



*A Genentech breast cancer screening initiative*

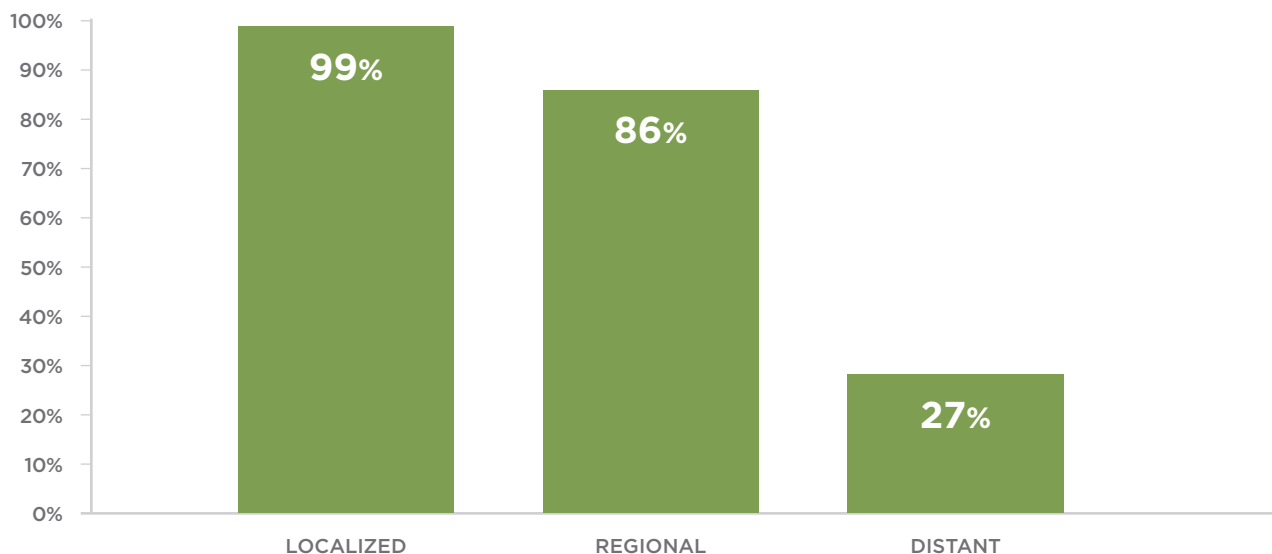
# Health System Program Guide

# Why Focus on Breast Cancer Screening?

Breast cancer is one of the leading cancer diagnoses in women. An estimated 276,480 new cases of female invasive breast cancer will be diagnosed in 2020.<sup>1</sup> Despite advances in treatment, breast cancer remains the second-leading cause of cancer death among women in the United States.<sup>1</sup> Cancer burden and mortality are also impacted by interrelated social, economic, cultural, environmental, and health system factors.<sup>1</sup> For example, among Hispanic women, breast cancer is the number 1 cause of cancer death.<sup>2</sup>

Screening mammography plays a critical role in prognosis and survival. Because breast cancer typically produces no symptoms when a tumor is small and may be more easily treated, screening is important for early detection.<sup>3</sup> The 5-year survival rate among women diagnosed with localized disease is 99%.<sup>3</sup> As shown below, survival rates decrease when diagnosis occurs after a tumor has spread to surrounding tissue or nearby lymph nodes (regional disease), and fall dramatically in women whose cancers were detected after metastasis (distant disease).

## Overall 5-year survival rates, by stage of diagnosis<sup>3</sup>



Health systems are in a unique position to help reduce breast cancer morbidity and mortality through increased screening. As trusted partners in maintaining the health of the community, providers and health systems can work together to increase awareness and remove barriers to appropriate breast cancer screening.

The *What's Your Reason for a Mammogram?* initiative offers tools and process workflows to help health systems streamline screening processes and raise patient awareness about the importance of breast cancer screening. Because each health system is unique, please use this program guide as a catalog of best practices, workflows, and resources to optimize your own program.

**Note:** The *“What's Your Reason for a Mammogram?”* initiative is referred to as *“What's Your Reason”* in the remainder of this program guide.

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# What's Your Reason: Screening Program Overview

*What's Your Reason* is a breast cancer screening initiative designed to boost awareness of the importance of breast cancer screening. This initiative:

- Encourages women to reflect on their priorities
- Shifts perceptions about breast cancer risks and benefits of screening
- Addresses perceived barriers to screening
- Engages patients to action to schedule a mammogram

## How can you use this program in your health system?

This guide is designed to help you maximize your breast cancer screening efforts through a dual approach, including process workflows and marketing tools.

- **Program tools:** Resources to convey facts about breast cancer screening and survival, address common concerns, and ultimately increase patient awareness about appropriate screening. In addition, culturally sensitive resources have been developed to address the unique challenges and barriers to screening in the Hispanic population. These tools leverage distinct branding and use a consistent set of messages designed to optimize screening-candidate engagement and to overcome possible objections to screening
- **Process workflows:** Step-by-step workflows that help health systems and providers efficiently consider the roles of key stakeholders across the screening process

*What's Your Reason* incorporates 2 complementary screening workflows to support appropriate screening: a centralized workflow and a clinic process workflow:

- 1) Centralized process workflow: Centralized staff identify screening candidates, send communications to patients, and coordinate visits for screening mammography.
- 2) Clinic process workflow: The provider office directly engages and identifies screening candidates.

Although these approaches can be used independently, it is optimal for health systems and provider offices to work together for a coordinated breast cancer screening effort. It is also important to consider other key stakeholders, such as employers or payers, who also may play an important role.

Because every health system is different, we recommend that you evaluate your current breast cancer screening program and tailor *What's Your Reason* to fit the needs of your organization.

The Breast Cancer Screening Program Overview, shown on the opposite page, provides a high-level view of the program's key attributes. These include:

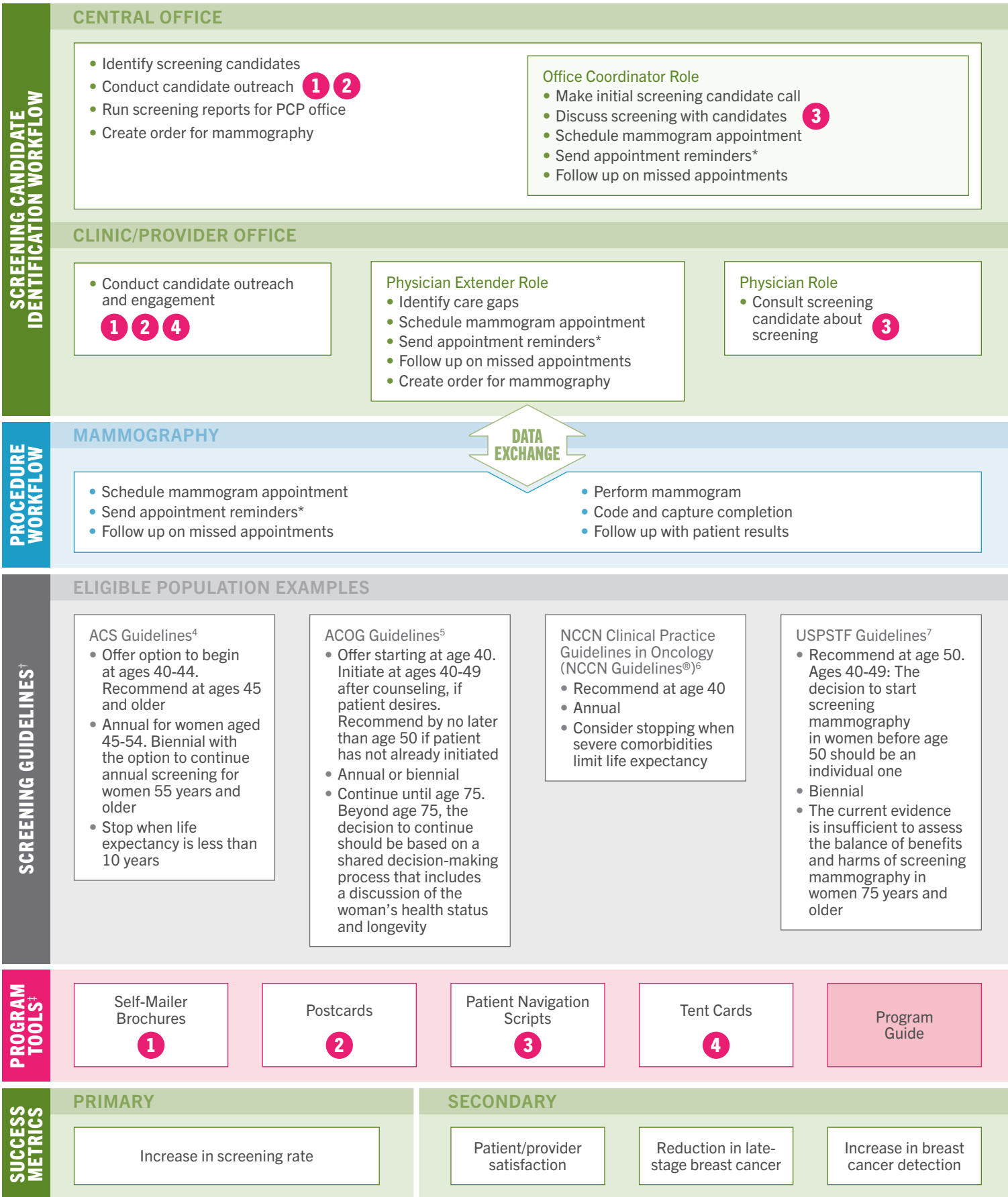
- Screening-candidate identification and procedural workflows
- Examples of breast cancer screening guidelines
- *What's Your Reason* program tools
- Metrics for gauging the success of your efforts



*What's Your Reason offers a number of useful tools and resources.*

*Visit <https://www.genentech-forum.com/programs-tools/reason-for-mammogram.html> to learn more and to download these tools for free.*

# BREAST CANCER SCREENING PROGRAM OVERVIEW



ACOG = American College of Obstetricians and Gynecologists; ACS = American Cancer Society; NCCN = National Comprehensive Cancer Network<sup>®</sup>; USPSTF = United States Preventive Services Task Force.

\*Leverage patient portals to send appointment reminders when possible/appropriate.

<sup>†</sup>Mammography screening guidelines are current as of October 2018.

<sup>‡</sup>Self-mailer brochures, postcards, and tent cards are available as culturally sensitive English- and Spanish-language versions for the Hispanic patient populations.

# Best Practices for Breast Cancer Screening

This section offers guidelines, suggestions, and tips that have been developed through pilot partnerships with other health systems to help optimize your breast cancer screening efforts. Use these best practices as a starting point for further discussion with your internal stakeholders.

## 1) Establish measurable goals

Setting measurable goals is an important component for a screening program's potential success. Start by deciding what you want to improve, measure your baseline, set a goal for improvement, and then measure progress toward your goal. Here are a few options to consider:

- Mammography screening rate\*
- Patient and provider engagement and satisfaction
- Improvements in patient outcomes (e.g., stage at diagnosis)

\*The Office of Disease Prevention and Health Promotion, U.S. Department of Health and Human Services, through its Healthy People 2020 initiative, has set a goal that 81.1% of eligible women between the ages of 50 and 74 receive a screening mammogram within the past 2 years by 2020.<sup>8</sup>

## 2) Align with key stakeholders

The success of a screening mammography program requires the coordination and engagement of many key stakeholders. It is helpful to gain alignment right from the start to define organizational objectives, identify challenges, define solutions, and optimize workflows. Examples of key stakeholders may include:

- Physician champion
- Quality director
- Medical director
- Oncology (or breast cancer) service line director
- Preventive programs coordinator
- Marketing director
- Electronic health record (EHR)/information technology lead
- Employer groups
- Health plans
- Call center
- Innovation center
- Mammography center
- Culturally specific coordinator, if applicable

### 3) Evaluate and remove operational barriers to screening

*What's Your Reason* provides recommendations to streamline efforts. Below you will find some common areas to consider:

- **Minimize unnecessary provider visits:** Refer patients directly to a screening facility without having to see a primary care provider to minimize the number of unnecessary doctor visits
- **Preauthorize screening mammograms:** Ensure that mammography centers have authorization to conduct mammograms ahead of patient appointments
- **Centralize identification of screening candidates:** Generate a process to identify screening candidates for all associated provider offices
- **Utilize support staff:** Consider assigning nonconsultative tasks to nonclinical staff. These tasks could include identifying appropriate candidates for screenings, flagging patient charts for screening consultation with a primary care provider, or generating referrals

### 4) Address the unique challenges and cultural barriers to breast cancer screening in certain subpopulations

For Hispanic women, for instance, a tailored approach was adapted from the proven *What's Your Reason for a Mammogram?* initiative to help:

- Increase awareness about mammograms among Hispanic women
- Educate Hispanic women about breast cancer and the importance of screening using culturally sensitive tools and resources
- Assist women in overcoming other sociocultural and financial barriers to getting screened

### 5) Leverage your EHR system

An EHR strategy is an essential component of coordinating your screening efforts. Here are some considerations for leveraging your EHR system to its highest potential:

- Evaluate how your EHR system can be used to identify appropriate screening candidates
- Review whether screenings are documented in paper records or unstructured fields in the EHR system. Then, if necessary, work with your EHR vendor to be able to capture screening completions in structured and searchable data fields
- Determine how orders for screening can be implemented into healthcare professionals' workflows in a way that is sustainable and standardizes reporting
- Ensure that all completed screenings are documented within structured EHR data fields

# Best Practices for Breast Cancer Screening (co

## 6) Analyze current screening workflows and establish formal processes

Alignment is critical to ensure success of the screening program. It is recommended that you identify any unique challenges that exist in your health system and formalize processes to ensure consistency. Items for consideration include:

- Data capture in the EHR system
- Authorizations for screening mammograms
- Patient communication including culturally sensitive materials where needed
- Timing of patient follow-ups after each touchpoint
- Mammography center referrals and scheduling
- Reimbursement

## 7) Use a central office coordinator

Various challenges can delay or prevent candidates from completing a screening mammogram. A centralized patient coordinator/navigator can help streamline efforts and alleviate confusion. Centralized tasks that may improve patient engagement include:

- Identifying and documenting candidates for screening mammography
- Initiating contact after identification through direct outreach or interactive voice response (IVR) calling
- Addressing screening candidate concerns through the use of compelling patient stories and/or anecdotes
- Tracking office visits and other touchpoints by monitoring centralized and shared EHR records
- Serving as the central “help desk” for screening candidates
- Reminding patients of upcoming appointments
- Following up with patients when provider visits are missed
- Running reports on outstanding referrals to mammography centers

## 8) Employ a consistent set of messages

It is important that information be presented in ways that are consistent and that the majority of potential screening candidates can relate to and understand. The *What's Your Reason* materials provide a set of messages that have broad applicability and can be reinforced during patient encounters. These messages are designed to optimize screening-candidate engagement and to overcome possible objections to screening.

The *What's Your Reason* Patient Navigation Scripts (see page 15 for both English and Spanish versions) provide direction for addressing questions or objections patients commonly have about breast cancer screening. It is important that healthcare professionals receive training in the *What's Your Reason* message platform to ensure consistent communication with patients.



Key Messages	Purpose
<p><b>All women are at risk for breast cancer<sup>9</sup></b></p> <p><b>Supporting messages:</b></p> <ul style="list-style-type: none"> <li>• In about 85% of breast cancer cases, there is no family history of the disease<sup>10</sup></li> <li>• [Screening guideline example] The American Cancer Society recommends women aged 45 and older should have regular mammograms. They also recommend women aged 40 to 44 should have an option to start annual mammograms. Women with a higher risk of breast cancer may need to begin screenings earlier<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Elevates understanding of a woman’s risk for breast cancer</li> <li>• Dispels the myth that breast cancer runs only in families</li> <li>• Appeals to the desire to stay in good health</li> </ul>
<p><b>Getting a mammogram may save your life<sup>11</sup></b></p> <p><b>Supporting messages:</b></p> <ul style="list-style-type: none"> <li>• According to the American Cancer Society, regular screening is the most reliable way to catch breast cancer early<sup>4</sup></li> <li>• According to the American Cancer Society, mammograms can help find breast cancer before you experience symptoms or feel a lump<sup>4</sup></li> <li>• 99% of women who get diagnosed with breast cancer at an early stage (when cancer is only in the breast) are alive 5 years after their diagnosis<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Provides a strong rationale for considering a screening mammogram as a way of maintaining good health</li> <li>• Positions screening as a way of discovering a potentially life-threatening disease at a stage when it can best be managed</li> <li>• Validates mammography as an effective screening tool if the patient indicates doubt about the sufficiency of a mammogram to detect cancer</li> </ul>
<p><b>There are many reasons to get a mammogram</b></p> <p><b>Supporting messages:</b></p> <ul style="list-style-type: none"> <li>• I get a mammogram to have a better chance at life</li> <li>• I get a mammogram to catch breast cancer early</li> <li>• I get a mammogram for my family</li> <li>• I get a mammogram for some peace of mind</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforces the importance of early detection</li> <li>• Creates awareness that regular screenings and early detection are important to the patient and her family</li> </ul>



# Process Workflows

The *What's Your Reason* process workflows offer a step-by-step framework to consider how best to operationalize a breast cancer screening program within your organization. The workflows highlight critical steps for making patient communication efficient, removing patient barriers, and minimizing physician burden. Refer to these workflows as a starting point to optimize your own screening program.

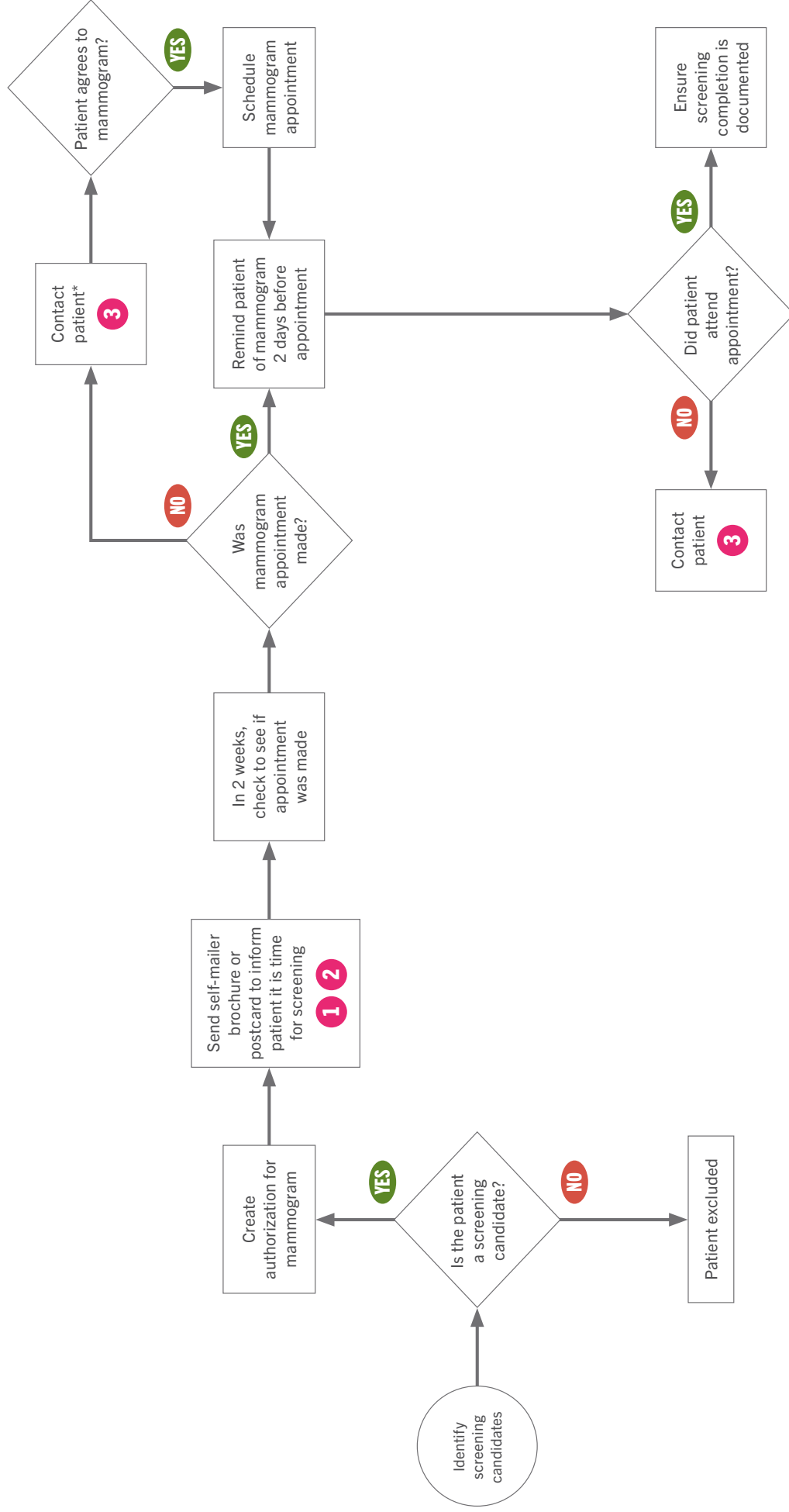
The **Centralized Process Workflow** (page 11) outlines steps a central office can take to streamline efforts and improve the chance that screening candidates follow through and complete a mammogram. Critical steps captured in this workflow are:

- Screening candidate identification
- Preauthorization or referral of appropriate candidates to a mammography center
- Screening candidate outreach
- Follow-up touchpoints with screening candidates

The **Clinic Process Workflow** (page 12) provides a series of tasks that can be considered to improve operational efficiencies, distribute workload within provider offices, and help to ensure that screening candidates are identified, contacted, and followed. Critical steps captured in this workflow are:

- Preventive screening eligibility assessment
- Breast cancer screening consultation
- Mammography appointment scheduling at the conclusion of the primary care visit
- Follow-up touchpoints to ensure that a mammogram is completed

# CENTRALIZED PROCESS WORKFLOW

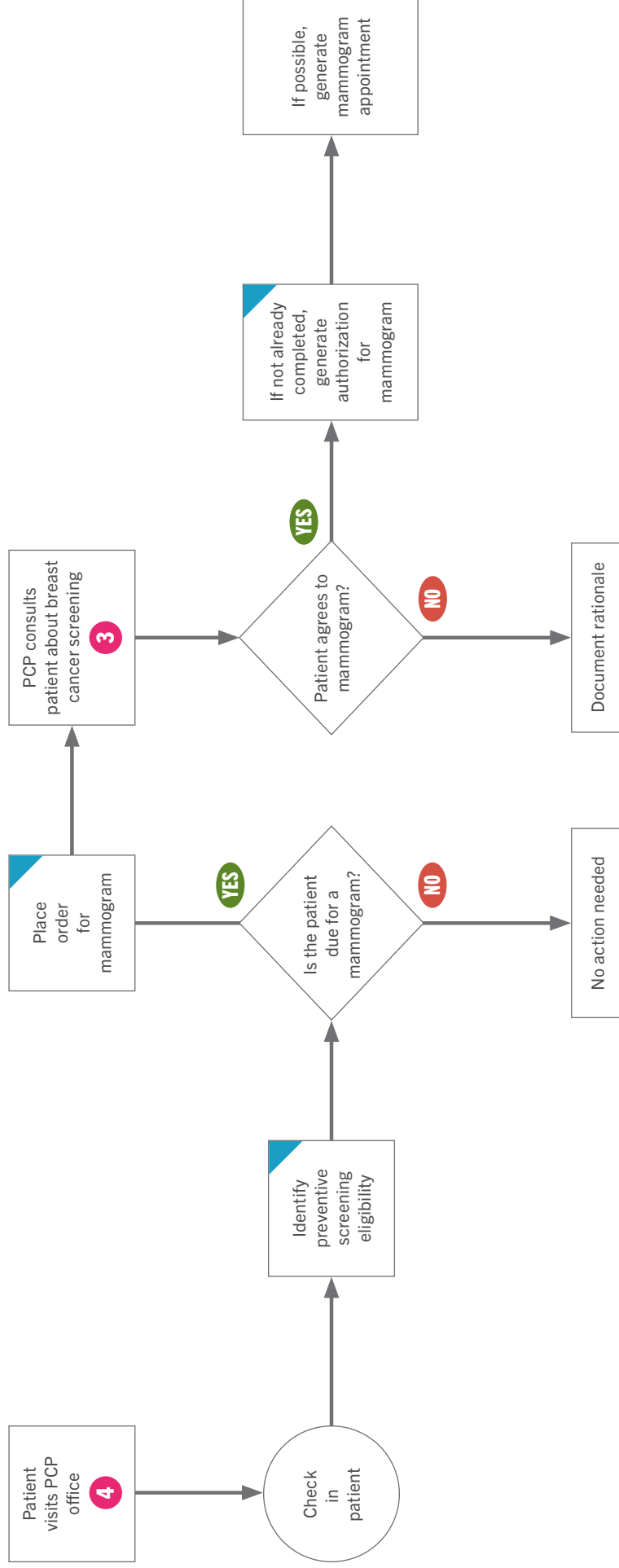


## PROGRAM TOOLS USED FOR CENTRALIZED PROCESS

- 1 Self-Mailer Brochures
- 2 Postcards
- 3 Patient Navigation Scripts

\*Call patient once per week for 3 weeks at different times of day. If patient cannot be reached, document in chart or EHR system.

# CLINIC PROCESS WORKFLOW



## PROGRAM TOOLS USED FOR CLINIC PROCESS

- 3 Patient Navigation Scripts
- 4 Tent Cards

Tasks potentially executed by MA.

Refer to your health system's EHR documentation for procedural details (i.e., documenting screening eligibility, placing mammogram orders, generating mammogram appointments, etc.)

# Program Tools

*What's Your Reason* offers a variety of tools and marketing resources to communicate the value of breast cancer screening to potential screening candidates in both non-Hispanic and Hispanic communities. The *What's Your Reason* brand and utilization of consistent messages are designed for optimal patient understanding and activation.

The tools listed below were developed to be used together at various points along the patient journey. Alternatively, because every organization will have its own unique screening program, these tools also can be used individually or to supplement an existing screening program.

On the following pages, you will find a description of each of the following tools, which are available for both non-Hispanic and Hispanic audiences:

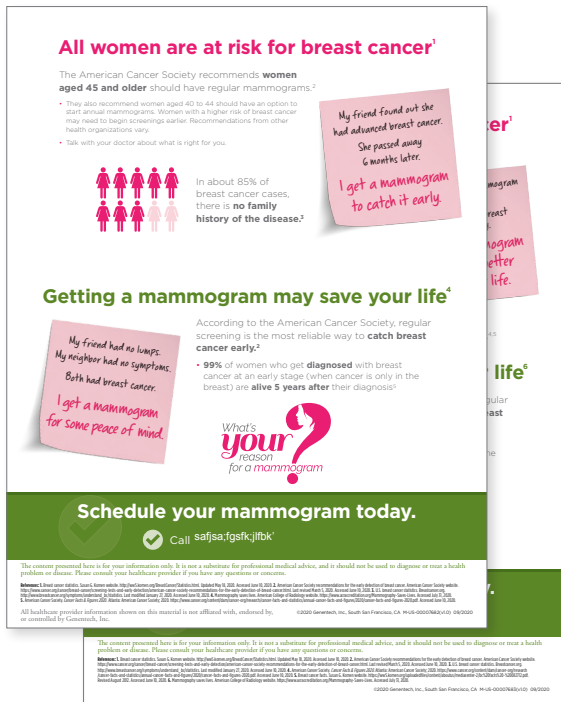
- Informational Self-Mailer Brochures
- Tent Cards
- Patient Navigation Scripts
- Postcards

Please note: The information included in these resources may be leveraged for other media applications (i.e., social or mass media).

Visit <https://www.genentech-forum.com/programs-tools/reason-for-mammogram.html> to learn more and to download these tools for free.

# Program Tools (continued)

Patient-facing tools described below include both English- and Spanish-language versions, which use



## Self-Mailer Brochures

These brochures can be printed on any high-quality color printer and mailed to appropriate screening candidates. These tools contain all of the key messages of the *What's Your Reason* initiative, presented in an engaging graphical format that emphasizes personal responses to the question, "What's your reason for a mammogram?" Both brochures offer customizable features to include organization-specific contact information.

The brochure is also available with culturally sensitive messaging specifically developed to address the needs and barriers to screening in the Hispanic population.

### Considerations for use

- Send directly to eligible screening candidates
- Provide a digital version to affiliated providers in your network to print and mail to patients
- Mail as a follow-up to reminder/recall notices for candidates who have not scheduled an appointment
- Use as a patient-education tool as required by quality measures, payer initiatives, or medical home certification programs



## Tent Cards

These freestanding informational display pieces may be placed in patient-accessible areas of providers' offices or on tabletops at outreach events using non-Hispanic and/or Hispanic versions, where appropriate. These tools provide succinct messages to patients about breast cancer risk and why they should get a regular mammogram, with the goal of increasing patient awareness about screening.

The tent cards can be customized to include your organization's contact information.

### Considerations for use

- Give to affiliated providers in your network for placement on tables, counters, or kiosks in waiting areas, cafeterias, or other central areas where potential screening candidates congregate
- Place on tables at health fairs, community events, or other public events

culturally sensitive messaging.

### Breast Cancer Screening Navigation Script

This document supports your conversations with breast cancer screening candidates. Development of the navigation script is based on field research, conducted with a diverse set of women, to identify common barriers to being screened for breast cancer. The navigation script is intended to help you convey the importance of breast cancer screening and address those barriers.


The goal of a conversation is to help ensure that eligible candidates will complete their breast cancer screening according to the recommendations set forth by your organization.

Please note that this resource is for informational purposes only and is not a substitute for medical advice. Please refer to your organization's guidelines when discussing breast cancer screening with patients and advise them to consult their healthcare providers for all medical advice or questions.

Please keep in mind that women may have various concerns ranging from simple educational needs to complex emotional fears. In addition, screening candidates will have varying levels of education and understanding about breast cancer and mammograms. You may find the following framework useful when answering questions:

- 1 Clarify** Ask questions to learn the nature of her concern/question to ensure that you are addressing her true concerns.
- 2 Empathize** Acknowledge that her question/concern is valid and express empathy (if applicable).
- 3 Respond** Respond to her question/concern with transparency and specificity. Consider relating a personal story about the importance of breast cancer screening to help connect with the screening candidate.
- 4 Schedule** After all her questions and concerns have been addressed, check if she has a mammogram appointment scheduled. If not, ask if you can assist her by scheduling a mammogram appointment for her at this time. If she still has concerns, a follow-up may be required at a later time.

Please note that the scripts provided here are not a comprehensive and final list of responses, but rather are intended to act as guidelines that can spur additional responses, depending on the specific scenario and screening candidate's concern.



## Patient Navigation Scripts

These documents help support conversations with breast cancer screening candidates, with the goal of ensuring that candidates receive a mammogram. Developed on the basis of research conducted with a culturally diverse set of women to identify common barriers to screening, these scripts help patient navigators convey the importance of breast cancer screening, alleviate fears, and dispel misconceptions. These scripts also address common objections and provide answers to common questions, such as those about breast cancer, screening, and the cost of a mammogram.

A script tailored to conversations with Hispanic breast cancer screening candidates is also available.

### Considerations for use

- Provide to patient navigators or screening program coordinators for use when communicating with screening candidates by phone
- Supply a digital version to affiliated providers in your network to help promote provider-patient conversations

### Schedule your mammogram today.

Call [Insert Phone Number]

Take care of yourself and your family. Get a regular mammogram for your daughter, granddaughters, and nieces by getting a regular mammogram. Call [Insert Phone Number]




## Postcards

These promotional mailers for patients are designed to boost awareness of the importance of breast cancer screening mammograms. These tools contain simple, succinct messages and a clear call to action to schedule a mammogram. The postcards contain customizable fields for the return address and a phone number.



A postcard directed to Hispanic women is also available.

### Getting a mammogram may save your life!

About 85% of breast cancer cases that have a family history of the disease are found when a woman gets a regular mammogram.

According to the American Cancer Society, regular mammograms can help women find out if they have breast cancer early!

Call [Insert Phone Number]

### Considerations for use

- Mail directly to screening candidates or furnish to affiliated providers in your network for distribution to screening candidates as appropriate
- Distribute to screening candidates after a consultation to reinforce messages or encourage follow-up

### Take care of yourself and your family.

Start a new tradition for your daughter, granddaughters, and nieces by getting a regular mammogram. Call [Insert Phone Number]

### Cuidece a usted misma y a su familia.

Inicie una nueva tradición para su hija, nietas y sobrinas realizándose una mamografía con regularidad. Llame al [Insert Phone Number]

Una mamografía puede salvar la vida. El 85% de los casos de cáncer de mama que tienen antecedentes familiares de enfermedad se encuentran cuando la mujer se realiza una mamografía con regularidad.

Según la Sociedad Americana contra el Cáncer, comenzar una tradición de chequeos regulares de cáncer de mama puede salvar la vida. El 85% de los casos de cáncer de mama que tienen antecedentes familiares de enfermedad se encuentran cuando la mujer se realiza una mamografía con regularidad.

¿Cuál es su motivo para hacerse una mamografía?





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