

# Applications of Psychological Clinical Science in Industry


Lauren A. Lee, PhD  
Vice-President, Clinical Product and Content Development

University of Arizona - Department of Psychology  
3/24/23



# A Moment of Headspace





*And you may find yourself living in a shotgun shack  
And you may find yourself in another part of the world  
And you may find yourself behind the wheel of a large automobile  
And you may find yourself in a beautiful house, with a beautiful wife  
And you may ask yourself, "Well, how did I get here?"*

*- The Talking Heads, 'Once in a Lifetime'*

# Questions to guide today's talk

- How did I get here?
- When/why did I pivot into industry?
- What skills, personal characteristics, and behaviors are necessary to succeed in industry?
- In what ways did academic and professional training help develop those skills, personal characteristics, and behaviors?



# Disclaimer

What I present today is not intended to communicate 'how-to' transition into industry, nor is it meant to suggest there is a blueprint for doing so.

My experience will not be your experience, and underpinning my own journey is socioeconomic privilege, good timing, and an enormous amount of luck.

At the same time, these two philosophies have powered my personal decision making and are the themes underlying my journey:

- Trust the process
- Treat every role as though it is paid internship

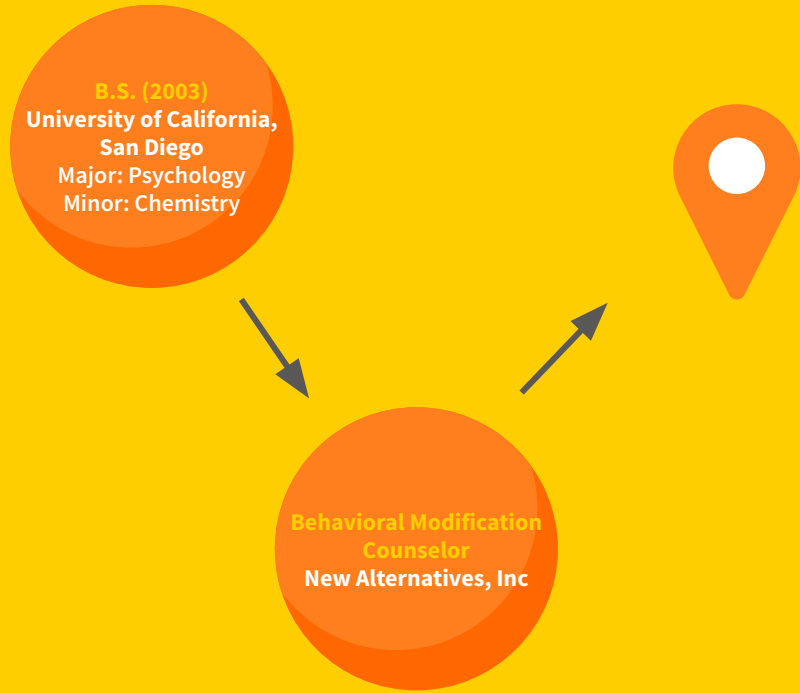
# The Academic Path



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# The Academic Path



**Honors Thesis:** *Self-Control in an Iterated Prisoner's Dilemma Game*

**Advisor/Mentor:** Edmund Fantino, PhD

**Academic Concentration:** Behavioral & Social Psychology

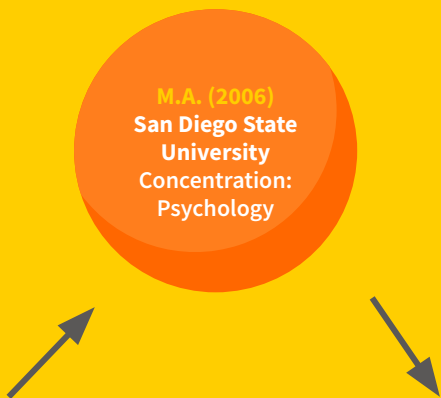
**Area of Focus:** Behavioral modification through positive reinforcement and token economy

**Takeaway:** Interventions for youth focused solely on behavior in this setting were reactive, not responsive, and lacked focus on mechanisms of prevention. Also, I learned I could not emotionally decouple myself from my work when the population was child/adolescent focused.

# The Academic Path



# The Academic Path



**Masters Thesis:** *Eating Disorders and Social Comparisons in Everyday Life*

**Advisors/Mentors:** Linda Gallo, Ph.D. & Jean Twenge, Ph.D.

**Academic Concentration:** Social & Clinical Psychology

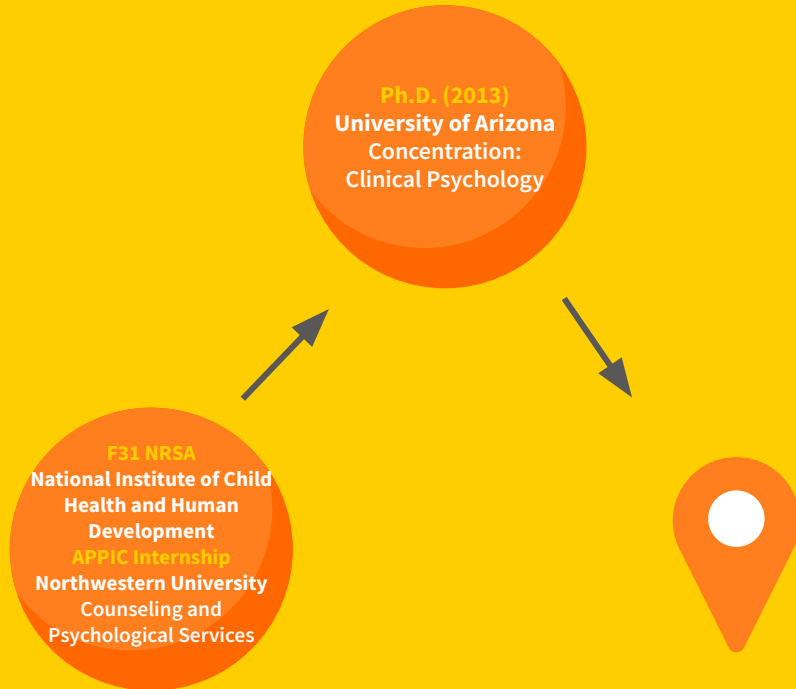
**Areas of Focus:** Measurement over time, ecological momentary assessment, attachment as a socially-focused moderator of psychopathology, emerging technology to facilitate research

**Takeaway:** Individual differences are critical for understanding between-person associations with psychopathology, but measuring within-person (i.e. intraindividual) variation is necessary to understand how the psychosocial environment influences the trajectory of change

# The Academic Path



# The Academic Path



**Dissertation:** *The Social Context of Social Loss: Interpersonal Mediators and Moderators of Emotional Adjustment to a Romantic Breakup*

**Advisors/Mentors:** David Sbarra, PhD, John J.B. Allen, PhD, Matthias Mehl, PhD & Michael Rohrbaugh, PhD

**Academic Concentration:** Social & Clinical Psychology

**Areas of Focus:** Adult attachment style, close relationships, romantic dissolution & divorce, longitudinal assessment, internet mediated research, mechanisms of action, mediation analysis, multilevel modeling

**Applications:** HTML, deepening interest in applying research to clinical practice, love of supervision, mentorship, & leadership

**Takeaway:** The academic path was not for me, being able to pursue it, was insufficient rationale to pursue it. My focus now was clinical practice.

## SKILLS

Scientific Method  
Multimethod Research  
Data Analysis  
Academic & Technical Writing  
Grant Application Process  
Study Design  
Research Ethics  
Deductive Logic and Reasoning

## CHARACTERISTICS

Curiosity  
Desire to Learn for the Sake of Learning  
Stewardship  
Hunger for Innovation  
Rigor and Ethics in Research  
Challenge the Status Quo  
Resilience

## BEHAVIORS

Managed Research Lab  
Mentored Undergraduate &  
Graduate Students  
Developed Coding Skills  
Novel Data Collection for Dissertation  
Learned and Applied Advanced  
Statistics

# The Academic Path



# Crossroads



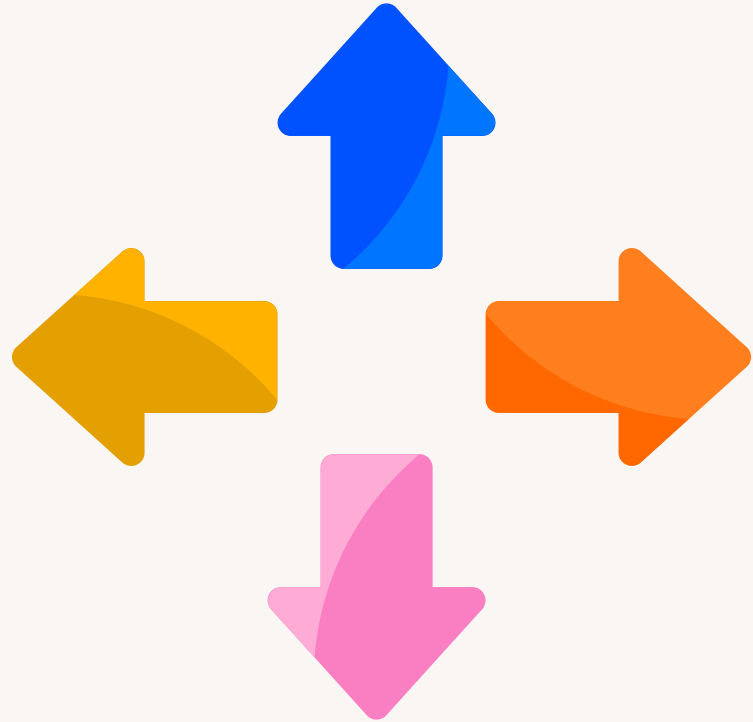
# Crossroads

**8/2013:** Post Doc begins

**2/2014:** Approved for EPPP

**4/2014:** Sat for EPPP

**5/2014:** Passed EPPP



# Crossroads

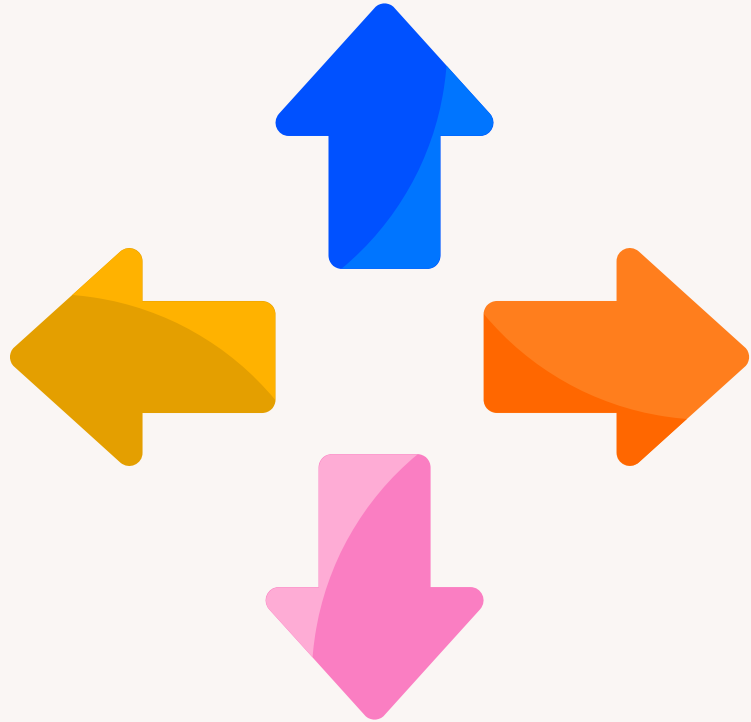
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**Am I sure Clinical Practice is for me?**



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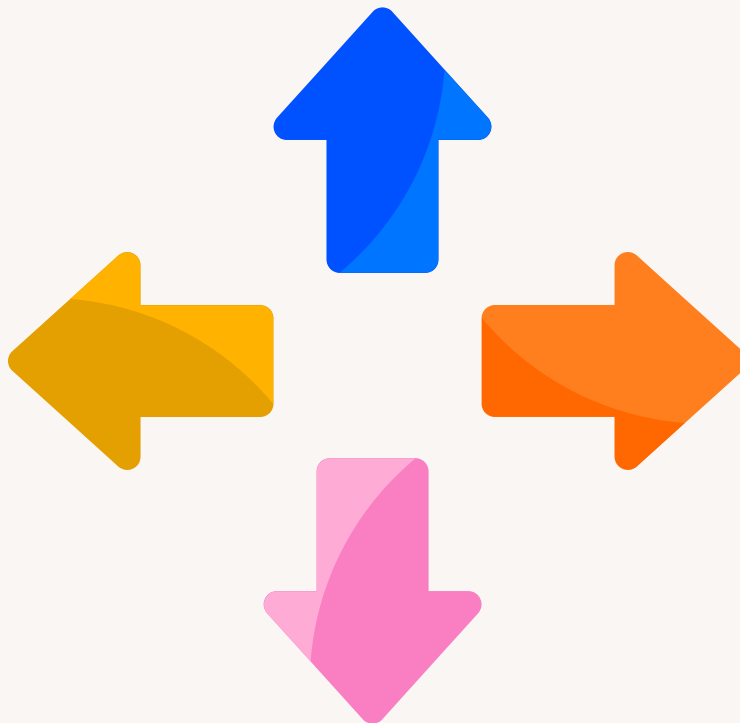
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**Am I sure Clinical Practice is for me?**

**6/2014:** Apply for Clinical & Industry Roles

**6/2014 - 8/2014:** Interview with FAANG\* companies for Data Science + User Experience research roles, 0 job offers



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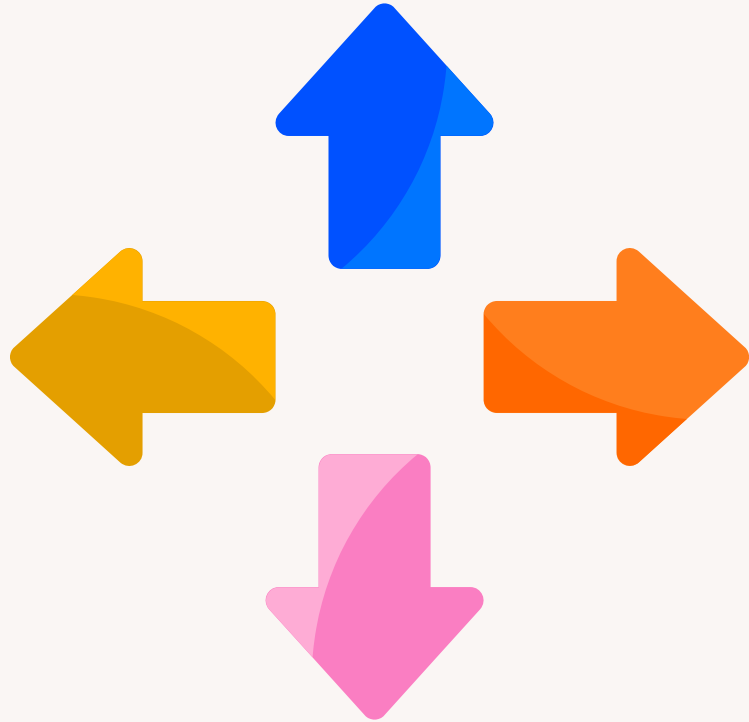
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**Guess it'll have to be!**



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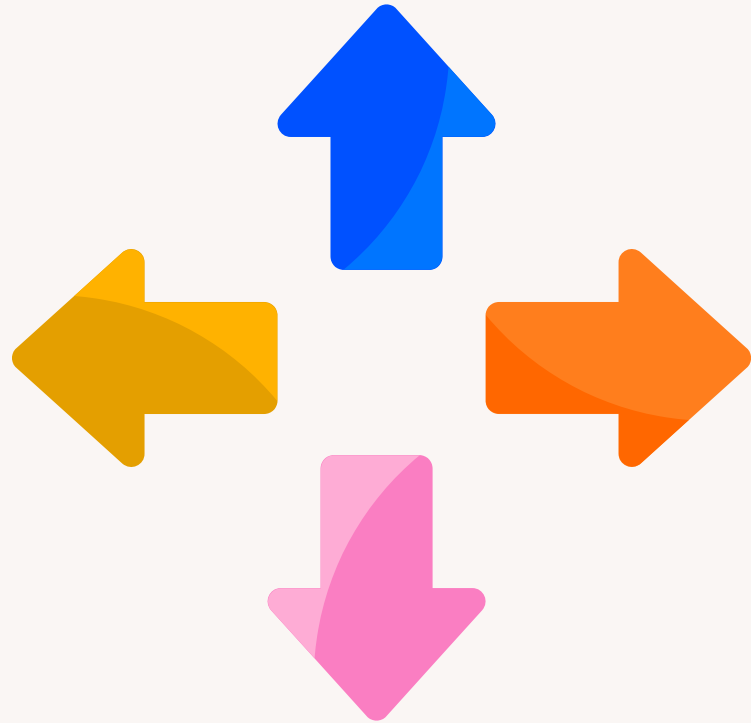
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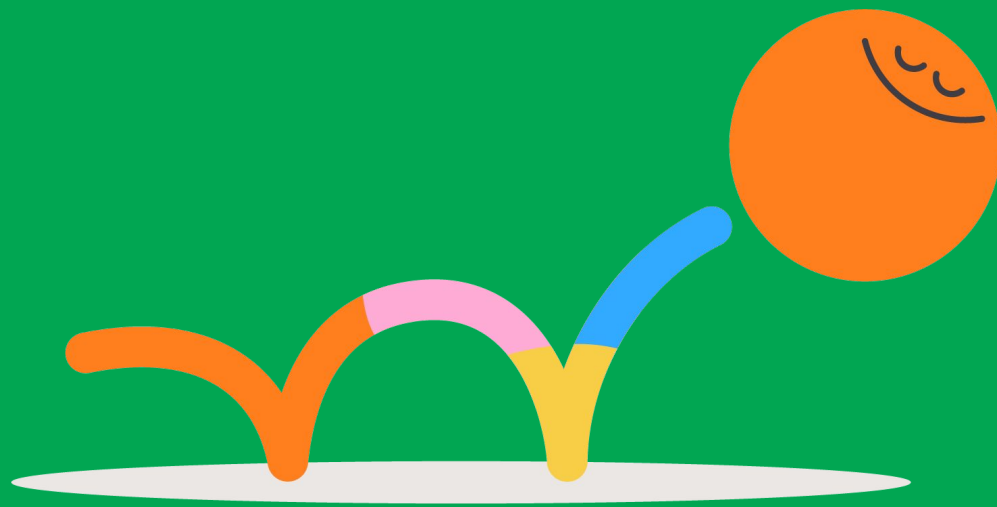
**Guess it'll have to be!**

**9/2014:** Sat for and Passed CPLE

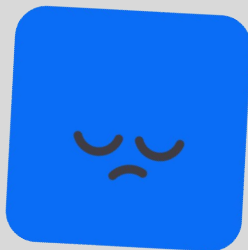
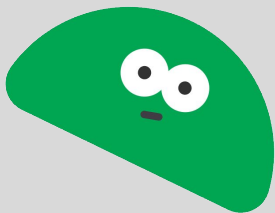
**10/2014:** Accepted role at Stanford University establishing counseling function specializing in relationship violence, sexual assault and Title IX violations



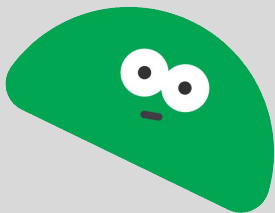
But wait, there's more . . .



# Crossroads II



# Crossroads II



I tried the traditional path, then the alternative to traditional path, but neither are for me

## SKILLS

Clinical Program Development  
Higher Education Administration  
Community Engagement & Outreach  
EMR Platform Development/Maintenance  
Student Affairs Diplomacy  
Compliance and Legal Regulations

## CHARACTERISTICS

Self-Awareness  
Self-Compassion  
Trust Intuition  
Agency  
Intrinsically Motivated  
Grit  
Confidence

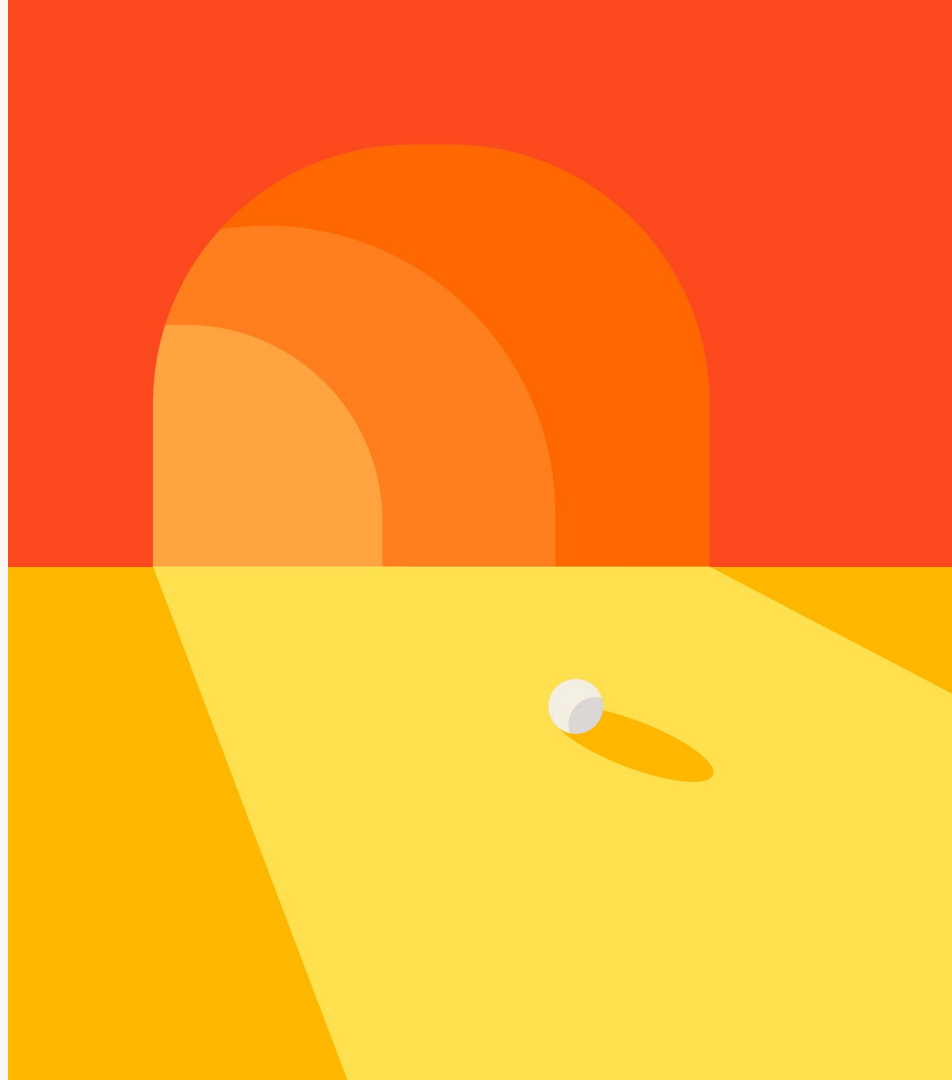
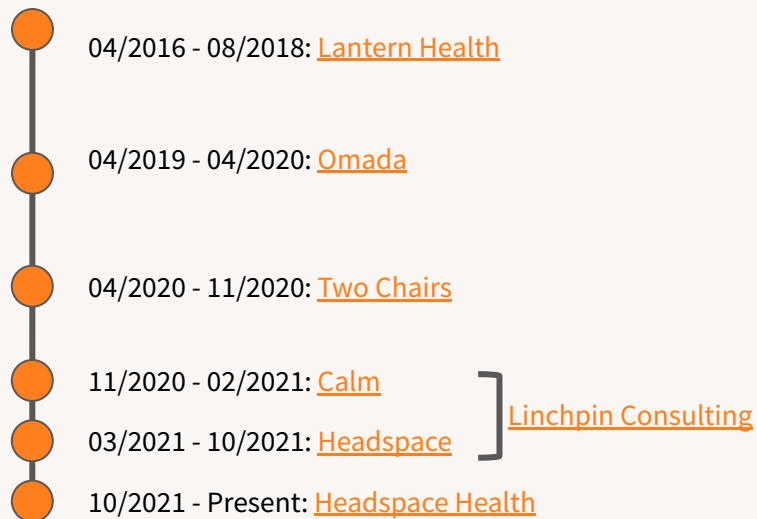
## BEHAVIORS

Advocated for Clients/Students  
Set Professional Boundaries  
Terminated Employment Voluntarily  
Allowed Myself to 'Fail'  
Abandoned the Sure Path for . . .

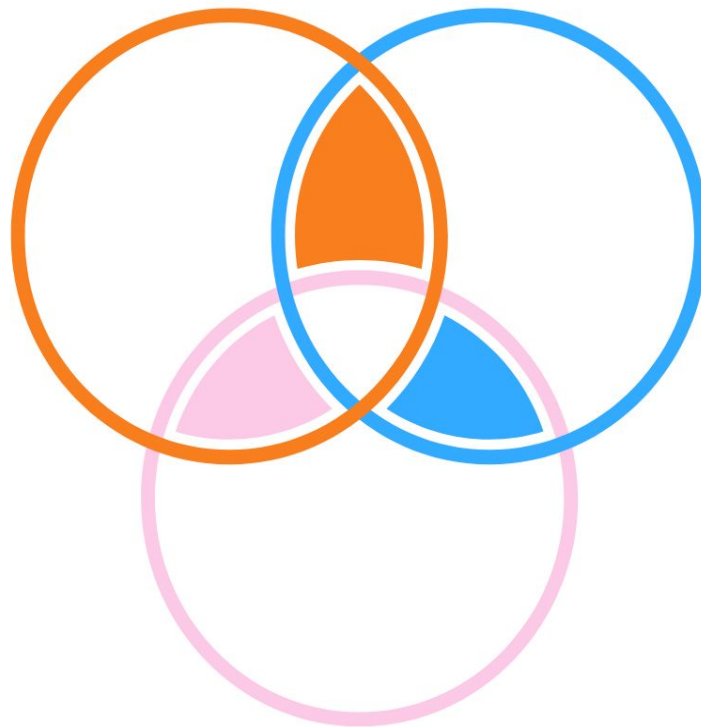
# My Own Path



# Industry Timeline

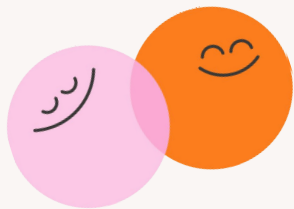


**Digital Mental  
Health Strategy**



**Mental Health  
Service Operations**

**Clinical Product  
Development**



## Mental Health Service Operations

1. Lantern
2. Omada
3. Calm
4. Headspace



## Clinical Product Development

1. Lantern
2. Omada
3. Two Chairs
4. Headspace
5. Headspace Health



## Digital Mental Health Strategy

1. Lantern
2. Omada
3. Two Chairs
4. Calm
5. Headspace
6. Headspace Health

## SKILLS

Strategic Thinking

Operational & Information Flow Diagramming

Analytic & Database Code

Finance and Budget

People Leadership & Performance Management

Hypothesis Driven Innovation

Human Centered Design

Scrum & Agile Product Development

Customer/Client Management

## CHARACTERISTICS

Assertiveness

Direct, clear & concise communication

Active Listening

Humility

Intentionality

Thoughtfulness

Synthesis - Gestalt

Operate at Appropriate Altitude

Decisiveness

## BEHAVIORS

Champion the Member Experience

Make Data-driven Business Decisions

Focus on the System, not the People

Model Transformational Behaviors

Pursue Harder but Greater Impact Paths

New Information/Data = New Decisions

Translate Expertise into Actionable Insights

Make Complex Concepts Real-Terms

## SKILL

## INDUSTRY ANALOGS/APPLICATIONS

<b>Scientific Method</b>	Hypothesis Driven Innovation	Data-driven Decision Making	Strategic Planning and Vision
<b>Multimethod Research</b>	User Experience Research	Outcomes and Evaluation Research	Product Development Research
<b>Study &amp; Protocol Design</b>	Service Operations	User Experience Research	External Principal Investigator
<b>Academic &amp; Technical Writing</b>	Scientific Affairs & Healthcare Writing	Research Scientist	Content Creation/Development
	Project-based publication and white paper development		
<b>Research &amp; Professional Practice Ethics</b>	Research program development	Professional practice policies and operations	Compliance and regulatory oversight

## SKILL

## INDUSTRY ANALOGS/APPLICATIONS

<b>Statistical &amp; Analytic Proficiency</b>	Data Science	Data Engineering	Product Management
	Research & User Research		
<b>Clinical Program Development</b>	Clinical Product Development	Digital Therapeutics	Content - Provider Services
<b>Research Lab Management</b>	Talent Acquisition	People Leadership & Performance Management	Finance & Budget
<b>Teaching &amp; Public Speaking</b>	Community Engagement	Internal Subject-Matter Expert	Customer/Client Management
	Sales & Contracting		
<b>Direct Clinical Service</b>	Direct Clinical Service	Service Operations	Model of Care Creation
	Measurement-Based Care	Value-Based Care	

# Science at Headspace Health

# Headspace Health Science Team

The integrated team consists of 8 multidisciplinary experts across clinical psychology, behavioral science, health psychology, epidemiology, public health, neuroscience and more. We have 6 PhD-level scientists, 1 scientist with a Masters in Public Health (MPH), and 1 PhD-level trainee.



# 2 Pillars

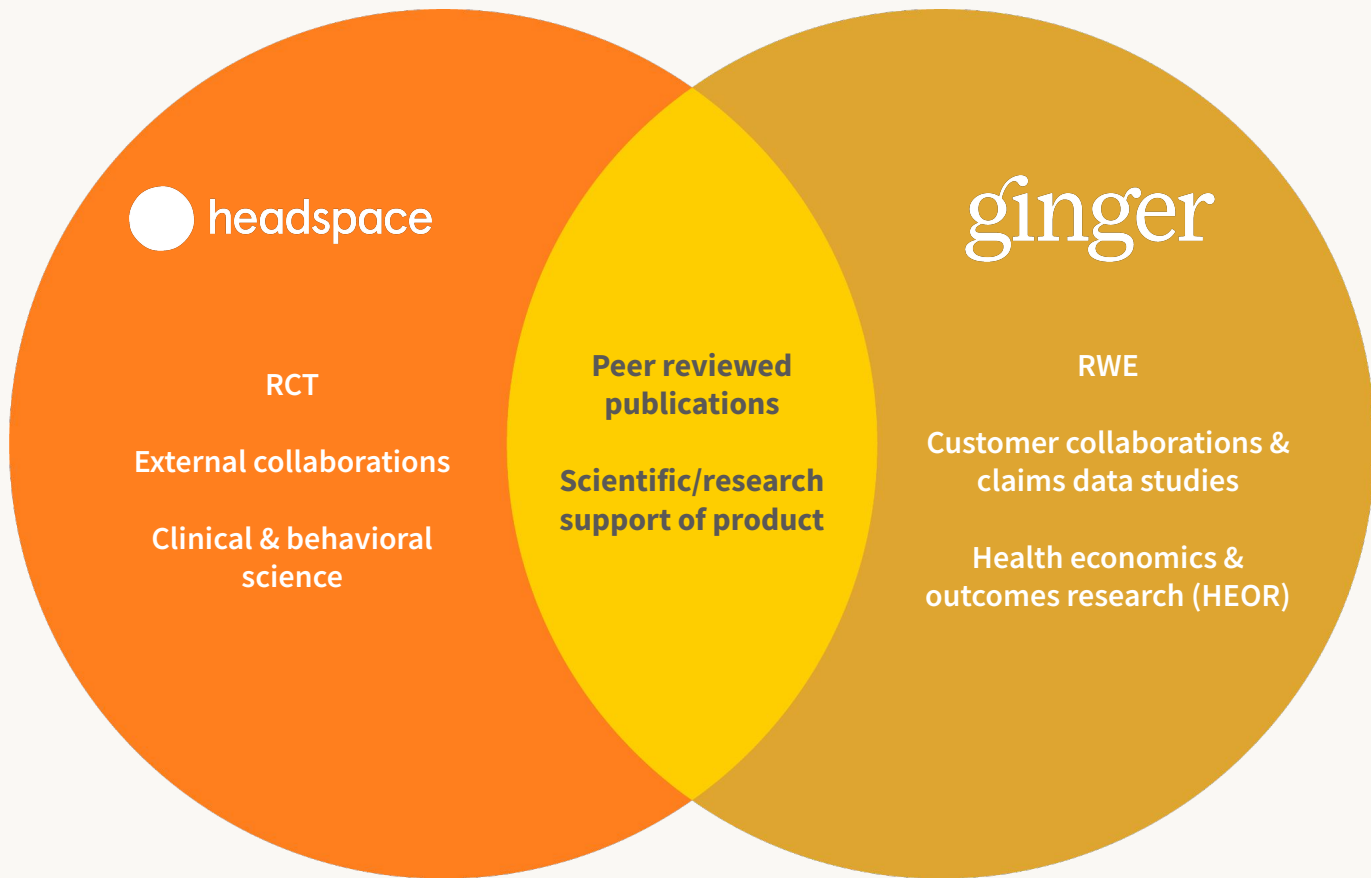
## Research & Evaluation

Focus is on evidence generation and ensuring Headspace Health's brand as an evidence-based product and service is maintained in high-regard. We accomplish this through RCT and RWE research initiatives, that are predominantly supported by external research partnerships (HS) and internal studies about the effectiveness and ROI of our services (Ginger)

## Clinical Product

We provide guidance leveraging research, behavior science and clinical expertise to product, care and operations projects. Clinical Product Specialists apply principles of behavior science, evidence-based interventions and practices from clinical science, and cutting-edge research about implementation science to formulate a POV and foundation upon which HSH products are developed.

# Research & Evaluation



# Internal Research

- Informing product development recursively and proving efficacy and effectiveness
- Examples:
  - Emotion regulation study
  - Stress Program

# External Research

- Collaborations with academic researchers to support and advance the scientific field in mental health & mindfulness as well as Headspace's evidence generation

**50+**  
Peer-  
reviewed  
studies



**50+**  
Publications  
in progress



**65+**  
Research  
Collaborators



# External Research Collaborator Pipeline

### Headspace Research Collaboration Proposal Submission

Thank you for your interest in collaborating with Headspace on your research study. In order to use Headspace in any research project, we require a formal review of your research proposal as outlined in the Headspace [Terms and Conditions](#) (Section 4.4). You may not use Headspace products for any purposes related to scientific research, analysis or evaluation of the Products without explicit consent from Headspace.

Proposals are reviewed on a quarterly basis. Decisions for approval or rejection will be sent out on the first week of each quarter (e.g. Proposals submitted between Jan 1-March 14 will be given decisions in the first week of April). If your proposal is not accepted for this cycle, you are able to re-submit your proposal during the next cycle.

emily.hu1@headspace.com [Switch account](#) 🔗 Draft saved

The name and photo associated with your Google account will be recorded when you upload files and submit this form. Your email is not part of your response.

**\* Required**

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#### PI/Study Team Information

Please provide the following information about the PI/study team for the proposed research study.

---

Please provide the name of the Lead Investigator/PI below: \*

Your answer

### Research Proposal Evaluation Guide

This guide is intended to be used by the reviewer to score research proposals based on key criteria. Submit your scores for each research proposal using the Google form version of this guide. Benchmarks of scores can be found [here](#).

	Poor	Satisfy	Outs
	1	2	3
<b>RESEARCH</b>			
<b>Research Question</b>			
Does the proposed research present new and original ideas?	1	2	3
Does the research have the potential for significant scientific breakthroughs and impact?	1	2	3
<b>Content Focus</b>			
Does the research focus on a component of Headspace content for which Headspace has little or no existing findings?	1	2	3
<b>Population</b>			
Does this population represent groups that would help amplify our goal of increasing DEIB?	1	2	3
<b>Outcomes</b>			
Are the outcomes of interest considered objective measures (e.g. HRV, actigraphy)?	1	2	3
Are the outcomes of interest considered novel or address a research priority of Headspace?	1	2	3
<b>Methods</b>			
Does the proposed study design allow for researchers to appropriately answer the research question?	1	2	3
Are the proposed measures validated and suitable for this study?	1	2	3
Do the power calculations support the proposed N and make sense for the study design and research question?	1	2	3
Is the statistical plan appropriate for addressing the research questions?	1	2	3

### Headspace Study Update

Hello Research Collaborators -

Please complete this form to provide an update regarding our research collaboration. If we have more than one project together, please complete one form for each project. Completion of the form should take no longer than 5 minutes.

We thank you in advance and look forward to our continued work together!

emily.hu1@headspace.com [Switch account](#) 🔗

The name and photo associated with your Google account will be recorded when you upload files and submit this form. Only the email you enter is part of your response.

**\* Required**

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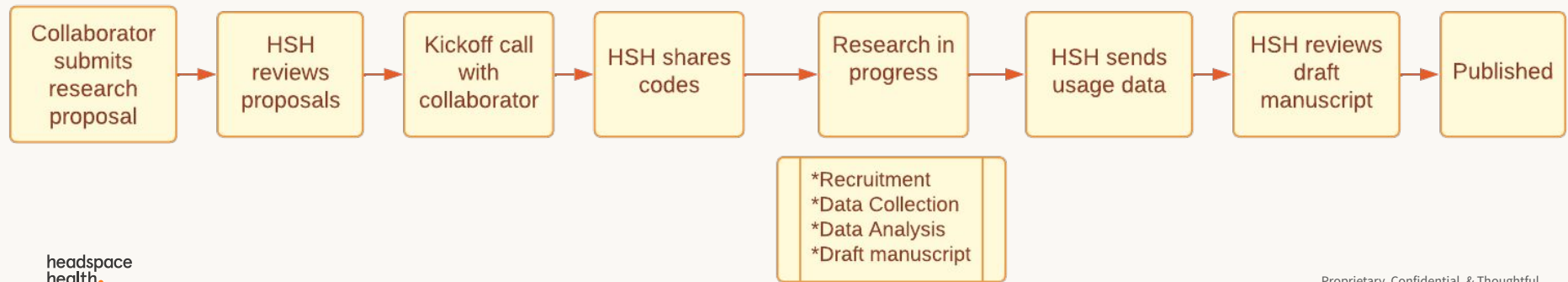
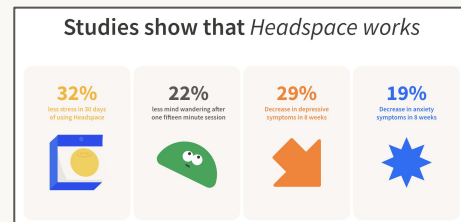
Email \*

Your email

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Name of Principal Investigator \*

Your answer



# Scientific Advisory Board

Provide ongoing feedback on research projects, product and clinical offerings, and long-term strategy



**Dr. Andrew Nierenberg**



MASSACHUSETTS  
GENERAL HOSPITAL



**Dr. Charlotte Owens**



**Dr. Stephen Schueller**

**UCI** University of  
California, Irvine



# Clinical Product

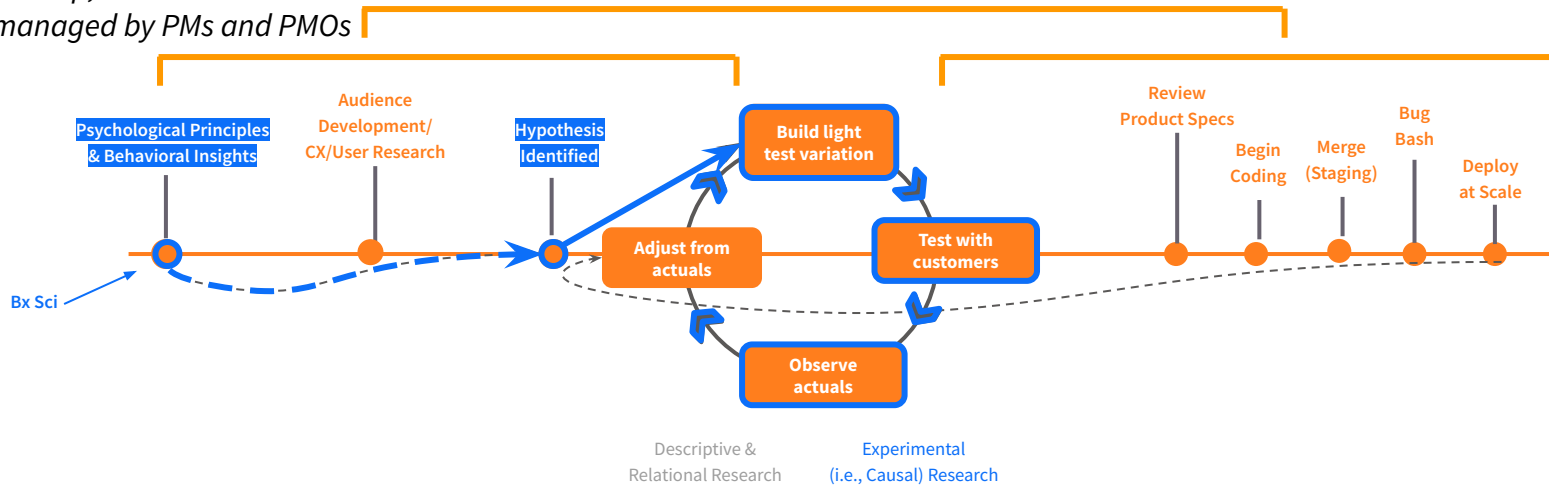
# Role of Clinical Product in Dev Process

**Discovery**  
🧠 What to test

**Define**  
🔍 Ready to test

**Development**  
🚧 Ready to build

3 phases overlap;  
handoffs managed by PMs and PMOs



Who:

## Integrated Research Team

Design Research, **Science**,  
Audience Development, Data

## Cross Functional Team

Design Research, **Science**, Content,  
Brand, Copy, Product, Design, and  
Engineering

## Hyper Focused Engineering Team

# Thank you

Special acknowledgement to the University  
of Arizona Library Gerber Endowment

