

Digitally Transforming Your Medical Affairs Organization – Why and How to Do It!



>> NOW SPEAKING: **Monica Shanthanelson, PhD, CMPP**

Director of Scientific Services, MedThink SciCom

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Presenters



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Educational Objectives



How to commence a digital transformation journey within your MA organization



Predict and mitigate challenges that may arise



Maximize impact of digital tools by designing them to meet a defined purpose and business challenge

Evolution in Medical Affairs Challenges



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Director of Scientific Services, MedThink SciCom

Digitalization Is Transforming Healthcare



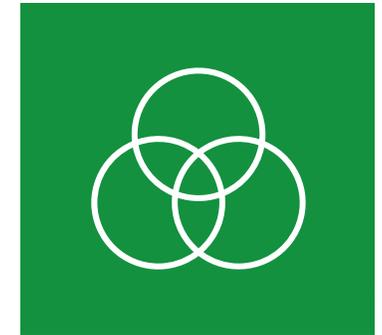
Harnessing new insights through novel data types and analytical techniques



Providing new ways for pharma to connect and engage with stakeholders to transform their experiences



Aligning with the mindset shift in how society interacts



Responding to increased demand for providing complex yet relevant data in digestible formats



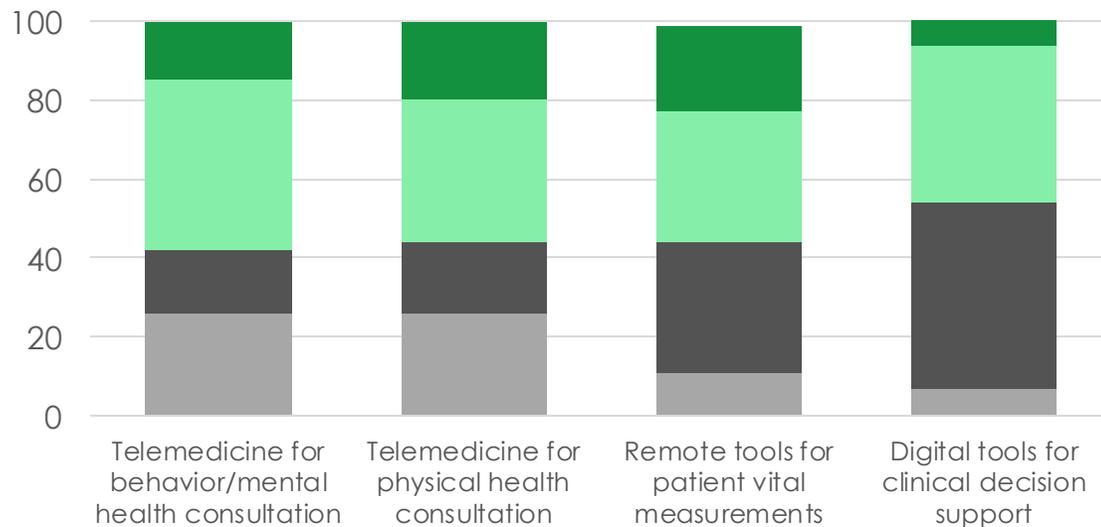
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Physicians Expect to See a Significant Increase in the Use of Digital Tools After the COVID-19 Crisis^a

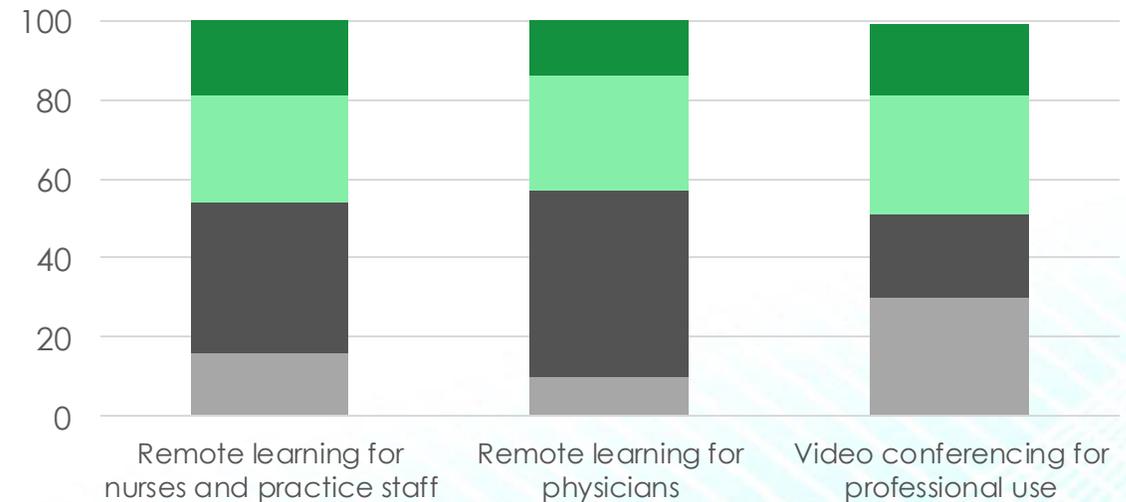
Physicians' Expectations of Digital Tool Usage, Post-COVID Relative to Pre-COVID

Use of digital tools for **clinical consultation**, %



■ Less ■ Equal ■ Greater ■ Significantly greater

Use of digital tools for **training and communication**, %



■ Less ■ Equal ■ Greater ■ Significantly greater

^aSermo COVID-19 Healthcare Practitioner Survey, Apr 2020. Two physician-sentiment surveys were conducted. Participants included 2111 HCPs from 10 countries, including 568 US-based participants.



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Physicians Are Seeking Personalized Content Through the Most Relevant Channels



Two-thirds of physicians complain that they are bombarded with generic digital content and **are seeking more personalized, tailored, and user-friendly information**

^aBased on insights from a survey conducted of 300 healthcare professionals in 2017.



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It Is Amply Clear That Digital Is Here to Stay!

How do we lead
the charge to
prepare our
Medical Affairs
organization?



Tenets of Digital Transformation

Audience Polling Question



Digital transformation is the use of digital technologies to enable or improve business models and processes.

TRUE

FALSE



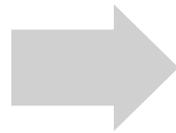
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Director of Digital Strategy & Operations, MedThink Inc.

What Is Digitalization and Digital Transformation?

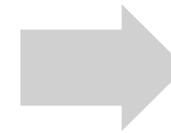
DIGITIZATION

Conversion of analog or physical information to digital formats



DIGITALIZATION

Use of digital technologies to enable or improve business models and processes



DIGITAL TRANSFORMATION

Coordinated change efforts diffused through all aspects of the business



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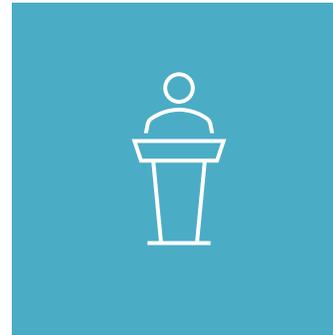
Defining Digital Transformation Within an Organization



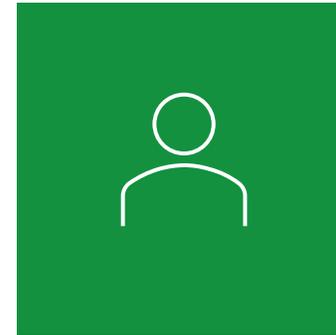
CUSTOMER
EXPERIENCE



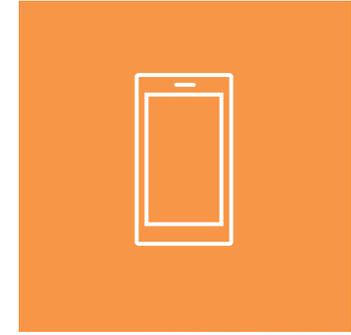
OPERATIONAL
AGILITY



CULTURE AND
LEADERSHIP



WORKFORCE
ENABLEMENT



TECHNOLOGY
INTEGRATION



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1/5: Customer Experience



Channels for
interaction



Information
we provide



Processes to facilitate
interaction



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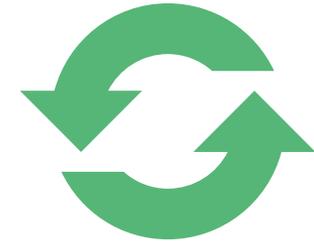
2/5: Operational Agility



Identify
efficiencies



Utilize agile testing
methodology



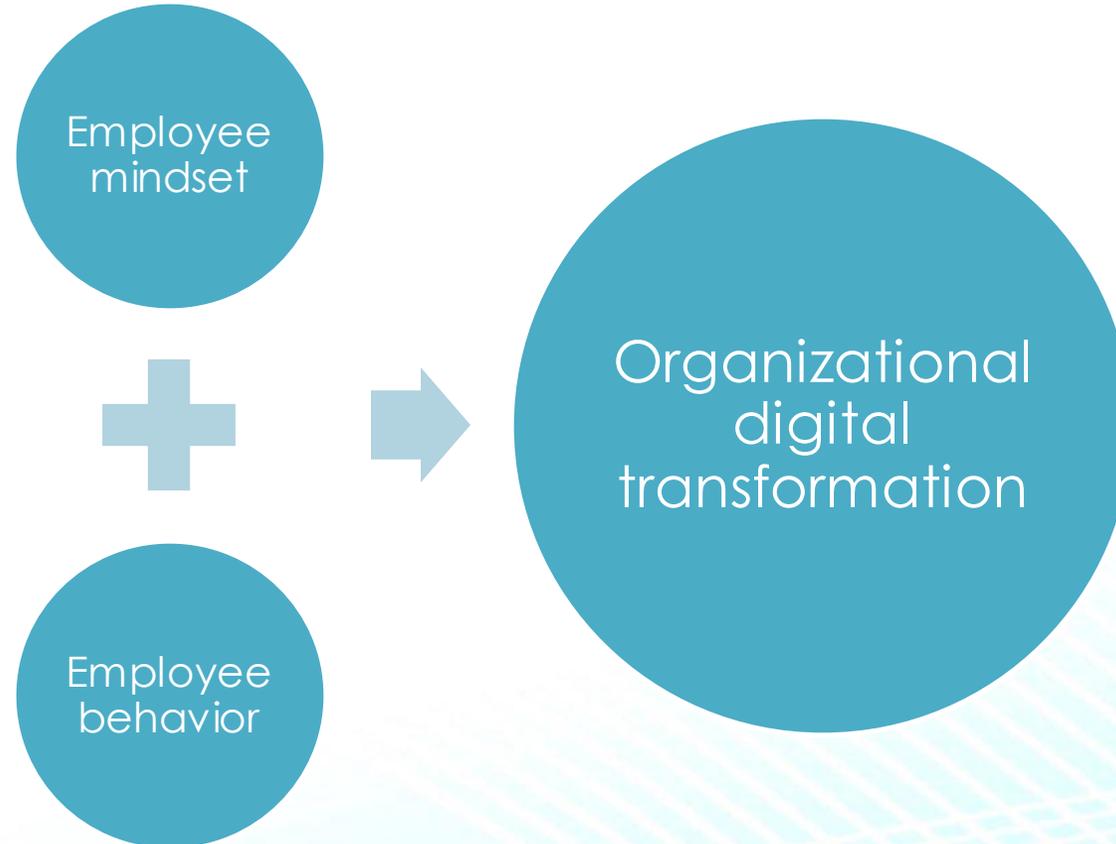
Refine through
iterative process



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Director of Digital Strategy & Operations, MedThink Inc.

3/5: Culture and Leadership





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4/5: Workforce Enablement



Time to think
and grow



Access to trainings



Opportunities to
solve problems
together

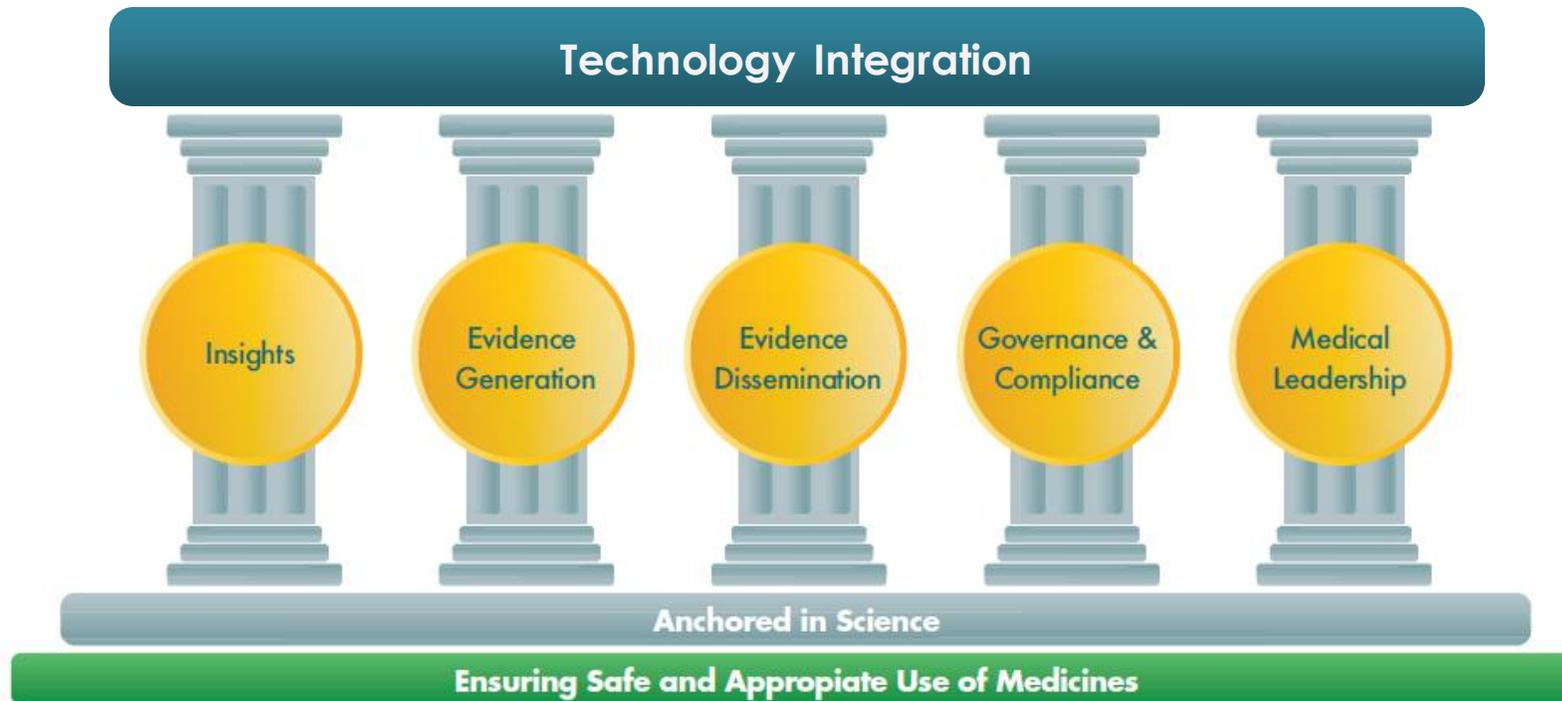


Environment
conducive to
change



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Director of Digital Strategy & Operations, MedThink Inc.

5/5: Technology Integration Into All Pillars of Medical Affairs Functions



Audience Polling Question



Where are you in your digital transformation journey?

Exploring, have not started yet

Convincing my organization of the value and establishing a digital transformation strategy

Improving existing offerings, redesigning them to be more digital-friendly

Reimagining HCP engagement and leveraging new tools to predict and address evolving customer needs

Coordinated change effort diffused through all aspects of the medical affairs organization

How Do You Start Your Digital Transformation Journey?



>> NOW SPEAKING: **Michael Kahn, MBA**

Medical Affairs Operations Leader, Spark Therapeutics

Case Study: Commencing the DT Journey

MAJOR GOALS

- 1 Support proactive planning and streamline existing processes to reduce the time required to initiate large-scale projects
- 2 Determine current and future vision for digital initiatives/opportunities, with a clear description of the value
- 3 Prioritize solutions for early adoption and demonstrate value



>> NOW SPEAKING: **Michael Kahn, MBA**

Medical Affairs Operations Leader, Spark Therapeutics

Case Study

Process for Commencing the DT Journey



GATHER INSIGHTS

- Review MA strategic plan
- Evaluate current tools and align with strategic plan



ESTABLISH VISION

- Cross-functional stakeholder meeting
- Discuss value of digital transformation
- Collect insights on challenges and areas of greatest business need



PRIORITIZE

- Present solutions to address challenges
- Prioritize focus areas for immediate action
- Prioritize tactics



FINALIZE PLANS

- Develop project plans for selected tactics

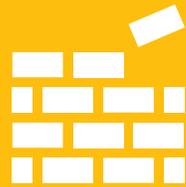


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Medical Affairs Operations Leader, Spark Therapeutics

Case Study

Phase 2: Execution of Pilot Projects



EXECUTE

- Execute project plans for 2 prioritized tactics



ROLL OUT AND TRAIN

- Roll out tactics
- Provide appropriate training



UPTAKE & UPDATE

- Continue to support usage
- Utilize metrics to optimize and further enhance tactics



>> NOW SPEAKING: **Michael Kahn, MBA**
Medical Affairs Operations Leader, Spark Therapeutics

Common Challenges Associated With Commencing a DT Journey



Having a forward-looking vision

- Bringing value today
- Anticipating future need



Establishing new process

- Inclusion of diverse stakeholders
- Creation of de novo working groups
- Identification of champions



Gaining alignment

- Management
- Legal and compliance
- Other stakeholders



Other considerations

- Digital security
- Longevity and applicability

Many Digital Tools Are Available. How Do You Choose the Right One?



>> NOW SPEAKING: **Michael Kahn, MBA**

Medical Affairs Operations Leader, Spark Therapeutics

Design Tools Fit for Purpose





>> NOW SPEAKING: **Michael Kahn, MBA**

Medical Affairs Operations Leader, Spark Therapeutics

Case Study: Digitally Transforming Field Medical Insight Generation

BUSINESS CHALLENGES

- 1 Small MSL team with extensive insights collected
- 2 Existing manual process could not connect insight reporting to strategic decision-making
- 3 Lack of internal support for increasing use of existing CRM beyond interaction recording
- 4 Need for a more user-friendly platform that could organize, analyze, and report insights more efficiently



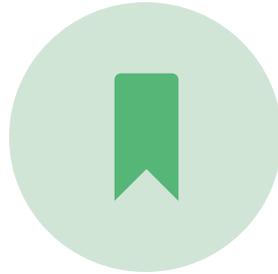
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Medical Affairs Operations Leader, Spark Therapeutics

Important Attributes for Tool Selection



Survey-based methodology to collect insights



Automatic tagging for better organization of inputs



Built-in visualization tools to quickly identify trends



Custom dashboards to track organizational priorities



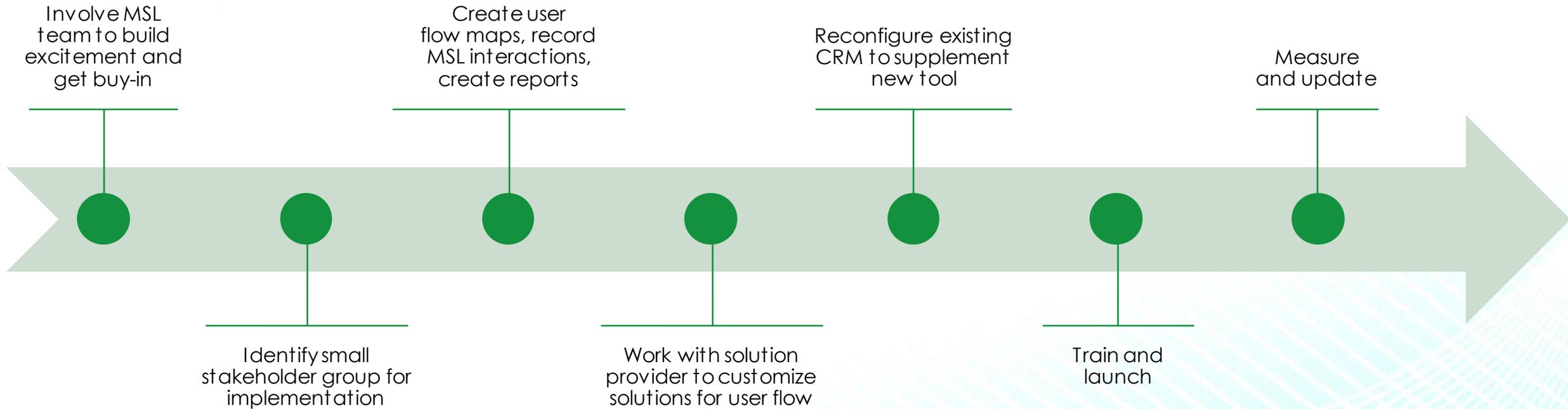
Actionable reports to share with internal stakeholders



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Medical Affairs Operations Leader, Spark Therapeutics

Implementation

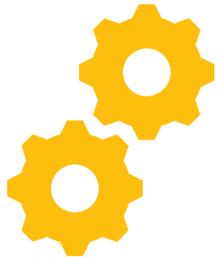




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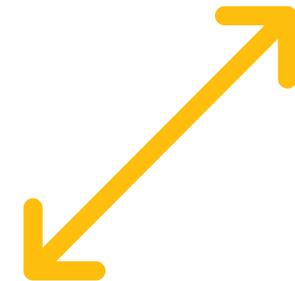
Important Considerations



Design the process fully before configuring and training on the technology



Set expectations about the tool's functional capabilities and internal work required



Define a process for expansion and refinement

How Do You Digitally Transform Your Function?



>> NOW SPEAKING: **Raj Patel, PharmD**

Global Scientific Publications Innovation Director, Pfizer Oncology

Case Study: Digital Transformation Within Publications

BUSINESS CHALLENGE

- 1 The publication development and dissemination processes had not changed much in many years, but our audience has!
- 2 How can we gain insights from audiences more effectively (eg, content and channel preferences, knowledge gaps)?
- 3 How can we ensure that our data reach our audience most effectively?



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Global Scientific Publications Innovation Director, Pfizer Oncology

Case Study: Digital Transformation Within Publications

New ways of generating audience insights

Social media audits

Targeted surveys
(eg, SERMO)

Competitive digital landscape audits

AI for literature gap analyses

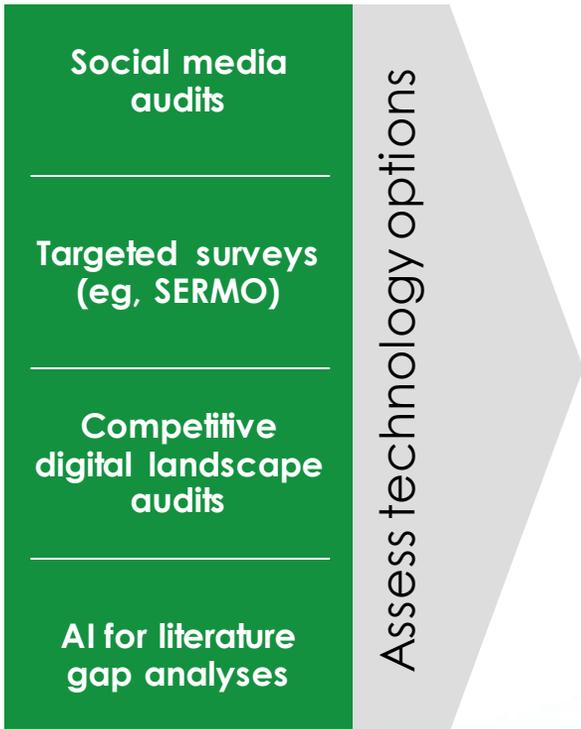


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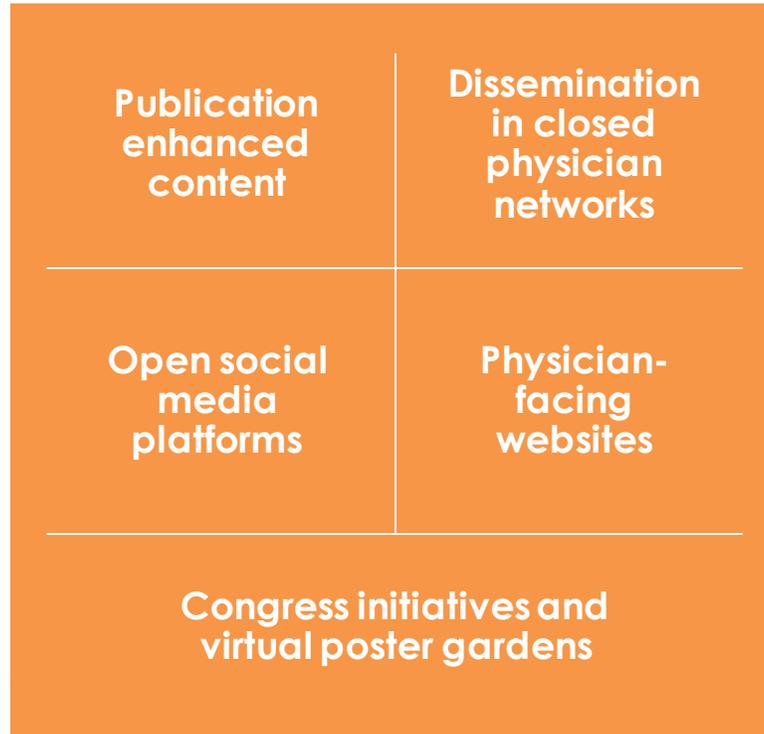
Global Scientific Publications Innovation Director, Pfizer Oncology

Case Study: Digital Transformation Within Publications

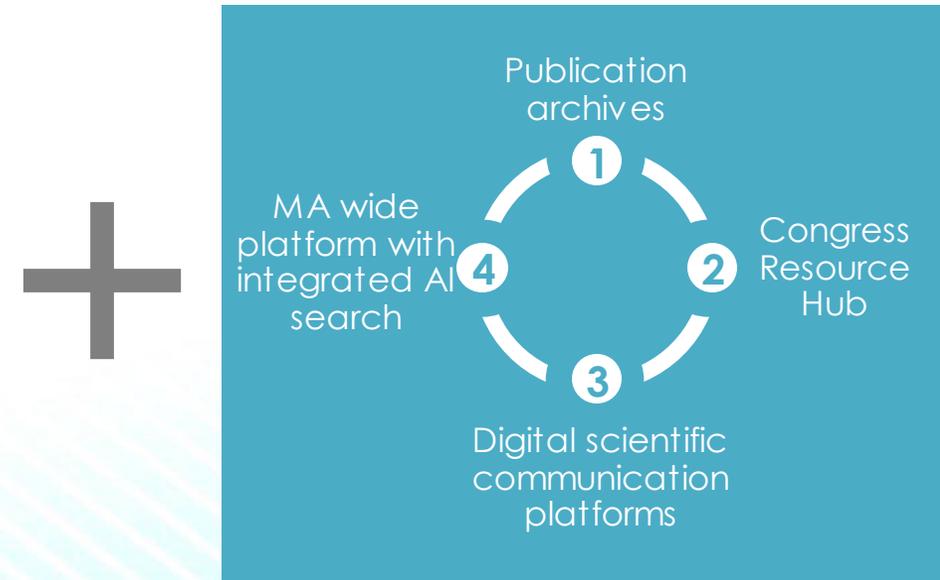
New ways of generating audience insights



Augmenting external dissemination



Improving internal efficiencies by enhancing internal cross-functional access





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Global Scientific Publications Innovation Director, Pfizer Oncology

Unique Considerations May Arise



Establish value to leadership



Reengage with legal, regulatory,
and compliance to
customize guidelines



New ideas may feel
uncomfortable today, but will
become commonplace with
increased adoption

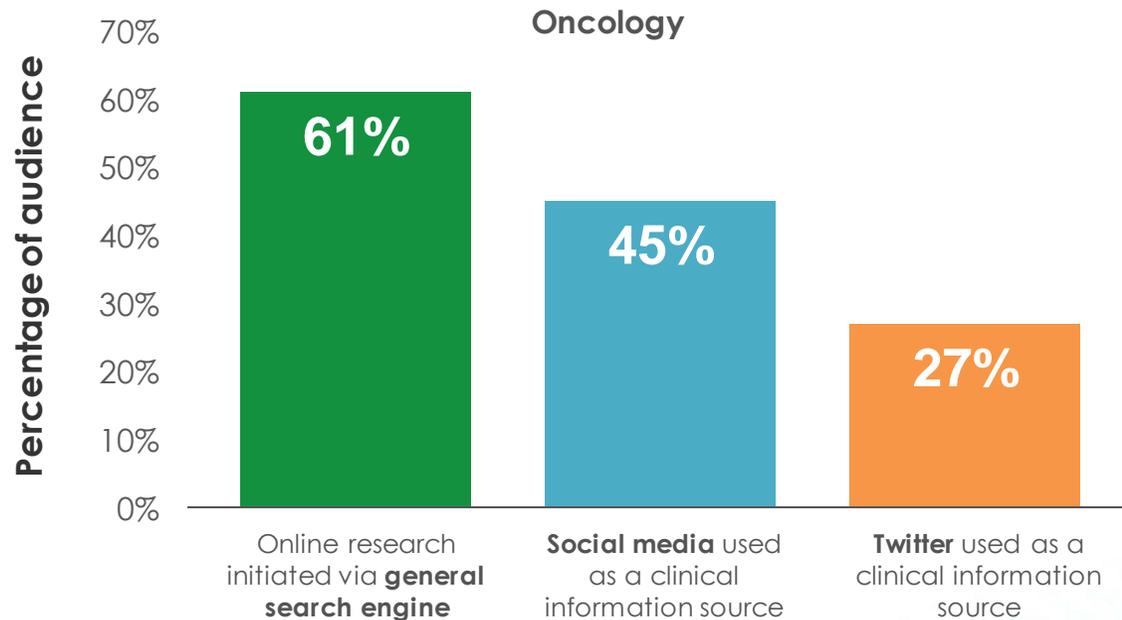


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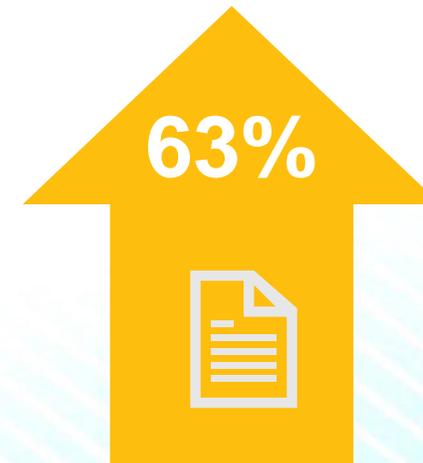
Global Scientific Publications Innovation Director, Pfizer Oncology

Social Media Is Historically not Considered a Venue for Dissemination of Publications

Search and Social Media Are Frequently Used by HCPs as Sources for Clinical Information



Study of 189 articles in the journal *Academic Medicine*²



Increase in **page views** after 30 days as a result of tweeting about an article

1. Kantar Media Sources & Interactions Medical/Surgical Edition 2019 – 151 US-based oncologists surveyed. 2. Maggio et al. *PLoS One*. 2019;14:e0223992.



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Global Scientific Publications Innovation Director, Pfizer Oncology

Process for Implementing the Use of Twitter to Highlight Publications Compliantly



Justification to leadership

- Benefits HCPs with curation of emerging data relevant to clinical practice
- Raising awareness of peer-reviewed publications falls within the remit of medical affairs

Competitor benchmarking



Legal, regulatory, compliance

- Establish process for review and approval of content
- Define objective criteria for publication selection
- Establish guidelines to create fair balanced content



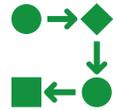
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Global Scientific Publications Innovation Director, Pfizer Oncology

Key Takeaways



Understand the needs of your audience and design appropriate solutions



Start small and pursue simple wins; implement a stepwise process for change



Establish meaningful measures of success upfront, demonstrate value, and expand



Co-create an operational process and best practices with legal, regulatory, and compliance



Utilize an iterative process; incorporate agile testing methodology



>> NOW SPEAKING: **Monica Shanthanelson, PhD, CMPP**

Director of Scientific Services, MedThink SciCom

Thank you! Questions?



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