

Accelerating Insights to Impact: Best Practices for Medical Insights

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BUSINESS
NETWORKING
SOCIAL NETWORK
TECHNOLOGY
HEALTH
INNOVATION
ECONOMY

Disclaimer



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Introductions



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kernel



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Overview & what you will learn



- Role of Medical Affairs
- What are insights
- How they are generated
- How to overcome common challenges

The Role of Medical Affairs

Key business & strategy partner

Medical Affairs now has a seat at the strategy table



From support role to key strategic partner



1960s

First MSL team established. Served as a support function to sales and marketing.

2000s

Increased regulation & changing healthcare landscape causes the role of Medical Affairs to evolve.

Today

Now viewed as a key strategic partner.
How does Medical Affairs continue to justify its existence?

Medical Affairs has a unique position to generate value



People



Process



Tools

External
engagement &
sharing insights
are key

Insights

What are insights & where do they come from?

What is an insight?



A discovery that informs
Medical Strategy

- SOMETHING NEW
- CHANGES THE WAY THE ORGANIZATION THINKS
- IS ACTIONABLE

Examples of insights



DISCOVERING NEW INDICATIONS

Learning that HCPs would also prescribe for additional stages of the disease



IMPROVING PATIENT EXPERIENCE

Creating educational resources in Spanish for areas with Spanish speakers



ENSURING SUCCESSFUL LAUNCH

Providing patient journey info to Commercial for effective messaging & cost savings





Where do insights come from?

Scientific exchange between
HCPs, payers, Med Info,
researchers and MSLs

How to identify insights

rt Format Tools Data Window Help				
AZ Medical CRM Insights TA_Onc_RES_Treatment.xlsx				
ts SmartArt Formulas Data Review				
OLOGY				
	B	C	D	E
	Insight Summary	Insight	Insight Category (clean)	Insight Subcategory
	ESE WAS WONDERIN	Reactive to discuss NCCN guide	Guidelines	Treatment Guidelines Of
	TREATMENT DURA	ESE stated that one of the mos	Scientific Data	Current data gaps Of
	CLL CLINICAL TRIAL I	ESE is interested in participatin	Scientific Data	Pipeline Of
	SEQUENCING TA	ESE thinks that since few pa	Treatment	Line of Therapy Of
	CIT IN CLL	ESE stated that the role of C	Treatment	Line of Therapy Of
	WHAT CLL PATIENT	In a follow up discussion afte	Treatment	Line of Therapy Of
	DIFFERENCE BE	ESE stated on a webex (Ne	Treatment	Patient Adherence/C Of
	PRICE WILL BE D	ESE stated that toxicity will b	Treatment	Line of Therapy Of
	THOUGHTS ON DELI	The clinical site sees mostly sol	Clinical Operations	Issue Management/Si Of
	ESRSTATUS	AVO Protocol DFCI SOC approv	Clinical Operations	Study Protocol Of
	CHANGE OF PERSON	ESE stated that the previous sti	Clinical Operations	Issue Management/Si Of
	DISCUSSION OF PHA	Has not yet gotten study drug.	Clinical Operations	Issue Management/Si Of
	TOXICITY MANAGEM	Management of Toxicities As	Environment	Healthcare Landscape Of
	CLL AND AGENT ORA	ESE stated that CLL associated	Environment	Disease Awareness/E Of
	HCL	2-3 HCL patients per clinic (2 cl	Environment	Key Account Of
	HCL CENTER OF EXCI	Clive Zent, MD is tracking up to	Environment	Key Account Of
	PHYSICIAN PERCEPT	MD interested in meeting to re	Environment	Key Account Of
	IBRUTINIB IN CLL	At Mayo, 1/3 of CLL patients or	Environment	Competitor Landscap Of
	HCL TRIALS	Typically will see 1-5 HCL (TN a	Environment	Competitor Landscap Of
	UNIV. NEW MEXICO	The following information was	Environment	Collaborations Of
	HCL HEOR/RWE	MD following cohort of 35 pati	Environment	Collaborations Of
	R/R CLL SOC	MD states that Murano data w	Guidelines	KOL Recommendation Of
	PARTICIPATION IN A	ESE followed up from a request	Guidelines	KOL Recommendation Of
	CLL TREATMENT LAN	ESE stated that they us ibrutinib	Guidelines	Treatment Guidelines Of
	HAS PATIENT THAT I	Has patient that is out of remis	Patient Access	Continuity of Care Of
	ACALA CLL & APPRO	Refractory CLL- patient has afic	Patient Access	Payer Policies Of
	COVERAGE IN TX ME	TX Medicaid will cover this type	Patient Access	Product Availability (F Of
	TLS WITH VEN	Hematologic toxicity and TLS c	Scientific Data	Safety/Tolerability (H Of
	CAPTIVATE	Planned interim analysis	Scientific Data	Study Results /HCP Re Of

Data from field can have large volume & be unstructured, making it hard to analyze

Insights Generation Process

Systematic analysis of data to insights

Insights generation process



A defined, agreed upon method to gather data, & identify and share insights



Insights Best Practices Webinar

- Timely identification of insights
- Make data-driven decisions
- Improve care for patients
- Demonstrate value

Why have an insights process?

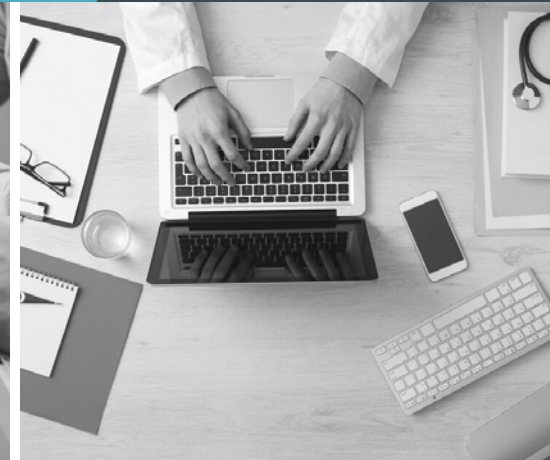
Make it unique to your organization



Insights Best Practices Webinar

**SPECIFIC TO
PORTFOLIO,
CULTURE &
DIGITAL
CAPABILITIES**

make it formalized &
agreed upon



5 common insights process challenges

1

MISSING
CRITICAL
DATA

2

PROCESSING
LARGE
AMOUNTS OF
DATA

3

MINIMIZING
BIAS

4

DETERMINING
ACTIONABLE
NEXT STEPS

5

CREATING
EFFECTIVE
REPORTS

1. Avoid missing or losing critical data

Common challenges & possible solutions

Avoid missing or losing critical data



“We are afraid we are missing something and important info is falling through the cracks.”

Avoid missing or losing critical data



Often due to
inefficiencies in
insights
process

Systematically assess
process & identify
opportunities to improve

Avoid missing or losing critical data

4 possible solutions

1 FORMALIZED
INSIGHTS
PROCESS

Agree on terminology &
how to collect data to
generate insights

2 ENSURE DATA IS
ENTERED RIGHT
AWAY

Minimize labor required
to enter data

3 SIMPLIFY HOW
DATA IS
COLLECTED

Easy to use, mobile
friendly, minimize
number of systems

4 FREQUENT
TRAINING &
FEEDBACK

Especially for insight
generators

1

FORMALIZE YOUR
INSIGHTS PROCESS

2

KEEP PROCESS SIMPLE

3

PROVIDE FREQUENT
TRAINING

Summary: avoid
missing or losing
critical data

2. Processing large amounts of data

Common challenges & possible solutions

Processing large amounts of data

"It's so time-consuming just to get the data in one place!"

"Reading through the raw data is manual and labor intensive."

Best practice: one central repository & ensuring easy access

HAVE ONE CENTRAL REPOSITORY

Train MSLs to enter data in central location and in a consistent manner

MAKE IT EASY TO ENTER & ACCESS

Utilize voice capture. Is a VPN required? Is it easy to access in the field?



Possible solution: use a survey approach

Why use a survey approach?

- EASIER TO ANALYZE & QUANTIFY
- TURNS 100S OF DATA POINTS INTO 10S
- SAVES TIME
- GUIDES MSLS



Understand HCPs' perception of a Complete Response Letter

Example of survey approach

Understanding HCPs' response to a CRL



Approach 1: MSLs report free text observations

- “The specialist was aware of the CRL and did not think it was a significant issue. ”
- “Met with the KOL at a conference and while disappointed about the CRL, she was not overly concerned because the efficacy data looked good.”
- “The physician was disappointed by the CRL but thinks it will not impact its ability to be approved. Asked to be updated as updates become available.”
- “The HCP was not aware of the CRL and was still excited about the drug getting approval.”

Understanding HCPs' response to a CRL using free text



Approach 1: free text observations

- "This physician specialist was neutral about the CRL because the FDA did not request more clinical trials. Wants to be notified when it gets approval. "
- "This KOL was not concerned about the CRL because more trials were not requested."
- "Not concerned about the CRL press release and still wants to try the drug when it becomes available."
- "The physician specialist wasn't too concerned with the CRL/delay. Made a comment that this type of thing happens all the time. "
- "The KOL was upset about the CRL: she wants to use this medication as soon as it gets approved."

Analyzing free text observations



What are HCP perspectives?

How to process free text

1

READ ALL DATA

2

TAG DATA, SPOT PATTERNS

3

CREATE GRAPHS

4

IDENTIFY INSIGHTS

5

MAKE REPORT

Understanding HCPs' response to a CRL with surveys



Approach 2: MSLs respond to survey questions

Q1. Was the KOL aware of the Complete Response Letter?

N=0 0% Yes • 0% No ... [more](#)

Q2. How did the KOL feel about the CRL announcement?

N=0 0% Concerned • 0% Neutral • 0% Not concerned • 0% Other ... [more](#)

Q3. Why did the KOL have this perspective?

N=0 0% No additional clinical trials were requested • 0% Approvals often take time • 0% Still interested in this product and requested to be updated as they become available • 0% Other ... [more](#)

Analyzing survey responses



What are HCP perspectives?

How to process survey data

1

GRAPH DATA

2

UNDERSTAND TRENDS

3

IDENTIFY INSIGHTS

4

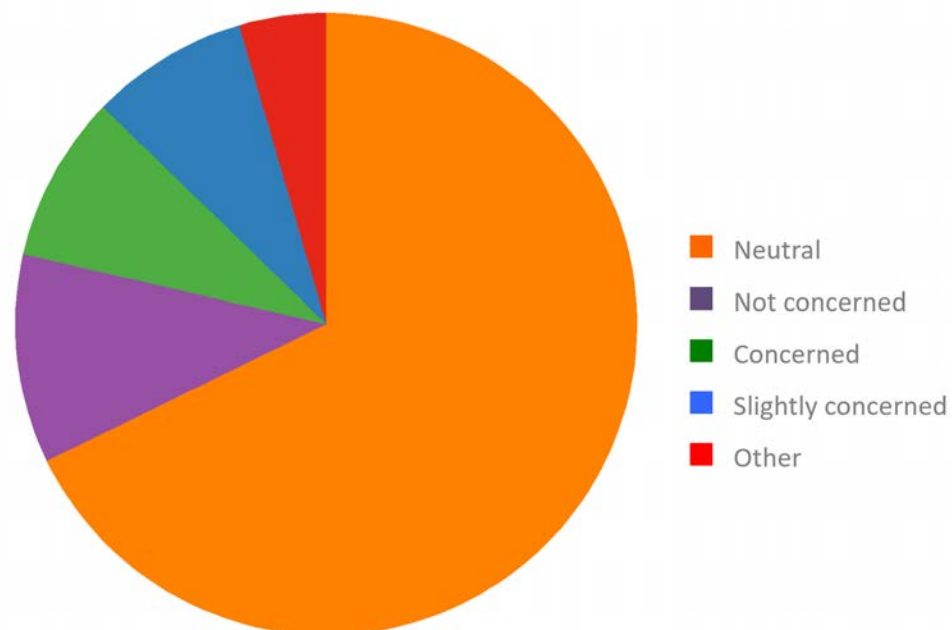
MAKE REPORT

Understanding survey responses

**CREATE GRAPHS
QUICKLY
BECAUSE DATA IS
STRUCTURED**

Spend less time reading
& tagging data

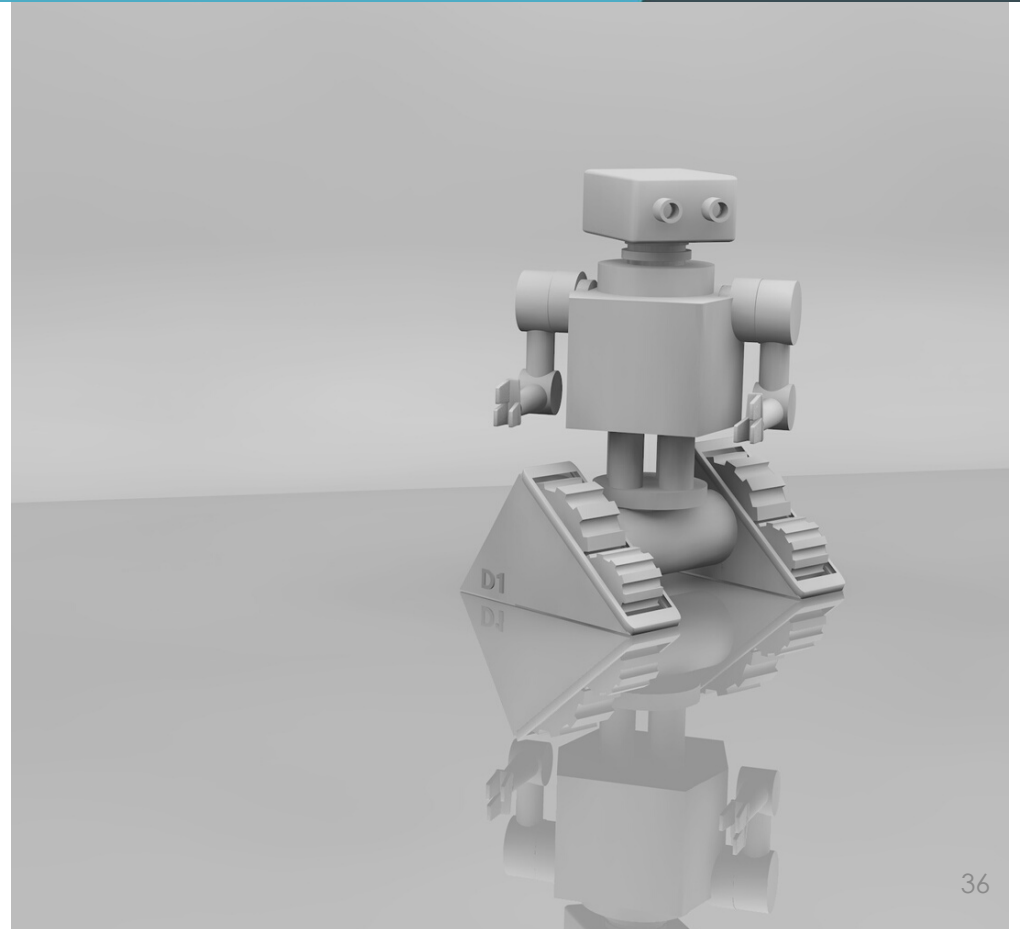
How did the HCP perceive the CRL?



Possible solution: using AI to process data

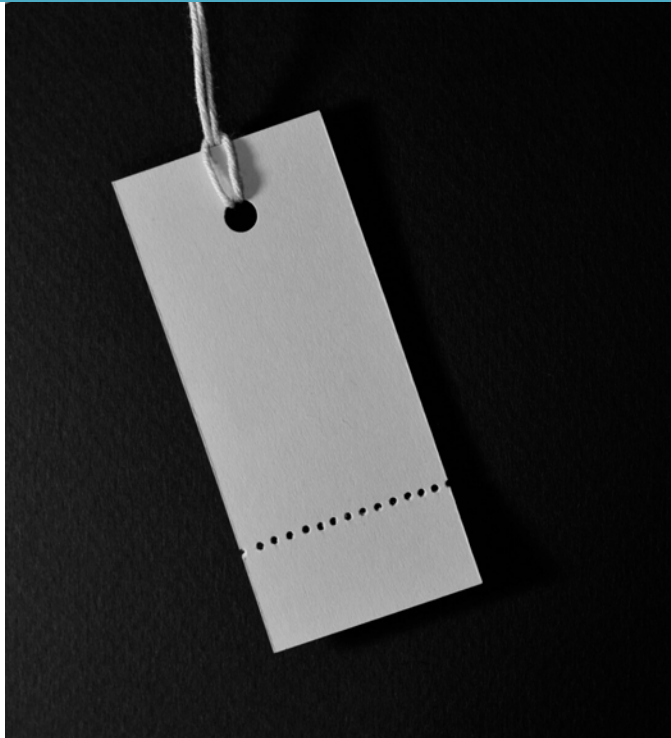
Use AI for repetitive tasks

AI can tag data automatically to save processing time



Example: AI to help process & tag data

1. EXTRACT KEYWORDS



Extract top medical keywords automatically

2. TAG MEDICAL CATEGORY

Automatically determine medical category



Using AI to save time processing free text



Add to report

Share

Export

< Comments



Karin Gaensler, MD

Professor, International
Department of Medicine (Hematology/Oncology)
UCSF Helen Diller

HCP stated that one of the most important unanswered questions around BTKi in CLL is whether you can treat patients to best response then stop therapy. Will this prevent resistance? Can you restart at progression and get another response? This is an important question for unfit patients.

Add or remove tags to improve our recommendations.



CLL x

BTKi x

Clinical Data Gaps x

Add

Patrina Pellett

11 April 2019

4 responses, 2 insights

Limitations of artificial intelligence

Downsides



NEVER 100% ACCURATE



LARGE DATASETS ARE
REQUIRED



WRONG EXPECTATIONS

- 1 HAVE ONE CENTRAL,
EASILY ACCESSIBLE
REPOSITORY
- 2 CONSIDER SURVEY
APPROACH
- 3 USE AI FOR REPETITIVE
TASKS

Summary:
processing large
amounts of data

3. Minimizing bias

Common challenges & possible solutions

BIAS IS EVERYWHERE

- HCPs
- MSLs entering data
- MSLs managers processing and analyzing data
- People reading the reports



SECONDARY EFFECTS

- Can be misleading
- Lead to the wrong conclusions
- Miss something critical
- Impact care for patients

Where is bias introduced?

Ways to minimize bias

CROWDSOURCING

Use collective expertise of the team to understand what data is important



USE AI

Helps eliminate bias introduced in processing and tagging of raw data



HAVE MANY EYES ON IT

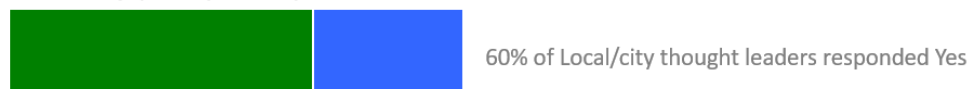
Include people from different regions, TAs, functions, and departments



Understand why different levels of HCPs have different perspectives

Respondents by recognition level

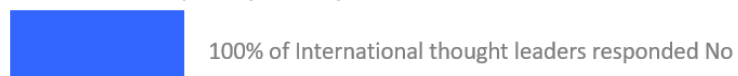
Local/city (5 responses)



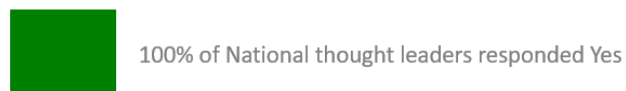
Regional (4 responses)



International (2 responses)



National (1 response)



1 HAVE MANY EYES ON IT

2 USE AI

3 ACCOUNT FOR BIAS IN ANALYSIS

Summary:
minimizing bias

4. Determining actionable next steps

Common challenges & possible solutions

Determining actionable next steps



What does all
this mean?

Figuring out the "so what"
and recommended actions

1

UNDERSTAND STRATEGY & STAKEHOLDER NEEDS

Does everyone know the strategy?
What are stakeholder needs?

2

FORMALIZED INSIGHTS PROCESS

How data is tagged, systematic
review of data to identify insights

3

UNDERSTANDING THE WHY

Knowing why HCPs think a certain
way helps influence behavior

Ways to determine
actionable next
steps



Insights are decisions will be actionable

UNDERSTAND THE STRATEGY

Does everyone really know the strategy? What decisions need to be made? Knowledge gaps or blind spots?

UNDERSTAND NEEDS OF STAKEHOLDERS

What is important to them? Have standing meetings.

Best practice: understand strategy & stakeholder needs

Best practice: formalized analysis process



How data will be analyzed

Provide frequent training

1

KNOWING WHAT'S
IMPORTANT

2

GUIDELINES FOR
INPUTTING & TAGGING DATA

3

SYSTEMATIC & PERIODIC
REVIEW OF DATA

4

METHODS TO IDENTIFY
OUTLIERS

"The clinician is concerned about the phase III data."

DOES NOT TELL
US WHY

"The clinician wants to see more longitudinal studies."

MORE
INFORMATIVE



Best practice: help MSLs focus on the why

Best practice: provide training & feedback to MSLs



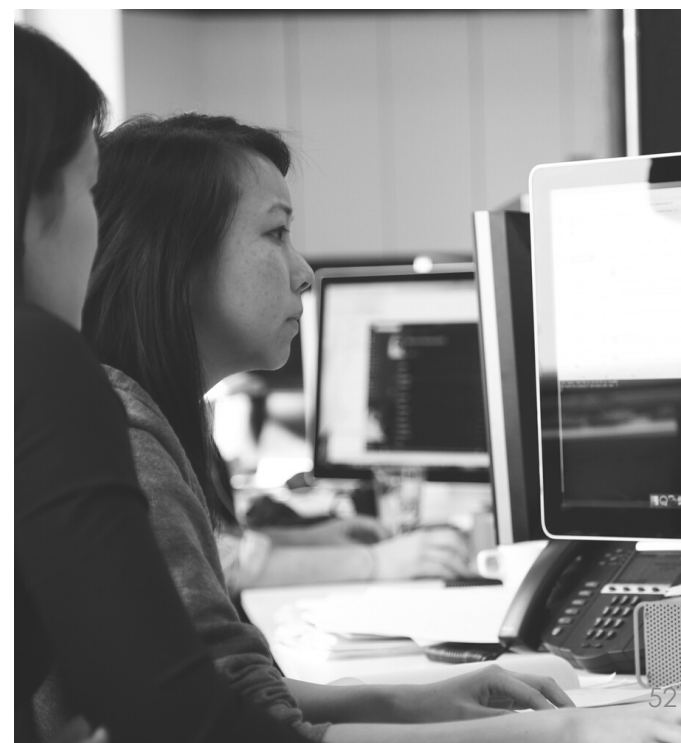
1. FREQUENT TRAINING



Ensure MSLs know the strategy & how to interview

2. FEEDBACK & COACHING

Focus on the positive and why certain data is better



Best practice: share success stories & reports



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Highlight successes & impact

Openly share reports,
actions taken & why

1 UNDERSTAND STRATEGY
& STAKEHOLDER NEEDS

2 FORMALIZE INSIGHTS
PROCESS

3 UNDERSTANDING THE
WHY

Summary: ways to
determine
actionable next
steps

5. Creating effective reports

Common challenges & possible solutions

"Creating reports is extremely time-consuming."

"The reports go into a black hole."



Insights reports challenges

Best practice: minimize labor intensiveness



Make report creation simple

Based on stakeholder's needs

1

MAKE DATA AVAILABLE IN REAL-TIME

2

ENSURE DATA IS EASY TO ACCESS & MANIPULATE

3

MAKE DATA VISUALIZATION TURNKEY

4

USE FORMATS/TEMPLATES THAT ARE EASY

Best practice: know strategy & stakeholder needs

FOCUS ON WHAT'S
IMPORTANT

TRY TO MAKE DATA
QUANTITATIVE

WHAT DO STAKEHOLDERS
CARE ABOUT?

BE CONCISE

HOW DO THEY WANT TO
RECEIVE THE INFO?



CLEARLY ARTICULATE WHY IMPORTANT

People have different backgrounds
and experience




INCLUDE SUMMARIES & RECOMMENDED ACTIONS

Helps stakeholders understand
importance & make decisions



INCLUDE HOW TO MEASURE IMPACT

What does success look like?
Utilize SMART goals



Best practice: make
reports outcome
focused

Best Practice: solicit & record feedback



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Get feedback
on reports,
what was
useful, what is
missing &
actions taken

Link feedback & actions
taken to report

- 1 KEEP REPORT CREATION
PROCESS SIMPLE
- 2 FOCUS ON STRATEGY &
STAKEHOLDER NEEDS,
EXPLAIN WHY IMPORTANT
- 3 ASK FOR FEEDBACK

Summary: creating
effective reports

3 take home messages

Summary



HAVE A FORMAL INSIGHTS
PROCESS THAT'S SIMPLE

It doesn't need to be fancy

UNDERSTAND THE STRATEGY

Focus on what's most impactful

KNOW STAKEHOLDERS NEEDS

Customize to specific needs of internal
and external stakeholders

Summary