medical Center in Seattle. She managed public relations for the eastern division of American Medical International (now part of Tenet Healthcare).

Ms. Hicks has provided leadership to a number of nonprofit organizations including serving on the boards of the National Kidney Foundation of Georgia, the National Association for Continence, the American Medical Women's Association, and the Public Relations Society of America (PRSA) Health Academy. She is a graduate of the University of Washington with a BA in English and History, and she completed a liberal arts program in London. She has published numerous articles and a book, *Branding Health Services: Defining Yourself in the Marketplace*. Ms. Hicks received the PRSA Health Academy's Lifetime Achievement Award in 2009.

Christina Mazzola Nicols is vice president-group manager in the social marketing practice of Ketchum, Inc., as well as director of research for Ketchum's Washington, DC, office. She has more than 20 years of experience in communication campaigns and marketing research, and has focused on health-related communications for the past nine years. She has conducted research in a broad range of health topics, including breast cancer, diabetes, obesity, chronic pain, seasonal flu, allergies, and heart health. Her recent speaking engagements include the PRSA Health Academy and the ExL Pharma Conference.

Before joining Ketchum in 1999, Ms. Nicols was a senior account supervisor in the Washington, DC office of Hill & Knowlton, a global communications agency. There she managed accounts for

the public affairs and marketing teams, including programs for the Siemens Foundation, the National Science Foundation, and Barnes & Noble Booksellers.

Prior to her tenure at Hill & Knowlton, Ms. Nicols worked as a public affairs associate in the Dublin, Ireland, office of Fleishman-Hillard, a global communications agency, and as research manager in Fleishman-Hillard's Washington, DC, office. At Fleishman-Hillard, she developed and implemented a variety of communication programs, and designed and managed Web sites for international clients, including the first Web site for the Republic of Turkey. She was a CIPRA Award finalist for her work in developing the Republic of Turkey Web site.

Ms. Nicols holds several advanced degrees, including an MPH from the School of Public Health and Health Services at The George Washington University, an MS in Communication from Boston University's College of Communication, and an MS in Library and Information Science from the Catholic University of America. She completed a BA in Art History and English at Mary Washington College with magna cum laude distinction. She lives with her husband, Dr. Spiros Nicols, in suburban Maryland.



About the Contributors



Katherine Lee Balsamo

Katherine Lee Balsamo spent six years at agencies and worked for a major toy company before joining Aetna in 2003 as director of communications. She currently runs KLB Communications, a communications consulting business.

Michelle Davis

Michelle Davis has over 25 years of healthcare branding, marketing, and communications professional and consulting experience. Currently, she serves as the vice president of marketing and public affairs at Children's Hospital Boston, where she oversees a strategy-driven and integrated effort to build national reputation and volume for the country's top-ranking pediatric hospital. She leads a 30-member team responsible for building awareness, reputation, preference, and usage of the hospital through understanding the marketplace, digital marketing, social media, marketing promotions, communications, and earned media. Previously, she was the director of public affairs at both Tufts Health Plan and Brigham and Women's Hospital. She was also the director of marketing and community relations at Faulkner Hospital and a consultant to Hospital Corporation of America, The HealthCare Marketing Group, and the New England Life Flight. She and her teams are the recipients of over 100 professional awards in the fields of branding, public affairs, and marketing.

Steve Erickson

Steve Erickson is the Chief Communication Officer for the American College of Cardiology (ACC). In his current role, he leads all of the marketing and communication efforts for the college. A graduate of Florida State University and Syracuse University, he is a certified association executive and brings to the ACC a long career in public relations and association management. Prior to joining ACC, Mr. Erickson served as the head of the Washington, DC healthcare practice of Ketchum, Inc., an international public relations firm, and served as vice president of communication for the national office of the Arthritis Foundation.

W. Douglas Evans

W. Douglas Evans is professor of Prevention and Community Health and of Global Health, and director of the Public Health Communication and Marketing Program in the School of Public Health and Health Services at The George Washington University. He has published widely on

the effectiveness of social marketing and behavior change interventions in various subject areas and global settings. His current research focuses on the use of branding strategies in public health, and evaluation methods using new and mobile media. In 2008, he published the volume, *Public Health Branding*, and is currently finishing a second book, *Global Social Marketing Research*, both from Oxford University Press. Dr. Evans is serving a four-year appointment (2007–2011) as a member of the Secretary of Health and Human Service’s National Advisory Committee on Health Promotion and Disease Prevention (*Healthy People 2020*). He is also an expert panel member for the health marketing and health communication review of the Guide to Community Preventive Services. Dr. Evans consults on numerous global health programs, including branding of condom use and condom social marketing programs in Africa, Asia, Eastern Europe, and former Soviet states in collaboration with programs funded by USAID and the World Bank. Dr. Evans currently is principal investigator of a grant from the Telemedicine and Advanced Technology Research Center of the Department of the Army to conduct a pilot evaluation study of the *text4baby* mobile health intervention for Military Health Service populations. He is also principal investigator on an evaluation of the Consortium to Lower Obesity in Chicago Children’s (CLOCC) 5-4-3-2-1 Go! social marketing initiative, which is aimed at reducing community obesity health risks. In collaboration with RTI, he is also co-investigator on an evaluation study of the Parents Speak Up National Campaign, a mass media campaign sponsored by the Office of Adolescent Pregnancy Prevention to promote parent–child communication about sexual activity among parents of preteen and teenage children.

Robert J. Gould

Dr. Robert J. Gould is president of Partnership for Prevention. Prior to assuming the position of president and CEO, Dr. Gould served as the director of culture/brand integration at Crispin Porter + Bogusky Group. From 2001 to 2007, he was a partner at Porter Novelli and managing director of its Washington, DC office, the second largest operation within the firm. Dr. Gould served as leader of Porter Novelli’s Health and Social Marketing practice, working on antitobacco accounts that included the award-winning “truth” campaign. He also worked with the American Cancer Society, the National Cancer Institute, the National Institute on Drug Abuse, the National Heart Lung and Blood Institute, Centers for Disease Control and Prevention, and the American Heart Association. Dr. Gould was the lead researcher on the now iconic Food Guide Pyramid for the United States Department of Agriculture. Dr. Gould received his PhD in social psychology from the University of Maryland.

Phyllis E. Greenberger

Phyllis E. Greenberger, MSW, is president and CEO of the Society for Women’s Health Research (SWHR). Based in Washington, DC, SWHR is a nonprofit organization working to improve the health of all women through research, education, and advocacy. Under Ms. Greenberger’s leadership over the last 20 years, SWHR has turned a national spotlight on women’s health, strengthening federal support for women’s initiatives and forcing recognition that sex differences are a critical factor in women’s health issues. Ms. Greenberger is one of the 20 most

influential women in medicine today, according to *The Medical Herald*. She received a 2006 Red Dress Award from *Women's Day* in recognition of her work in leading the way in the fight against heart disease in women, and in 2010 *Women's Day* named her one of 50 "Women Who Are Changing the World." Ms. Greenberger is profiled in the book *Extraordinary Women: Fantasies Revealed* (Stewart, Tabori, and Chang, 2006), which features profiles and portraits of 58 prominent women in the United States. With Dr. Jennifer Wider, she is editor of SWHR's book, *The Savvy Woman Patient: How and Why Your Sex Impacts Your Health*, a resource guide that details differences between women and men across major health areas. Ms. Greenberger is the recipient of numerous awards and serves on the Scientific Advisory Board for WomenHeart; is a board member of the Interstitial Cystitis Association; resides on the Editorial Board for *Shape* magazine; serves on the Women's Task Force for the National Hemophilia Foundation; and is a member of the International Women's Forum and the National Association of Professional Women. Ms. Greenberger received a BA from Syracuse University and an MSW from the Catholic University of America.

Jill Griffiths

Jill Griffiths is vice president of communications for Aetna. She has been with Aetna, and formerly U.S. Healthcare, for nearly 15 years. Griffiths worked on the agency side for six years before joining Aetna.

Kathleen Harrington

Kathleen Harrington currently lives in Minnesota and works for Carol Corp., a healthcare services company focused on transitioning health systems to deliver accountable care. Most of her career was in Washington, DC, where she worked in Congress, the executive branch, the healthcare trade association, and the private sector. Her last federal assignment was as director of external affairs at the Centers of Medicare and Medicaid Services where she led the national campaign to educate and enroll Medicare beneficiaries in the new Part D prescription drug benefit. In addition she served two cabinet members, Secretary of Labor Elizabeth Dole as an assistant secretary for Government Relations, and Secretary of Labor Elaine Chao as assistant secretary of Public Affairs. Her congressional career includes service as Chief of Staff for Congresswoman Nancy L. Johnson (R-CT). She also worked in government relations and public affairs for Aetna and United Healthcare. She received her bachelor's degree from Colgate University and her master's degree from Catholic University of America.

Mary V. Hornig

Mary V. Hornig is currently the vice president, Finance and Operations, for the Society for Women's Health Research (SWHR). She came to SWHR from McGuiness and Yager, LLP, where she served as chief of staff and was responsible for the day-to-day operations and finances of both the law firm and the HR Policy Association. Previously, she was the executive director of the American Coal Foundation, the director of membership and marketing for the School Nutrition Association, and the assistant corporate secretary to the American Gas Association.

Ms. Hornig has been an association professional for over 25 years and brings significant board, governance, membership, operations, and financial management experience to SWHR. She received her BA from Cornell University and an MPA from the Ohio State University. Ms. Hornig is a member of ASAE (American Society of Association Executives), SHRM (Society for Human Resource Management), and the Finance & Administration Roundtable.

Jeff Levine

Former network TV journalist Jeff Levine is now running his own firm, JBL Media Consulting, which specializes in healthcare clients. In 1980, Mr. Levine was one of the original members of the team that launched CNN's 24-hour news venture. For the next 18 years, Mr. Levine held a number of positions at the network including correspondent in San Francisco, bureau chief in Chicago and Jerusalem, and lead medical reporter in Washington for nearly nine years. During that period Mr. Levine covered many major stories including the emerging AIDS epidemic, the Clinton healthcare reform plan, the race to map the human genome, presidential health, and the debate over tobacco regulation. After leaving CNN, Mr. Levine began consulting for top-tier healthcare clients and nonprofit organizations providing advice for drug approval initiatives, high-impact crisis situations, and social marketing campaigns. Mr. Levine has also been a featured speaker for the American Medical Association, America's Health Insurance Plans (AHIP), Prudential Insurance, Gallaudet University, and The George Washington University School of Medicine and Health. He lives in Rockville, Maryland, and is married to Susan Levine, and they have two sons.

Dennis McCulloch

A veteran of more than 35 years in news and communications, Dennis McCulloch has had a successful career in television news, public relations, politics, and government.

After graduation from the University of Missouri with a journalism degree, the writer worked 10 years as a television news producer at four stations. Mr. McCulloch served in communications and political roles in two statewide campaigns in the 1980s in Missouri. After those campaigns, he served a variety of roles when Sprint was first formed in Kansas City, starting in 1986.

Mr. McCulloch joined the Kansas City office of Fleishman-Hillard in 1989. In the next eleven and a half years, Mr. McCulloch developed a national client list for crisis counseling, public affairs, and media training, rising to vice president and head of the Public Issues Division. Among his national clients were BASF, Ocean Spray, Pioneer, Hallmark, Continental Grain, and Laidlaw.

In 2000, Mr. McCulloch joined a longtime client, The University of Kansas Hospital, as director of public and government relations. He led a strategic campaign to maintain hospital status as the region's premier academic medical center when a threat to that status was launched.

Mr. McCulloch also led a strategic media relations approach which helped lift the hospital's public image and consumer choice. He served as spokesperson during critical times for the hospital. Mr. McCulloch's tenure coincides with a dramatic turnaround for the hospital in terms of quality, patient satisfaction, and national rankings.

Jeffrey L. Molter

Jeffrey L. Molter is associate vice president for Health Sciences Communications at Emory University. In this position, he is responsible for overseeing publications, media relations, and special events programming for the health sciences center. Mr. Molter was director of the Duke University Medical Center and Health Systems News Office in Durham, North Carolina, from 2000 to 2006. He was responsible for all media and public relations for the institution. Prior to his work at Duke, Mr. Molter served as director of science news for the *Journal of the American Medical Association* in Chicago for 10 years. There he directed the weekly promotion of the medical journal and produced media briefings on a number of health issues for the AMA. Mr. Molter came to *JAMA* from the American Academy of Pediatrics in Elk Grove Village, Illinois, where he was director of communications for seven years. He began his career as a newspaper reporter in Indiana. He is a graduate of the Indiana University School of Journalism. He has lectured extensively throughout North America on a number of medical and health issues, and has received awards from several groups, including the Association of American Medical Colleges, PR Week, Public Relations Society of America, International Association of Business Communicators, and the Publicity Club of Chicago.

Jeff Nelligan

Jeff Nelligan has spent nearly two decades in the legislative and executive branch working on healthcare, budget, and tax issues. This extends from service with Congressmen Bill Thomas on the House Ways and Means and Budget Committees during consideration of the 1988 Medicare Catastrophic Coverage Act, to his tenure at the U.S. Government Accountability Office, where he served as managing director of public affairs for U.S. Comptroller General David Walker during consideration of the Medicare Modernization Act of 2003. Mr. Nelligan has worked in three cabinet departments and was the Bush administration spokesman for Medicare and Medicaid at the U.S. Department of Health and Human Services. There, he helped plan and execute national outreach on Medicare's Part D Prescription Drug enrollment effort, and campaigns on prevention and electronic health records. He's a graduate of Williams College and Georgetown University Law Center, served 14 years in the U.S. Army Reserves/Army National Guard, and is involved with his three sons in youth lacrosse.

Kristin Paulina

Kristin Paulina is a public relations specialist with 15 years experience developing and implementing communications campaigns that successfully meet objectives and deliver results for a broad range of organizations, including consumer services, health care, and nonprofit/advocacy. For the last 10 years, she has assisted Sam Brown, Inc., a public and investor relations firm

with strategic public relations initiatives, corporate brand positioning, and media relations for its diverse blend of pharmaceutical and biotechnology clients. Ms. Paulina earned a Bachelor of Arts degree in Communication/Journalism with an emphasis in public relations from Shippensburg University. She is also a member of the Public Relations Society of America.

Douglas Petkus

Douglas Petkus is an award-winning communications professional with a diverse range of experience in editorial, agency, and corporate environments, and a demonstrated ability to manage and resolve complex crises and issues on a 24/7 global basis. He has deep expertise in providing executive strategic counsel and developing effective, comprehensive programs in media relations, marketing communications/product publicity, issues management, litigation communications, and employee communications. His career has been focused on healthcare communications (Rx and OTC), with added experience with food and beverage products, as well as sports and entertainment special events. Currently, Mr. Petkus is the president of Petkus Communications Consultants, LLC, a PR consultancy specializing in senior-level strategic communications counsel.

Prior to starting up his consulting firm, Mr. Petkus was vice president, Business and Financial Communications at Wyeth (acquired by Pfizer in October 2009). In this role, he directed the corporate financial/business communications function and developed the strategies to reach top-tier business media. Working across all Wyeth Divisions, he acted as the primary company spokesperson and coordinated all aspects of corporate media relations, issues management, and litigation communications. Preceding this, as vice president of Global Public Relations at Wyeth Pharmaceuticals, he led the management of all communications programs supporting commercial products and R&D organization within the company's pharmaceutical division, acted as the primary media spokesperson, and led teams handling major issues including drug litigation, negative clinical studies, product recalls/withdrawals, and regulatory affairs.

Before joining the Wyeth organization Mr. Petkus built his pharma/healthcare communications/public relations experience at blue chip corporations, including Abbott Laboratories and Schering-Plough (since acquired by Merck).

In his earlier career, Mr. Petkus was an anchorman for a local TV station in Wisconsin and progressed to several stops at well known advertising and public relations agencies in New York City, including Hill and Knowlton, Inc., where he managed accounts for major global client companies in the pharmaceutical and consumer product industries.

Richard A. Puff

Richard A. Puff is assistant vice president for Academic Health Center Public Relations at the University of Cincinnati in Cincinnati, Ohio. He directs the overall external and internal

communications of the University of Cincinnati Academic Health Center. With 25 years experience in academic medicine communications, he previously served as associate director of the Medical Center News Office at Duke University Medical Center & Health System in Durham, North Carolina, and associate director of public relations at Albany Medical Center in Albany, New York. Mr. Puff also has worked as a newspaper reporter for two upstate New York dailies and in the publishing industry, producing numerous baseball titles.

Mr. Puff was a key member of the team that coordinated communications efforts following a heart/lung transplant mismatch at Duke in February 2003, which resulted in international news coverage. For those efforts, he and his colleagues were named winners of the 2004 PR NEWS Platinum PR Award in the Crisis Management category and finalists in the Media Relations category. The communications team also received an Award of Excellence from the Association of American Medical Colleges (AAMC) and an Innovation Honorable Mention Award for Crisis Communications from the Public Relations Society of America (PRSA) Health Academy.

An active member of the Association of American Medical Colleges (AAMC), Mr. Puff has served on the steering committee of the AAMC Group on Institutional Advancement and has been a judge for the group's annual communications awards competition.

A graduate of Utica College of Syracuse University with a degree in public relations and journalism, Mr. Puff has also pursued graduate studies at Rensselaer Polytechnic Institute in Troy, New York.

Kathleen Donohue Rennie

Kathleen Donohue Rennie is a partner in the McGraw Group, an integrated marketing communications firm based in Morristown, New Jersey. Dr. Rennie specializes in integrated marketing communications strategy, media relations, and editorial services. She researches, writes, and edits press materials, Web sites, annual reports, newsletters, video scripts, corporate presentations, e-communication, and more. She has taught public relations, advertising, and writing at the undergraduate and graduate levels. Dr. Rennie has a Master of Arts degree in corporate and public communications and is an accredited public relations counselor. Dr. Rennie holds a PhD and wrote her dissertation on crisis communication.

Elizabeth Sell

Elizabeth Sell is Director of Communications, Direct to Consumer and Product Group at Aetna, where she has worked since 1997. She spent two years at public relations agencies prior to joining Aetna.

Lisa M. Tate

Lisa M. Tate has enjoyed a career of more than 25 years in public affairs, healthcare advocacy, and non-profit management. Since being appointed CEO of WomenHeart: the National

Coalition for Women with Heart Disease in 2007, she has lead the organization's re-branding, increased revenue by one-third, tripled the number of community-based patient support networks in operation, doubled membership bringing it to 40,000, and increased volunteer engagement and satisfaction—the key to WomenHeart's success.

Prior to joining WomenHeart, Lisa served as Vice President, Public Affairs for the National Association of Children's Hospitals and Related Institutions. In this role she directed the association's communications, public relations, grassroots, and child advocacy programs. During her tenure, NACHRI's public affairs programming received distinctions including a Telcon Award for the Most Outstanding Broadcast for the Public Good, for a National Town Meeting on Expanding Children's Health Insurance Coverage, and an award of excellence from the American Society of Association Executives for advocacy campaigns.

Prior to joining NACHRI, Lisa managed public affairs programs for the American Academy of Pediatrics and co-founded the national Coalition for America's Children. Today, Lisa serves on the board of the Public Affairs Council, the national organization of corporate public affairs executives. She recently received The First Ladies of Distinction Visionary Award from the YWCA of Metropolitan Washington, DC She received a degree in journalism from the University of North Carolina, Chapel Hill and resides on Capitol Hill with her husband, Ragnar, and two children.

William A. Tatum

William A. Tatum is Director, Constituent Relations and Membership, at Partnership for Prevention. Prior to coming to Partnership, Mr. Tatum worked as a government relations assistant at the Alliance for Aging Research. During his tenure at the Alliance, he worked closely with the government relations manager to analyze data on geriatric policy, long-term care, and current aging issues. He also served as the National Institutes of Health Task Force Report copy editor and editor of the 2005 White House Conference on Aging research resolution. Mr. Tatum began his professional career as a lobbyist for the Consortium of Social Science Association. In this role, he monitored legislation and appropriations for the Centers for Disease Control and Prevention, Agency for Health Care Research and Quality, Assistant Secretary for Planning and Evaluation, and the National Institute of Justice. He received a BA in government and politics from the University of Maryland and an MA in government from the Johns Hopkins University.

Roba Whitely

Roba Whitely is executive director of Together Rx Access, a program that provides Americans without prescription drug coverage meaningful savings at the pharmacy counter. Ms. Whitely has dedicated her life's work to ensuring that people have access to the best in health care. Throughout her 25-year career, she has been a powerful advocate for the development and delivery of innovative healthcare solutions. In July 2004, Ms. Whitely became executive

director of Together Rx, the nation's most widely enrolled private prescription savings program for lower-income Medicare beneficiaries, with nearly 1.5 million cardholders. Together Rx has helped seniors save more than \$700 million on prescription medicines to date. As vice president of marketing and communications with the National Council on the Aging, Ms. Whitely enhanced the organization's strategic partnerships, healthcare initiatives, and health-focused media campaigns. Her collaborative efforts with government agencies and other stakeholder groups increased awareness of key issues linked to aging in America. Prior to joining Together Rx, Ms. Whitely served as executive director of Project Patient Care. Under her leadership, Project Patient Care conducted a study on how formulary drug substitutions affect elderly patient outcomes. Results of this research helped to inform the ongoing debate with providers and policy makers about this important issue. Ms. Whitely holds a master's degree in nutrition science from Drexel University.

