What's your reason for a mammogram

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. Despite advances in treatment, breast cancer remains the second-leading cause of cancer death among women in the United States. Cancer burden and mortality are also impacted by interrelated social, economic, cultural, environmental, and health system factors. For example, among Hispanic women, breast cancer is the number 1 cause of cancer death.

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. The 5-year survival rate among women diagnosed with localized disease is 99%. 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

![Graph showing survival rates: 99% for localized, 86% for regional, and 27% for distant disease.]

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.
# Table of Contents

**What’s Your Reason: Screening Program Overview** .......................... 4

**Breast Cancer Screening Program Overview** .......................... 5

**Best Practices for Breast Cancer Screening** .......................... 6

**Process Workflows** ................................................................. 10
  - Centralized Process Workflow ........................................... 11
  - Clinic Process Workflow .................................................. 12

**Program Tools** ................................................................. 13
  - Self-Mailer Brochures ..................................................... 14
  - Tent Cards ................................................................. 14
  - Patient Navigation Scripts .............................................. 15
  - Postcards ................................................................. 15

**References** ................................................................. 16
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](https://www.genentech-forum.com/programs-tools/reason-for-mammogram.html) to learn more and to download these tools for free.
**Central Office**

- Identify screening candidates
- Conduct candidate outreach
- Run screening reports for PCP office
- Create order for mammography

**Clinic/Provider Office**

- Conduct candidate outreach and engagement

**Physician Extender Role**

- Identify care gaps
- Schedule mammogram appointment
- Send appointment reminders*
- Follow up on missed appointments
- Create order for mammography

**Physician Role**

- Consult screening candidate about screening

**Mammography**

- Schedule mammogram appointment
- Send appointment reminders*
- Follow up on missed appointments
- Perform mammogram
- Code and capture completion
- Follow up with patient results

**Screening Guidelines**

<table>
<thead>
<tr>
<th>Guidelines</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS Guidelines</td>
<td>Offer option to begin at ages 40-44. Recommend at ages 45 and older. Annual for women aged 45-54. Biennial with the option to continue annual screening for women 55 years and older. Stop when life expectancy is less than 10 years.</td>
</tr>
<tr>
<td>ACOG Guidelines</td>
<td>Offer starting at age 40. Initiate at ages 40-49 after counseling, if patient desires. Recommend by no later than age 50 if patient has not already initiated. Annual or biennial. Continue until age 75. Beyond age 75, the decision to continue should be based on a shared decision-making process that includes a discussion of the woman’s health status and longevity.</td>
</tr>
<tr>
<td>USPSTF Guidelines</td>
<td>Recommend at age 50. Ages 40-49: The decision to start screening mammography in women before age 50 should be an individual one. Biennial. The current evidence is insufficient to assess the balance of benefits and harms of screening mammography in women 75 years and older.</td>
</tr>
</tbody>
</table>

**Program Tools**

- Self-Mailer Brochures
- Postcards
- Patient Navigation Scripts
- Tent Cards
- Program Guide

**Primary Success Metrics**

- Increase in screening rate

**Secondary Success Metrics**

- Patient/provider satisfaction
- Reduction in late-stage breast cancer
- Increase in breast cancer detection

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

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

†Mammography screening guidelines are current as of October 2018.

‡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.

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.

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*What’s your reason for a mammogram?*
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

<table>
<thead>
<tr>
<th>All women are at risk for breast cancer¹⁰</th>
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<tbody>
<tr>
<td><strong>Supporting messages:</strong></td>
</tr>
<tr>
<td>• In about 85% of breast cancer cases, there is no family history of the disease¹⁰</td>
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<tr>
<td>• [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 earlier⁴</td>
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<table>
<thead>
<tr>
<th>Getting a mammogram may save your life¹¹</th>
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<tr>
<td><strong>Supporting messages:</strong></td>
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<tr>
<td>• According to the American Cancer Society, regular screening is the most reliable way to catch breast cancer early⁴</td>
</tr>
<tr>
<td>• According to the American Cancer Society, mammograms can help find breast cancer before you experience symptoms or feel a lump⁴</td>
</tr>
<tr>
<td>• 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 diagnosis³</td>
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<table>
<thead>
<tr>
<th>There are many reasons to get a mammogram</th>
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<tbody>
<tr>
<td><strong>Supporting messages:</strong></td>
</tr>
<tr>
<td>• I get a mammogram to have a better chance at life</td>
</tr>
<tr>
<td>• I get a mammogram to catch breast cancer early</td>
</tr>
<tr>
<td>• I get a mammogram for my family</td>
</tr>
<tr>
<td>• I get a mammogram for some peace of mind</td>
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### Purpose

<table>
<thead>
<tr>
<th>Elevates understanding of a woman’s risk for breast cancer</th>
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<tbody>
<tr>
<td>• Disperses the myth that breast cancer runs only in families</td>
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<tr>
<td>• Appeals to the desire to stay in good health</td>
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<table>
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<tr>
<th>Provides a strong rationale for considering a screening mammogram as a way of maintaining good health</th>
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<tr>
<td>• Positions screening as a way of discovering a potentially life-threatening disease at a stage when it can best be managed</td>
</tr>
<tr>
<td>• Validates mammography as an effective screening tool if the patient indicates doubt about the sufficiency of a mammogram to detect cancer</td>
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<tr>
<th>Reinforces the importance of early detection</th>
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<tr>
<td>• Creates awareness that regular screenings and early detection are important to the patient and her family</td>
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</table>
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
In 2 weeks, check to see if appointment was made.

Create authorization for mammogram.

Send self-mailer brochure or postcard to inform patient it is time for screening.

In 2 weeks, check to see if appointment was made.

Was mammogram appointment made?

Remind patient of mammogram 2 days before appointment.

Schedule mammogram appointment.

Contact patient*

Patient agrees to mammogram?

Identify screening candidates.

Is the patient a screening candidate?

Patient excluded.

YES

YES

YES

YES

NO

NO

NO

YES

YES

YES

YES

NO

NO

NO

YES

Contact patient

Did patient attend appointment?

Ensure screening completion is documented.

Patient excluded.

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.

REFER TO CLINIC PROCESS WORKFLOW FOR SPECIFIC DETAILS
PCP consults patient about breast cancer screening

Identify preventive screening eligibility

If possible, generate mammogram appointment

If not already completed, generate authorization for mammogram

Patient visits PCP office

Place order for mammogram

PCP consults patient about breast cancer screening

Is the patient due for a mammogram?

Patient agrees to mammogram?

If not already completed, generate authorization for mammogram

If possible, generate mammogram appointment

Check in patient

Identify preventive screening eligibility

No action needed

Document rationale

Program tools used for clinic process:

- Patient Navigation Scripts
- Tent Cards

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](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 different imagery and messages tailored to the language.

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.

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.

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
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

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.

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
References


