



How to measure the impact (contribution) of Medical Affairs to the organization?

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Disclaimer



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Introductions



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The 2025 Medical Vision

A Vision for Medical Affairs in 2025, Mckinsey & Company



Step up
internal
medical
leadership

Medical strategy



- **MA is the “third pillar”** of the company with internal and external recognition for the critical role it plays in ensuring the success of the brand and the health of patients
- **MA will lead the company-wide brand strategy** incorporating customer insights and advanced analytics to develop a deep and nuanced understanding of the customers
- **MA will lead the way for pharma to regain the trust** of physicians, patients, and public
- **Transition to digital Advisory Boards** which use virtual technology to gain rapid insights from external medical

Talent and capabilities



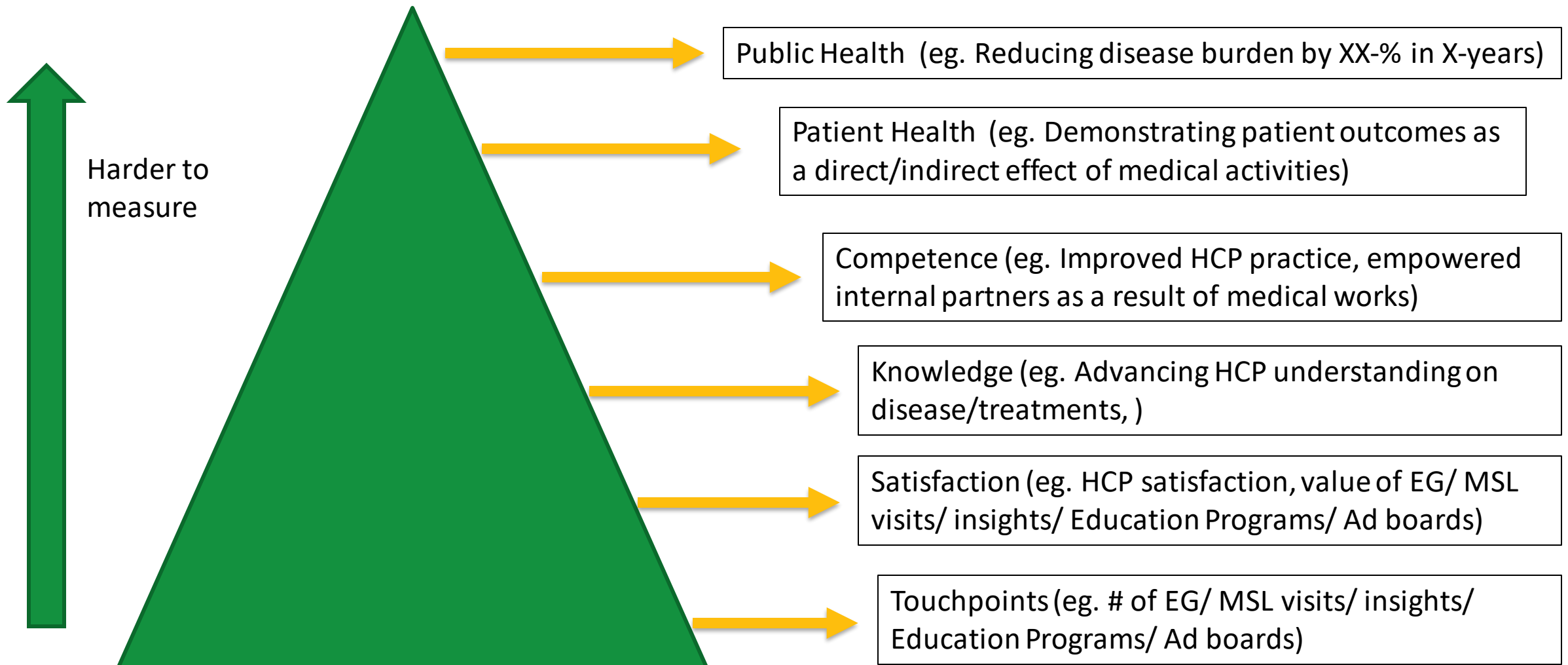
- **Pharmaceutical company CEOs** will come out of MA
- **A robust MA-focused capability building journey** will transform MA professionals as required to excel in 2025
- **Cutting-edge digital and analytical tools built on automated processes will completely transform medical functions** (e.g., automated content production and management, automated virtual interfaces)

Performance manage- ment



- **The impact of all medical activities on patient outcomes** can be quantified and compared across medical activities enabling effective prioritization
- **Rigorous adoption of performance management** supported by new, robust metrics will optimize impact of MA activities and elevate performance

Different Levels of Medical Impact



What Do We Need to Succeed?



- Common Understanding of Our Bold Vision
- Collaborations & Alignment Across the Industry
- Visionary & Determined Senior Medical Leaders to Drive Change
- Elevate Performance Expectation on HCP Experiences & Patient Outcomes
- New Robust Metrics and Data Analytic Platform
- New Talent Mix Beyond Traditional Breed (Physicians/Scientists)

Measuring the Impact of Field Medical

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Field Medical: Background



- The Medical Science Liaison (MSL) represents the most common functional role
- Device industry may have other clinical Field Medical (FM) professionals focused on supporting safe and appropriate use of the device (+/- drug)
- Field Medical often is the largest portion of a Medical Affairs department (both FTE and budget)
- Therefore being able to demonstrate and articulate the value of FM is critically important

Defining the Key Pillars of Field Medical



- FM organizational leaders should ensure the key pillars of their FM group is well defined
 - Must be aligned with other cross-functional leaders, including R&D, Marketing, Market Access, and Compliance, to ensure organizational expectations are clear
- Examples of key pillars include: proactive engagement with KOLs, support of Medical Information responses, and/or clinical trial operations support

Translation of Key Pillars

- The defined pillars of a FM then form the basis of value measurement (i.e., metrics)
- In addition the pillars help define
 - Resources needed (capacity modeling)
 - Capabilities and competencies needed

From Strategy to Execution

- Field Medical teams are responsible for executing a significant portion of the defined therapeutic area Medical strategy
 - Driven by Medical Strategic Imperatives
- Therefore FM leaders should be an active contributor to the development of the Medical strategy, followed by closely working with the Medical strategy lead to align on executional plan and priorities
- Measuring against and reporting on the executional plan throughout the year is a key aspect of FM leaders

What is a metric?

- There are various definitions of “metric”
 - A **standard** of measurement
 - A metric is a **quantifiable** measure that is used to track and assess the status of a specific **process**
 - **Standards** of measurement by which efficiency, **performance**, progress, or quality of a plan, **process**, or product can be assessed
 - Metrics are parameters or measures of **quantitative** assessment used for measurement, comparison, or to track **performance** or production
- The challenge for Field Medical is that there aren't a standard set of measurements and we want to get away from solely reporting quantitative metrics because they don't necessarily demonstrate impact

Types of Metrics

- Outcomes-Based (Impact)
 - Metrics that measure whether the desired outcome (strategic objective) has been achieved
 - Tend to be broad and difficult to define; least frequent in MA today
 - Often many cross-functional stakeholders within the broad organization contribute to these outcomes
- Goal-Based (Activity)
 - Metrics that are related to the activities/initiatives that need to take place to ultimately reach the desired outcome (strategic objective).
 - Related to specific activities and initiatives, and therefore easier to measure
 - Ideally groups of goal-based metrics should be aligned to a given outcome-based metric
- Outcomes- and Goal-Based metrics must tie back to the strategic objectives defined in the MAP

Subcategories of Metrics

- Outcome- and goal-based metrics can be further categorized into **quantitative** or **qualitative** metrics
 - Quantitative – numerically measurable metrics (more commonly goal-based)
 - Qualitative – more commonly associated with changes in perceptions and thus can't be quantified (more commonly outcome-based)

Field Medical Value Metrics



- Should be part of the overall Medical Affairs Value Story
 - Often part of a MA Dashboard
- Should be a combination of quantitative and qualitative metrics
- Should be impactful and meaningful
 - Might articulate a different set of metrics depending on the different internal stakeholder functions
 - May differ based on product/TA lifecycle (pre-launch vs. marketed)

Quantitative Field Medical Metrics



- These are the most commonly used/reported metrics
- Examples of quantitative metrics include
 - # Scientific Interactions
 - Average amount of time/ scientific interaction
 - # KOLs on FM roster
 - # Investigators/study sites Identified
 - # Medical Information requests responded to
 - # Insights gathered/generated
 - # Days in the field
 - # Speaker trainings completed

Qualitative Field Medical Metrics



- But more meaningful are the qualitative (or impact) metrics
- Examples of qualitative metrics include
 - Actionable insights identified – the actions taken and the impact of those actions
 - Situation – Action – Impact Narratives
 - Often include change in HCP practice behaviors
 - KOL Feedback (using survey methodology)
 - Understand the impact of the interactions and relationships with KOLs
 - Facilitation of company sponsored or independent research studies
 - Medical project support provided
 - Execution of Field Medical Plan objectives

- Field Medical is a critical value driver for Medical Affairs
- Having a well-defined mission and associated activity pillars that is aligned with cross-functional stakeholders is critical
- This then drives expectations and associated metrics
- Having a mix of quantitative and qualitative metrics help FM leaders tell the value story
- Should be included as part of the overall MA value story
 - MA Dashboard should include a FM component

Medical Affairs 2.0

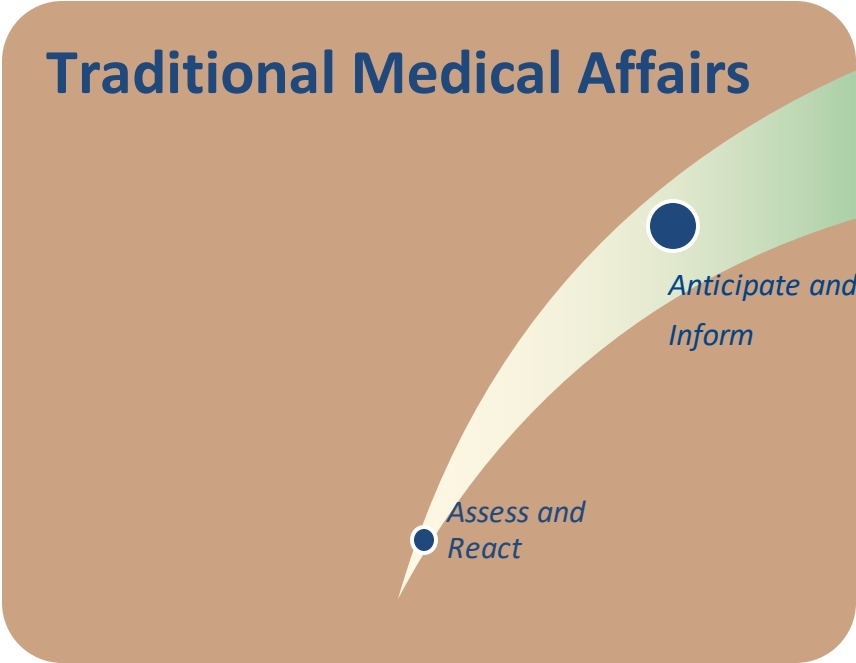
Transformation through Technology

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Medical Affairs organizations need to transform to meet the unprecedented shifts in the healthcare environment



Medical Affairs 2.0

Industry-Leading MA teams bring holistic, strategic value to the whole organization by ensuring ALL individuals in Medical Affairs demonstrate leadership, strategic vision, business acumen, payer sensitivity and prioritization of favorable patient reported outcomes

Transformation in Context



- The transformation is occurring in the following areas:
 - Organizations
 - Personnel
 - Operations

Transformation in Operations



- Process Re-engineering (Automation, Machine Learning etc)
- Massive amount of Data from multiple sources (Data Mining, Analytics)
- Digital Technology to enhance engagement with HCPs

Information Management

- Information (scientific information dissemination)
- Insights (Identification, generation, collection)
- Influence (HCPs treatment protocol)
- Investing in digital monitoring solutions
- Integrated systems across functions

Time is nigh..... Medical Affairs 2.0



- The pace of technological change is accelerating but pharma and devices companies have not kept pace
- Traditional model of committees and consensus needs to be reviewed for implementation of a digital strategy
- Think like a “start –up” to create an agile digital culture that is separate from traditional IT
- Establish incubators of innovation populated with personnel from all stages of the product life cycle to leverage ideas and map to technology available
- Re-engineer processes by automating routine tasks and take work out of the system

Envision Pharma Group. Defining Strategic Metrics to Demonstrate Impact. www.envisionpharmagroup.com

Note to MA Leadership regarding Digital Deficit



- Less about Technical knowledge and more about visionary leadership
- Digitization is not just an implementation modality
- Investment in digital monitoring solutions
- Consumers leave a digital footprint with their online queries and conversations
- These insights can be evaluated, for reliability and relevance of the sources
- Information can be customised and targeted to the specific query and need

Take Aways....

- Traditional ➔ Transformative
- Wearables, gadgets and SNS are all here to stay
- Real World Evidence holds promise that can only be delivered with a comprehensive analytics strategy based on agile technologies
- Engagement models to deliver information and glean insights from HCPs, Patients and Payers need to be updated to service emerging trends in the physician journey, the patient journey, and payer sensitivities

Thank you for your attention

What can MAPS do?

What can MAPS do?

- Continue to drive excellence in Medical Affairs
- Training – symposiums, webinars, training courses – partnerships
- Consider cross industry initiatives through MAPS eg White paper addressing Medical Affairs in Asia Pacific and how to address gaps