

SECOND EDITION

# HEALTH INDUSTRY COMMUNICATION

New Media, New Methods, New Message

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# Preface

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**T**he 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 being accomplished by 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. “The Health Communicator’s Toolbox” addresses the basics of media relations and research and planning, as well as how healthcare communications have evolved over the years. The *Second Edition* adds essential chapters on health communication ethics, health literacy, and risk communication, as well as the accelerated role of social media. “Institutional Communication Efforts” provides compelling case studies on how associations, hospitals, and the pharmaceutical industry manage issues and build their brands. “Consumer Communication Campaigns” illustrates how organizations target consumers to change health behaviors. “Health Policy Advocacy and Implementation” 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.







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*Nancy J. Hicks and Christina Mazzola Nicols*





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## About the Editors

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**Nancy J. Hicks** has been a leader in healthcare communications for more than 30 years. She is a healthcare consultant who has held national positions in public relations agencies, working with top-tier companies in every sector of the industry. Hicks was senior vice president and head of the North America Healthcare Practice of Ketchum, Inc., a global communications firm. She was a senior counselor for healthcare clients and helped build business across the Ketchum network. She has extensive experience in strategic brand building, corporate positioning, issues and crisis management, and consumer education campaigns. She has substantial experience with the Affordable Care Act (ACA), including conducting consumer campaigns. She serves on the executive board of the DC Health Benefit Exchange Authority, the ACA exchange for residents of the District and members of Congress.

Prior to joining Ketchum, Hicks was head of the healthcare practice of Hill & Knowlton's Washington office and directed the firm's national healthcare provider practice. She previously headed H&K's Atlanta healthcare practice. 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).

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 the book, *Branding Health Services: Defining Yourself in the Marketplace*. Hicks received the PRSA Health Academy's Lifetime Achievement Award in 2009.

**Christina Mazzola Nicols** is senior vice president and director of strategic planning and research at Hager Sharp, Inc., a communication agency focused on social change in the public interest. She has more than 25 years of experience in communication campaigns and marketing research, including program planning and management as well as qualitative and quantitative research. She has focused on health-related communications for the past 14 years. Nicols recently developed and led a federal campaign to increase the adoption of electronic health records in support of the HITECH Act. The campaign won 24 awards, including the *PRWeek* Public Sector Campaign of the Year award for 2013. She currently leads a contract to

manage the National Diabetes Education Program, a partnership in which the National Institutes of Health and the Centers for Disease Control and Prevention work together to improve the treatment and outcomes for people with diabetes, promote early diagnosis, and prevent or delay the onset of type 2 diabetes.

Nicols is an adjunct faculty member in the MPH program of the Milken Institute School of Public Health at The George Washington University, teaching courses in Market Research for Public Health and Media Advocacy for Public Health. She has conducted research in a broad range of disease categories, including breast cancer, diabetes, obesity, chronic pain, seasonal flu, allergies, HPV vaccination behaviors, and heart health. She recently contributed a chapter to *Social Marketing Research*, forthcoming from Oxford University Press.

Before joining Hager Sharp, Nicols was senior vice president in the social marketing practice of Ketchum, as well as director of research for Ketchum's Washington, DC office for 14 years. Before joining Ketchum in 1999, she was a senior account supervisor in the Washington office of Hill & Knowlton, a global communication agency. There, she managed accounts in 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, Nicols worked as a public affairs associate in the Dublin, Ireland office of Fleishman-Hillard International Communications 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 websites for international clients, including the first website for the Republic of Turkey.

Nicols holds several advanced degrees, including an MPH from the Milken Institute School of Public Health 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 her undergraduate degree, a BA in English literature and architectural/art history, at Mary Washington College with magna cum laude distinction. She lives with her husband, Dr. Spiros Nicols, and mini golden doodle, Oliver, in suburban Maryland.



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# About the Contributors

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## **Katherine Lee Balsamo**

Katherine Lee Balsamo spent 6 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.

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Linda Wharton Boyd is the director of communications, external affairs, and strategic engagement at the DC Health Benefit Exchange Authority. With a wealth of experience to draw upon in strategic communications, public relations, media, telecommunications, and external affairs in both the public and private sectors, Dr. Wharton Boyd is responsible for building the Health Benefit Exchange's strategic communications and partnership engagement across the city with various community-based organizations, including nonprofits, faith-based institutions, and diverse populations. She also serves as the liaison to the Council of the District of Columbia, District government agencies, federal agencies, and the White House. She holds a PhD in communications and MA in speech communications from the University of Pittsburgh, as well as professional Certified Municipal Manager designation from The George Washington University Trachtenberg School of Public Policy and Public Administration.

## **Michelle Davis**

Michelle Davis has over 25 years of healthcare branding, marketing, and communications professional and consulting experience. Until recently, she served as the vice president of marketing and public affairs at Children's Hospital Boston, where she oversaw a strategy-driven and integrated effort to build national reputation and volume for the country's top-ranking pediatric hospital. She led 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. She is currently chief marketing officer at Franklin W. Olin College of Engineering. 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, HealthCare Marketing Group, and 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.

**Roshni Devchand**

Roshni Devchand is associate director of strategic planning and research at Hager Sharp, Inc. Devchand's work for health sector clients spans situation analysis, strategic communications planning and audience segmentation, concept and materials testing, and evaluation. In her current role, Devchand leads research efforts to inform updates to the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) "Loving Support Makes Breast-feeding Work" campaign for the US Department of Agriculture Food and Nutrition Service. She also supports the US Department of Health and Human Services Office on Women's Health (OWH), aiding refinements of OWH's positioning and messages, facilitating strategic communications planning, and conducting research and evaluation activities, such as leading audience-centric research efforts to inform updates to OWH's girls' health offerings. For the National Diabetes Education Program, she coordinates formative, process, and outcome evaluation activities for this multifaceted effort to prevent or delay diabetes and its complications. Prior to joining Hager Sharp, Devchand coordinated and disseminated research for the federally funded Emergency Medical Services for Children program and worked as a strategic healthcare consultant. She holds a BS in biomedical engineering from Georgia Institute of Technology and a MPH from the Johns Hopkins University. She is also a Certified Health Education Specialist (CHES).

**Steve Erickson**

Steve Erickson is an independent communications consultant, providing counsel in health-care marketing, association management, publications management, and public affairs. Until recently, he was the chief communication officer for the American College of Cardiology (ACC). In that role he led 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 brought to the ACC a long career in public relations and association management. Prior to joining ACC, Erickson served as the head of the Washington, DC healthcare practice of Ketchum, 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 in the Milken Institute School of Public Health at The George Washington University. He is also director of the MPH@GW online Master of Public Health program. Dr. Evans has published over 100 peer-reviewed journal articles, books, and book chapters on health communication and social marketing behavior change interventions. Specifically, Dr. Evans' work focuses on the translation of marketing strategies, including health branding and new technologies, into intervention strategies to promote adoption of health behaviors and avoidance of health risk behaviors, both in the United States and in low- and middle-income countries worldwide. In 2008, he published *Public Health Branding* from Oxford University Press (OUP), and in 2013 *Psychology of Branding* from Nova Science Publishers. The volume *Social Marketing Research* is forthcoming from OUP and *Social Marketing: Case Studies, Strategies, and International*



*Perspectives* is forthcoming from Nova Science Publishers. Dr. Evans is on numerous health journal editorial boards and is an expert panel member for the health marketing and health communication review of the Guide to Community Preventive Services, and for major health campaigns such as the federal “Above the Influence” anti-drug campaign and the Legacy for Health’s “truth” campaign. Dr. Evans was previously a member of the Secretary of Health and Human Service’s National Advisory Committee on Health Promotion and Disease Prevention (*Healthy People 2020*). He 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 USAID and other donor-funded programs.

### **Phyllis E. Greenberger**

Phyllis E. Greenberger is president and CEO of the Society for Women’s Health Research (SWHR), a Washington, DC–based nonprofit organization working to improve the health of all women through research, education, and advocacy. Under Greenberger’s leadership over the last 25 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. 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.” 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. 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. Greenberger received a BA from Syracuse University and an MSW from Catholic University of America.

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### **Jill Griffiths**

Jill Griffiths is currently a consultant for Aetna. Previously, she was the executive director, corporate communications, and founding editor-in-chief, of the health section at Aetna. She had been with Aetna, and formerly U.S. Healthcare, for more than 18 years. Griffiths worked on the agency side for 6 years before joining Aetna.

### **Kathleen Harrington**

Kathleen Harrington currently lives in Minnesota and is division chair, government relations at Mayo Clinic. Before joining Mayo Clinic, she worked 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 the Congress, executive branch, healthcare trade

association, and the private sector. Her last federal assignment was as director of external affairs at the Centers for 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 BA from Colgate University and her MA from Catholic University of America.

**Mary V. Hornig**

Mary V. Hornig is the chief operating officer and chief financial officer 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. 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 a BA from Cornell University and MPA from the Ohio State University. Hornig is a member of the American Society of Association Executives, the Society for Human Resource Management, and the Finance and 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, Levine was one of the original members of the team that launched CNN's 24-hour news venture. For the next 18 years, he held a number of portfolios at the network, including correspondent in San Francisco, bureau chief in Chicago and Jerusalem, and lead medical reporter in Washington for nearly 9 years. During that period, 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, he began consulting for top-tier healthcare clients and nonprofit organizations, providing advice for drug approval initiatives, high-impact crisis situations, and social marketing campaigns. Levine has also been a featured speaker for the American Medical Association, America's Health Insurance Plans, Prudential Insurance, Gallaudet University, and The George Washington University School of Medicine and Health Sciences. He lives in Rockville, Maryland, is married to Susan Levine, and they have two sons.

**Dennis McCulloch**

A veteran of more than 35 years of news and communications, Dennis McCulloch has had a successful career in television news, public relations, politics, and government. After graduating with a BA in journalism (broadcast) from the University of Missouri in 1975, McCulloch spent 10 years in television news, primarily as a producer, in Jonesboro, Arkansas; Wichita,

Kansas; and two stops in Kansas City, Missouri. McCulloch served as news secretary to Missouri Lieutenant Governor Ken Rothman and held the same position during Rothman's 1984 campaign for governor. In 1986, he served as Kansas City political coordinator for Harriett Wood's campaign for the US Senate. McCulloch served in a variety of roles when Sprint was first formed in Kansas City. He was in charge of the corporation's video production, executive presentations, and assisted with media relations. McCulloch joined the Kansas City office of Fleishman-Hillard as a senior account executive in 1989. Over the next 11 years, McCulloch developed a national reputation for crisis counseling, public affairs, and media training, rising to vice president and head of the public issues division. He was a highly sought speaker throughout the Midwest on crisis management and media training. Among his major national clients were BASF, Koch Industries, Ocean Spray, Pioneer, Hallmark, Continental Grain, and Laidlaw. In 2000, McCulloch joined the University of Kansas Hospital as director of public relations. In 2002, his role was expanded to include government relations. McCulloch led a strategic campaign to maintain the hospital's status as the region's premier academic medical center when efforts were made to dilute or eliminate that status. He also developed a strategic media relations approach to lift up the hospital's public image and increase consumer choice, as evidenced by dramatic patient volume increases and consumer surveys. McCulloch served successfully as spokesman for the hospital during crises, including disputes over brain-dead youth, vendor selection, and its transplant program.

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**Jeffrey L. Molter**

Jeffrey L. Molter is director of media and public relations at the American Association for Cancer Research. Before his current role, he was associate vice president for health sciences communications at Emory University. In this position, he was responsible for overseeing publications, media relations, and special events programming for the health sciences center. 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, Molter served as director of science news for the *Journal of the American Medical Association (JAMA)* 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 American Medical Association. Molter came to *JAMA* from the American Academy of Pediatrics in Elk Grove Village, Illinois, where he was director of communications for 7 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 Association of American Medical Colleges, *PRWeek*, Public Relations Society of America, International Association of Business Communicators, and the Publicity Club of Chicago.

**Jeff Nelligan**

Jeff Nelligan has spent more than two decades in the legislative and executive branch working on healthcare, budget, and tax issues. This extends from service with Congressmen Bill Thomas (R-CA) on the House Ways and Means and Budget Committees during consideration

of the 1988 Medicare Catastrophic Coverage Act, to his tenure at the US Government Accountability Office, where he served as managing director of public affairs for US Comptroller General David Walker during consideration of the Medicare Modernization Act of 2003. Nelligan has worked in four Cabinet departments and was the Bush administration spokesperson for Medicare and Medicaid at the US Department of Health and Human Services. There, he helped plan and execute national outreach on the Medicare Part D prescription drug enrollment effort, and campaigns on prevention, and electronic health records. He is a graduate of Williams College and Georgetown University Law Center, served 14 years in the US Army Reserves/Army National Guard, and is involved with his three sons in youth lacrosse.

**Elizabeth Osborn**

Elizabeth Osborn is a senior account supervisor at Hager Sharp, Inc. in Washington, DC, where she plays a key role in the development and execution of national public health awareness and behavior change campaigns. She has led clients through strategic planning, branding, and message development initiatives; created partnerships with organizations big and small; generated media coverage in local and national outlets; and produced materials—from fact sheets to videos to infographics—that effectively communicate key messages and engage target audiences. Over the years, her clients have included a number of government and nonprofit clients ranging from the US Department of Health and Human Services Office on Women's Health (OWH) and the National Institutes of Health (NIH) National Eye Institute, to the AARP Foundation and the US Department of Agriculture Food and Nutrition Service. She has managed programs and campaigns on a variety of topics including women's health, adolescent bone health, COPD, physical activity, reckless driving, breastfeeding, and eye health. In addition to working at Hager Sharp, Elizabeth is an adjunct professor in the School of Communication at American University and in The George Washington University's online Master of Public Health program.

**Kristin Paulina**

Kristin Paulina is a public relations specialist with 20 years of 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 15 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. Paulina earned a BA in communication/journalism with an emphasis in public relations from Shippensburg University in Pennsylvania. She is 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 rela-

tions, marketing communications/product publicity, issues management, litigation communications, and employee communications. His assets include solid writing, program development, strategic planning, and investor/financial relations skills. His career has been primarily focused on healthcare communications (prescription and over-the-counter), with added experience in food and beverage products and sports and entertainment special events. Currently Petkus is senior vice president at Ketchum Public Relations, specializing in senior-level strategic communications counsel. Previously, 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, 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 Wyeth, Petkus built his pharma/healthcare communications/public relations experience at blue chip corporations, including Abbott Laboratories and Schering-Plough Health Care Products. In his earlier career, he started as 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. Petkus's value as a communications expert has been reinforced through his educational background. He received his JD at Seton Hall School of Law in Newark, New Jersey, and his undergraduate BA in Journalism at Marquette University in Milwaukee, Wisconsin.

### **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 more than 25 years of experience in academic medicine communications, he previously served as associate director of the Medical Center News Office at Duke University Medical Center and Health System in Durham, North Carolina, and associate director of public relations at Albany Medical Center in Albany, New York. Puff has also worked as a newspaper reporter for two upstate New York dailies and in the publishing industry, producing numerous baseball titles. 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 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 AAMC, Puff has served on the steering committee of the AAMC Group on Institutional Advancement and has been a judge for the group's annual communica-

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

**Nick Ragone, Esq.**

Nick Ragone is the chief communications and marketing officer of Ascension, the nation's largest nonprofit and Catholic healthcare system with over 1,900 sites of care in 24 states and the District of Columbia. In that role, Ragone leads the development and execution of all marketing and communication strategies for Ascension and its subsidiaries. Prior to his career at Ascension, Ragone was the director of Ketchum Communications' Washington, DC office. He is a graduate of Rutgers University and the Georgetown University Law Center, where he earned a JD. Ragone is the author of five books, including his most recent, *Presidential Leadership: 15 Decisions That Changed the Nation*. In 2007, he was recognized as one of *PRWeek's* "40 under 40" to watch. Since joining the organization, Nick has centralized Ascension's communications and marketing function, enabling the system to more quickly advance both corporate and clinical initiatives—and share best practices—from Ascension to clinicians and associates at the department level. Ragone's expertise, experience, and contacts also enable him to help articulate Ascension's messages through influential media channels nationwide.

**Kathleen Donohue Rennie**

Kathleen Donohue Rennie is managing 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, websites, annual reports, newsletters, video scripts, corporate presentations, e-communication, and more. She has taught public relations, advertising, and writing on the undergraduate and graduate levels. In September 2014, Dr. Rennie became an associate professor at New Jersey City University, where she teaches integrated marketing communications, crisis communication, executive leadership communication, and media relations in the University's National Security Studies and Marketing departments. Dr. Rennie has a MA in corporate and public communications and is an accredited public relations counselor. She holds a PhD and wrote her dissertation on crisis communication.

**Darcy Sawatzki**

Darcy Sawatzki is senior vice president at Hager Sharp, where she has worked since 1999. Sawatzki specializes in social marketing, health communications campaigns, and project management for public sector and nonprofit clients. She has a particular passion for women's and girls' health, and served as project manager for the US Department of Health and Human Services Office on Women's Health and the US Department of Agriculture Food and Nutrition Service Women, Infants, and Children (WIC) "Loving Support Makes Breastfeeding Work" campaign. From 2008 to 2014, she led the "Best Bones Forever!" campaign, which used social marketing to improve bone-healthy behaviors among adolescent girls and earned PRSA's top



prize (Silver Anvil) in 2012. Sawatzki has a MA in communications from the Johns Hopkins University, and is an editorial board member of *Social Marketing Quarterly*.

**Elizabeth Sell**

Elizabeth Sell is senior director of corporate communications at Aetna, where she has worked since 1997. She spent 2 years working at public relations agencies prior to joining Aetna.

**Jenny Smuland**

Jenny Smuland is the founder and CEO of InStrat Media, a DC-based media strategy and execution firm that specializes in supporting public affairs outreach. Smuland has a background as a media director, with more than a decade of experience in marketing and communications. Smuland's experience in the health communications industry includes work that InStrat Media has done on behalf of CDC and state-based departments of health to increase the use of vaccinations among targeted segments of the population. Prior to forming InStrat Media, Smuland was the media director at Ogilvy in Washington, DC, where she led a team of media planners to strategize and execute paid media campaigns that spanned all media and audiences on behalf of the CDC, HHS, AHRQ, CMS, and IRS. Since 2010, between her work with Ogilvy and InStrat Media, Smuland has run more than 20 campaigns on behalf of the government (both federal and state) to improve peoples' lives through dissemination of health-based messaging to populations that benefit most from this work. Before joining Ogilvy, Smuland launched the paid media department at a DC-based creative firm, Pappas Group, and prior to that, Smuland was the paid media lead at a political firm, MSHC Partners. She graduated in 2006 from the American University with a degree in public communications. Smuland lives in Springfield, Virginia with her husband, Mike, and their two pets.

**Lisa M. Tate**

Lisa M. Tate has enjoyed a career of more than 25 years in public affairs, healthcare advocacy, and nonprofit management. Since being appointed CEO of WomenHeart: the National Coalition for Women with Heart Disease in 2007, she has led the organization's rebranding; 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, Tate served as vice president, public affairs for the National Association of Children's Hospitals and Related Institutions (NACHRI). In this role, she directed the association's communications, public relations, and 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, Tate managed public affairs programs for the American Academy of Pediatrics and co-founded the national Coalition for America's Children. Today, Tate 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, 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 copy editor for the National Institutes of Health Task Force Report and editor for the 2005 White House Conference on Aging Research Resolution. Tatum began his professional career as a lobbyist for the Consortium of Social Science Association (COSSA). In this role, he monitored legislation and appropriations for the Centers for Disease Control and Prevention, Agency for Healthcare Research and Quality, Assistant Secretary for Planning and Evaluation (ASPE), and the National Institute of Justice. He received a BA in government and politics from the University of Maryland and a MA in government from the Johns Hopkins University.

**Paula L. Weissman**

Paula L. Weissman is a Professorial Lecturer in the Public Communication Division at American University. Previously, she helped launch the M.P.S. program in Integrated Marketing Communications at Georgetown University's School of Continuing Studies and served for several years as an administrator and faculty member for The Johns Hopkins University's M.A. in Communication program. She has taught graduate and undergraduate courses in health communication, research methods, and communication theory. Prior to her academic career, she worked for public relations and research firms, including Porter Novelli, the Sutton Group, and the Center for the Study of Services, on a variety of health and social change initiatives. Dr. Weissman holds a PhD in Communication from the University of Maryland, a Master of Arts in Communication from the Annenberg School for Communication at the University of Pennsylvania, and a Bachelor of Arts in Communication from the University of Massachusetts.

**Roba Whiteley**

Roba Whiteley is executive director of Together Rx Access, a program that provides Americans without prescription drug coverage meaningful savings at the pharmacy counter. Whiteley 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, Whiteley 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 (NCOA), Whiteley 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, Whiteley 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. Whiteley holds a MA in nutrition science from Drexel University.

**James W. Wyckoff, PhD**

James W. Wyckoff, APR, DHA(c) is an educator and award-winning marketing communications practitioner. He has worked at public relations and advertising agencies, and on the client side with colleges (College of Mount Saint Vincent), hospitals (Hospital for Special Surgery and New York Presbyterian), and home care companies (Olsten Health Services, formerly the nation's largest). He has written speeches for two US presidents, won an Effie award, and was co-author of the PRSA Code of Ethics and Professional Standards. Since 2000, Wyckoff has taught at a number of colleges, including Columbia University and New York Institute of Technology (NYIT/Manhattan). He is currently visiting assistant professor of public relations at SUNY Oswego. Wyckoff is a former president of the 300-member Healthcare Public Relations and Marketing Society of Greater New York (HPRMS) and the 800-member New York chapter of the Public Relations Society of America (PRSA-NY). He is the founder and faculty adviser for the NYIT chapter of the Public Relations Student Society of America.

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ED3	See query about deleting this in the chapter	ix
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ED6	Insert "a" after "over"?	xxiii