Closing the Loop in Research/Care-Delivery Partnerships: Communication and Dissemination in Learning Health Systems

NIH Collaboratory Grand Rounds │ March 9, 2018

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Overview

Evolution of KPWHRI’s communications team to support dissemination & implementation

Developing more targeted, audience-driven messaging in a changing media landscape

How embedded communications staffing contributes to the success of our Learning Health System Program
Our full-service communications team

**Editorial**
Scientific & plain language editing, blog & feature writing

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**January 25, 2018**

The opioid crisis: How our research is seeking solutions

Tom Petty’s accidental death from opioids shows we need to find safer alternatives for chronic pain. See how KPWHRI research helps to do just that.

*News came last week* that rock star Tom Petty’s death in October was caused by an accidental overdose of opioid medication he was taking for chronic pain. Along with the tragic loss of others famous and not-so-famous, Petty’s death reminds us why health officials have declared the current opioid epidemic a national emergency.
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**Editorial**
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**Design**
Infographics, recruitment brochures, posters, etc.
Our full-service communications team

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**Design**
Infographics, recruitment brochures, posters, etc.

**Web**
Websites for recruitment & dissemination
## Our full-service communications team

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### Video

**Moving to Health**

Where you live can affect your health, and a $2.67-million NIDDK-funded UW/KPWHRI project explores how.

*(Vimeo, 2:10)*
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Our growth over time

Group grew incrementally as they proved their value to project teams

- 2000: 1 employee, 0.5 FTE on core
- 2018: 8 employees (4 part-time), 5.10 FTE on core; 0.90 FTE project-funded

Heidi Bornstein
Graphic Services Coordinator

Dona Cutsogorge
Research Communications Coordinator

Rebecca Hughes
Senior Media Consultant

Melissa Parson
Video Producer & Editor

Jessica Ridpath
Senior Research Communications Consultant

Julian Rogers
Web & Social Media Producer

Chris Tachibana
Scientific Editor
Support throughout the life of a project

- **Get the grant**: Scientific editing & infographics
- **Field the study**: Marketing & editorial strategies for recruitment, intervention
- **Publish the findings**: Scientific editing for manuscripts
- **Spread the word**: Dissemination via mainstream media, social media, internal communications, & more

March 9, 2018
Why we take dissemination to heart

Our goal: Return the value that comes from embedding research in the health system

Public dissemination is obligation of tax-funded research.

Makes the Learning Health System a market differentiator for our health plan.

Internal dissemination fosters researchers’ continuing partnerships with providers and patients.
Communications unit established in 2000 during the internet content boom

Scattershot strategies

- Emailed news releases picked up by hungry content providers
- Emailed monthly newsletter to staff and collaborators

Internal and external targets

- Research stories = 75% of all our health system’s positive media mentions

Our biggest challenges then seem quaint now….
The social media (r)evolution

- Decline of mainstream channels
- "Content shock" as supply outpaces demand
- Proliferation of targeted social media channels
- Information overload internally & externally

March 9, 2018
2013-2018: Creating our own platform

Redesigned our dissemination program for more timely, targeted messages to our key influencers

- Created a more dynamic website and news blog that gives investigators a voice
- Less reliant on mainstream media and health plan
- Provided one-on-one social media training
Investigator engagement required

Dementia risk isn’t higher in people who take proton pump inhibitors

Dr. Dublin explores what this reassuring finding from the Kaiser Permanente-UW ACT study means for patients with acid reflux

By Sascha Dublin, MD, PhD, an associate investigator at Kaiser Permanente Washington Health Research Institute (KPWHR) and an internal medicine physician with Washington Permanente Medical Group.

Many patients have acid reflux, and a large proportion take medications called proton pump inhibitors (PPIs). Lately, some research findings have made them feel like they’re facing a catch-22 of choosing between symptom relief and safety.

What to expect after a screening breast MRI vs. mammography alone

Diana Buist and BCSC find screening MRI leads to more biopsies, finding fewer cancers, regardless of personal history of breast cancer: JAMA Internal Medicine.

Diana S.M. Buist, PhD, senior investigator at Kaiser Permanente Washington Health Research Institute, answered these questions.

Q: What did you discover?
A: Whether women had had breast cancer in the past or not, they underwent more biopsies of higher intensity after they were screened with breast magnetic resonance imaging (MRI) than after mammography alone.
Reaching key influencers

“We use Facebook a lot in my network of researchers. We send each other articles, review each other’s articles, and send each other grant ideas.”

“I realized I was getting more information about the latest in bariatric surgery from Twitter than from any journals.”

“I want to reach the consumer who wants to know which strategies they can believe in.”
Investigator engagement required

Rainier Medical Center offers mindfulness class to women of color

Drs. Lin and Holland bring affordable mindfulness-based stress reduction to African American, Latina, and Asian American women with chronic diseases in Seattle.

by Elizabeth Lin, MD, MPH, Group Health Physician and adjunct investigator at Group Health Research Institute (GHRI); and Kim I. Holland, MD, Group Health Physician.

All women may face life challenges like changing physical capability, caregiver responsibilities, financial instability, and family disintegration. Moreover, women of color may face these challenges with disproportionately worse outcomes. And women of color face these challenges in an increasingly

jon kabat-zinn
@jonkabatzinn

Jon Kabat-Zinn, Ph.D. is a scientist, writer, and meditation teacher. He is Professor of Medicine emeritus at the University of Massachusetts Medical School.

40.6K Followers
Investigator engagement required

What’s wrong with the term ‘social determinants of health’?
Let’s change our language to allow room for resilience, hope, and effective intervention, writes Dr. Gregory Simon.

by Gregory Simon, MD, MPH, Kaiser Permanente Washington, psychiatrist and senior investigator at Kaiser Permanente Washington Health Research Institute

Clinicians, researchers, policymakers, and academics have long looked at the ways that people thrive, merely survive, worsen, or even die as a result of traumatic experiences or harmful surroundings. These topics of
2015-2018: Sharper focus on internal communications

Eric B. Larson • 1st
Vice President for Research and Health Care Innovation, Kaiser Foundation Health Plan of Washington
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• Changing how people think about aging with a new book, Enlightened Aging: Building Resilience for a Long, Active Life, released in summer 2017. • Finding practical ways to promote high functioning in sen...

Kaiser Permanente Washington Medical Assistant Santino Telles describes an initiative that’s improving patients’ lives—while increasing his joy and pride in his work.

Kaiser Permanente® Connection

Behavioral Health Integration: Empowered Medical Assistants Are At The Forefront

Group Health launched the Behavioral Health Integration (BHI) initiative as a pilot to develop BHI workflows in its Northgate, Olympia, and Everett medical centers in 2015. As part of BHI, all primary care patients are screened annually for depression and unhealthy alcohol or substance use. If the results indicate a need for further care, a social worker partners with part of the primary care team to help develop a treatment plan. After a successful pilot test, leadership approved extending BHI to all 25 primary care locations starting in January 2016.

In this commentary, Northgate Medical Assistant (MA) Santino Telles, MAC, talks about the important role MAs play in BHI’s success—and how BHI has helped make his work more meaningful and rewarding.
Reaching key internal influencers

“We are using stories with BHI to market internally. They have been instrumental in building enthusiasm for implementation.”

 “[KPWA leader] says ‘No stories without data, no data without stories. We need both—the rigorous science piece and what comes from the heart.’”

“With BHI, we are far from having results to disseminate, but stories have bubbled up. They are gems that can be repurposed.”
Evolution and challenges continue

Flexibility required
- No control over changes like Facebook’s changing algorithms; more emphasis on LinkedIn
- Doing our best to optimize content with good headlines, clear and simple writing

Video captures hearts and minds
- But how can we produce it cost effectively?
- How do we deliver our messages in 30-seconds?

Keeping our focus
- In a saturated media environment, we don’t want to produce just more noise.
- More emphasis on target audiences. For the LHS, that’s focusing on our health plan needs!
A new focus on research & implementation: Learning Health System (LHS) Program

Our members

Community Engagement
Research Capabilities
Ethics Culture Values

LEARNING
Care delivery

Better health
Better care
Lower cost
Happier staff
Launch of LHS Program on June 1, 2017

“...more successfully incorporate research, continuous learning, and best practices...”

“...[use] the Institute’s expertise and methodology to support KPWA clinical teams’ highest aspirations to achieve health care’s ‘quadruple aim.””

— Susan Mullaney, KPWA President, & Steve Tarnoff, MD, WPMG President
Leveraging research in 4 ways

1. Analytics
   - Expertise using KPWA data systems in research
   - Advanced methods including predictive analytics and machine learning

2. Evidence synthesis and design
   - Subject matter expertise
   - Rapid synthesis of peer reviewed literature
   - Scans of best practices

3. Implementation support
   - Using effective approaches to ensure adoption and maintenance
   - Rapid implementation of evidence into clinical practice

4. Assessment of impact
   - Metrics development
   - Mixed methods evaluation
   - Using rapid, actionable data to assess impact and inform decision-making
Communications support throughout 2017

Pre-launch: Brainstorming sessions with KPWHRI & KPWA leaders

KPWHRI wants to support our Bold Moves by formalizing three key ingredients of a robust LHS

- **Cultivate curiosity** → Bring people together to bubble up ideas
- **Create a culture of science** → Rapid, actionable data Methods expertise
- **Do the right things** → Translate evidence into practice Real-world implementation
Communications support throughout 2017

Pre-launch: Brainstorming sessions with KPWHRI & KPWA leaders

Collaborative approach to depression care changed treatment worldwide

- Demonstrated effectiveness of collaborative care
- Became basis of USPSTF & WHO guidelines
- Expanded to depression + chronic physical illness

“We’ve seen this implemented with psychiatrists, psychologists, social workers, or lay people. Care managers can be within the primary care team or centrally located and serving many teams virtually. Collaborative care now often involves electronic health records and new modes of communication like email and video visits.”

- KPWHRI Senior Investigator Greg Simon, MD, MPH
Communications support throughout 2017

Pre-launch: Brainstorming sessions with KPWHRI & KPWA leaders

Where we're headed

"Data Infrastructure for Feedback-Informed Care"

- New $500K award from Garfield Memorial Fund
- Collaboration between KPCO and KPWA
- Create data resources, analytic capability, and reporting tools to support and enhance feedback-informed care for depression
- Phase 2 expands data infrastructure to all KP regions

From the proposal: "KP regions have become national leaders in measurement-based care of adult depression. Across all regions, our electronic health records include over 2 million depression outcome assessments for over 500,000 members. This development creates a remarkable opportunity to coordinate assessment, analytic, and reporting capabilities across KP regions."
Communications support throughout 2017 (cont.)

After launch: Building the LHS brand

- LHS logo and templates
- Editorial and graphics support for reports and presentations
- LHS models
Communications support throughout 2017 (cont.)

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Communications partner embedded on staff with program funding in 2018

- 20% FTE + design support as needed
- Integrated into core administrative team
- Part of “Pillar 4”—staying connected with dissemination, training, and other components
- Benefits of having a foot in both worlds (core communications and LHS Program)
Determining our communication goals, strategy, and tactics

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<td>1. What does success look like—at the end of Q1? Midway through the year? At year end?</td>
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<td>2. Who are the top five people or groups that you need to influence at KPWA? What do you want them to think/say/do?</td>
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<td>3. Think blue sky: Where would you most like to see LHS stories gaining visibility and traction?</td>
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<td>4. How important is it that the LHS become (more) visible to KPWA members? What is the key message?</td>
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Strategy: It’s all about the audience and figuring out how best to reach them

- News channels
- Meetings & presentations
- Targeted email
- Word of mouth
Cues from KPWA marketing & communications

“Design the tools so others can tell our story.”

Shared Agenda: “Help teams and leaders connect to their work and to each other”

“Member/consumer should be at the center of all our communications. How are we meeting their needs? Everything we do is about them.”
Looking ahead

External
- Conferences
- Papers
- Meetings with funders

Internal
- Monthly update
- KP national engagement
- Presentation to KP CEO
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