



>> **NOW SPEAKING: Shauna Aherne, MBA**
Executive Vice President, MedEvoke

4 Habits To Optimize The Impact and Value of Medical Affairs



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>> NOW SPEAKING: **Shauna Aherne, MBA**
Executive Vice President, MedEvolve

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>> NOW SPEAKING: **Shauna Aherne, MBA**
Executive Vice President, MedEvoke

Presenters



**Shauna Aherne,
MBA**

Vice President
MedEvoke



**Holly Schachner,
MD**

Healthcare Executive



Fred Short

SVP
MedEvoke



**Omar Sadruddin,
MD, MBA**

Therapeutic Area Head,
Global Medical Affairs,
Santen Pharmaceuticals, Ltd.



**Eric Beresford
PharmD, BCMAS**

VP, Head of Medical Affairs
Nobelpharma, LLC



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Executive Vice President, MedEvoke

Educational Objectives

This session will provide a learning opportunity for our audience by:

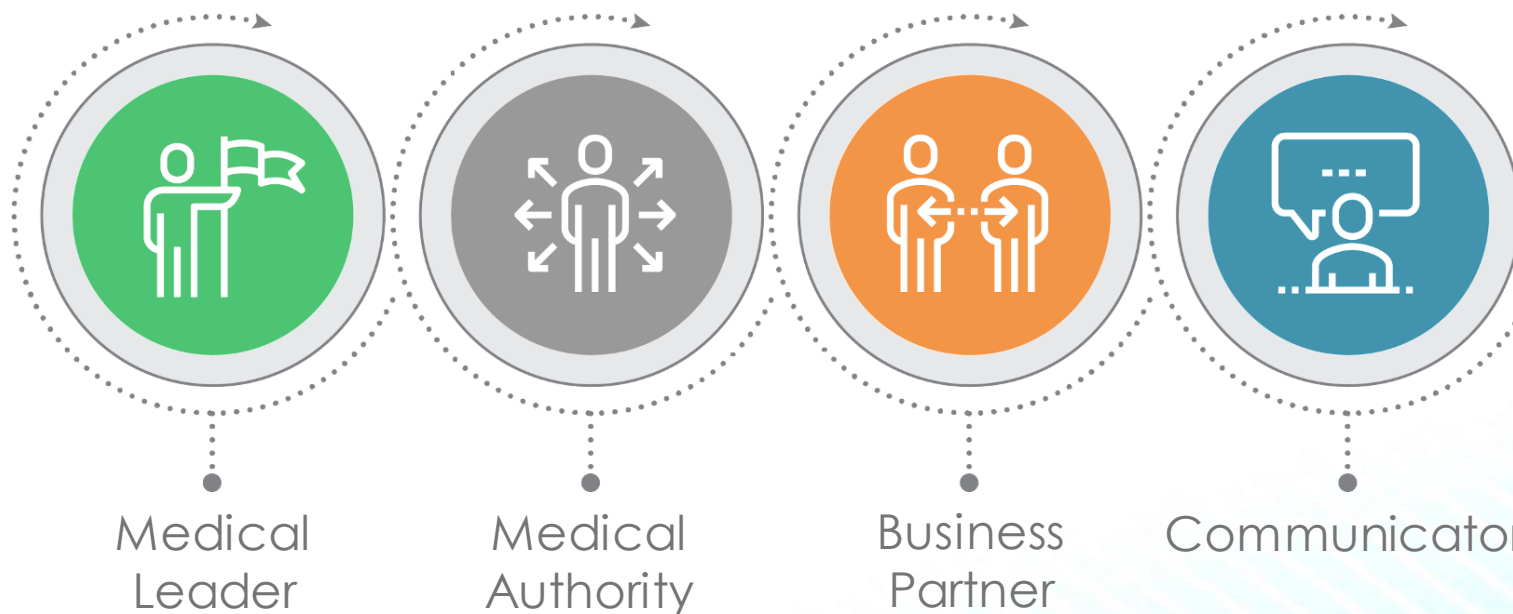
1. Identifying priorities for new areas of industry standards and guidance
2. Bringing to the surface ideal habits that will evolve legacy expectations and practices
3. Sharing experiences from subject matter experts across specialties, organizations and perspectives
4. Providing contextualized background, best practices and real-world examples
5. Demonstrating how applying these habits can optimize impact and value for you and your organization



>> NOW SPEAKING: **Shauna Aherne, MBA**

Executive Vice President, MedEvolve

Medical Affairs: In the Driver's Seat





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Executive Vice President, MedEvoke

4 Habits to Optimize the Impact & Value of Medical Affairs

- 1 Think Forward and Learn From The Past
- 2 Strategic Planning and Execution of Activities
- 3 Generate Effective Capabilities
- 4 Demonstrate and Communicate Value



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Executive Vice President, MedEvoke

A habit is a settled or regular tendency or practice,
especially one that is hard to give up.





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Habit Categories





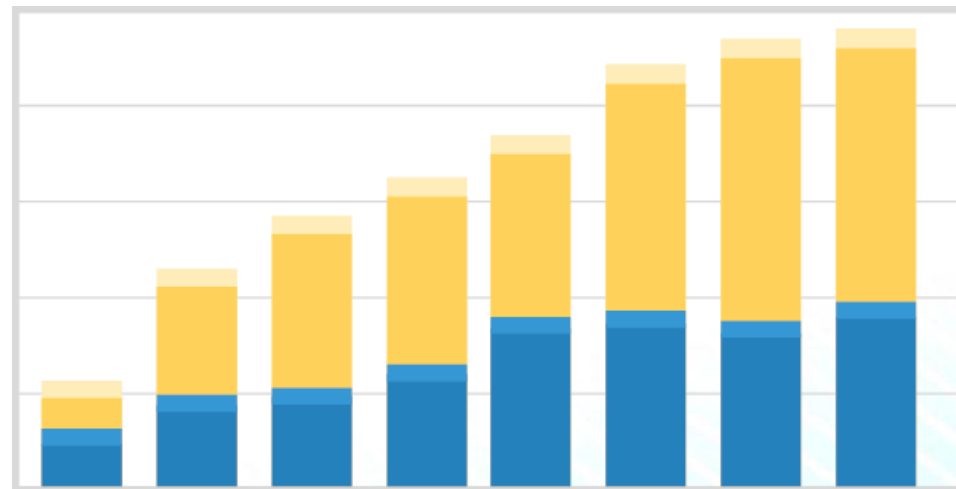
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Executive Vice President, MedEvoke

Traditional Approach to Impact and Value

Inward Looking, Volume Based (e.g.)



Comparison To Prior Year Plans
(What we did before)



Volume of Contribution
(How much did we do last year and compared to others)



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Executive Vice President, MedEvolve

Upgrade the Understanding of Value



Communications and behavioral change



Business leadership acumen



Knowledge acquisition and self-development



Insights and expertise within data science and analytics



Partnerships with key stakeholders from patients to society to industry



Embracing innovation and taking ownership as the leaders of tomorrow



>> NOW SPEAKING: **Holly Schachner, MD**

4 Habits To Optimize The Impact and Value of Medical Affairs

Habit #1: Think Forward... And Learn from the Past



>> NOW SPEAKING: **Holly Schachner, MD**

Think Forward

- Always ask, “What If.....”
- What would it take...?
- Don’t get stuck in “This is how we do things....always done things”
- Think like Waze....
 - Many paths can get us to the same point





>> NOW SPEAKING: **Holly Schachner, MD**

Learn from the Past

- Use “Epic Fails” as guideposts
- Listen to the experience of those around you
- Don’t be afraid to speak from experience ... but ...
 - Don’t be the only one in the room talking





>> NOW SPEAKING: **Fred Short**
SVP, MedEvoke

4 Habits To Optimize The Impact and Value of Medical Affairs

Habit #2: Strategic Planning Execution of Activities



>> NOW SPEAKING: **Fred Short**
SVP, MedEvolve

Operationalize Insights: Execution with Purpose

- No organization is the same
- As previously discussed by Holly, take an internal audit of Medical Affairs
- Strategic Imperatives will capitalize on strengths and establish priorities to address gaps

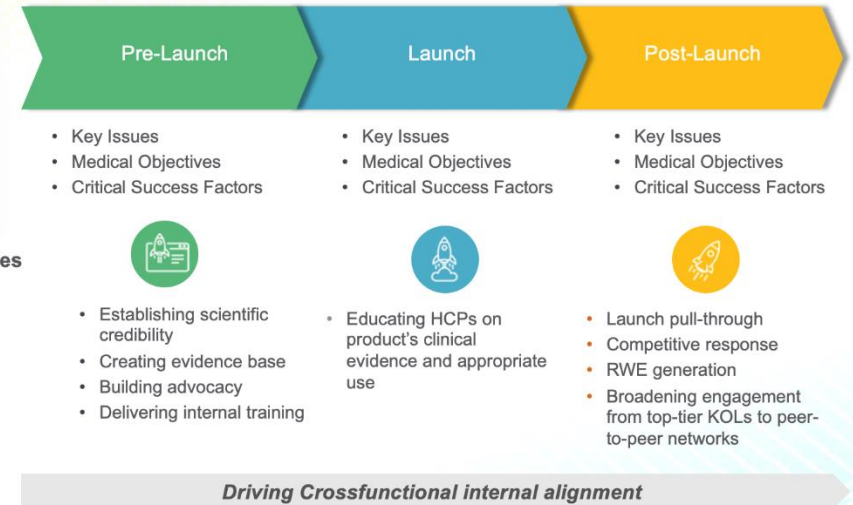
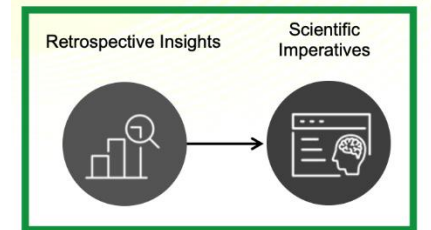




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SVP, MedEvoke

Operationalize Insights: Execution with Purpose

- Functional Objectives should be mapped back to the established Medical Affairs Strategic Imperatives
- Strategic Priorities will shift throughout the progression of the asset lifecycle
- KPIs can only be established once these criteria are aligned and agreed upon





>> NOW SPEAKING: **Fred Short**
SVP, MedEvoke

Establish Standardized Organizational Approach

- Clearly defined outcomes for each stage in the planning and tactical optimization process
- Empowers cross-functional teams on the purpose and thereby improving likelihood of participation and support





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SVP, MedEvoke

Standardized SOP: Templates

Tactical Summary

SI #	Obj #	Tactic Name	Priority	Brief Description	KPI Metric	How Measured	Timing			
							Q1	Q2	Q3	Q4
							X	X		
								X	X	
							X		X	

RACI Requirements

SI #	Obj #	Tactic Name	Responsible	Accountable	Consulted	Informed



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Advanced Strategic Planning

- Must be an evergreen process for optimal success
- Synthesize internal learnings with independent external insight generation
- Adapt and revise as new learnings gained

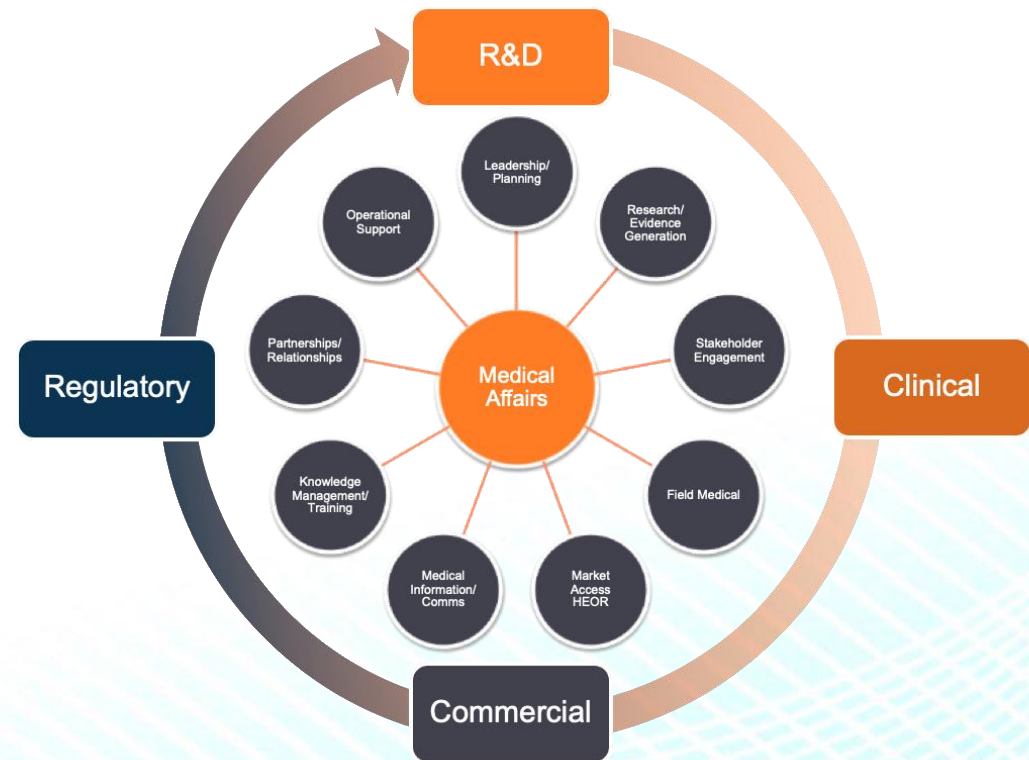




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SVP, MedEvoke

Establish Mechanism for Feedback

- Cross functional collaboration in the development process
- Continuous sharing or learning and insights overtime
- Evaluating and determining if objectives are achieved





>> NOW SPEAKING: **Omar Sadruddin, MD, MBA**

Therapeutic Area Head, Glaucoma; Global Medical Affairs, Santen Pharmaceutical, Ltd

4 Habits To Optimize The Impact and Value of Medical Affairs

Habit #3: Generate Effective Capabilities



>> NOW SPEAKING: **Omar Sadruddin, MD, MBA**

Therapeutic Area Head, Glaucoma; Global Medical Affairs, Santen Pharmaceutical, Ltd

General Effective Capabilities (1)

What are the key inputs to support development of a scientific strategy? Has an analysis been performed to understand the disease landscape better? What do your stakeholders need to know and where do you aim to be at launch?

**Medical
Affairs
Strategy
and
Working
Plan**

What is the timing of pre-launch and launch activities? Who is leading the launch readiness teams? Is there adequate resources and budget?

**Priorities
and
Ownership**

How can MA support cross-functional teams pre- and post-launch? Can MA facilitate internal collaboration?

Service Oriented

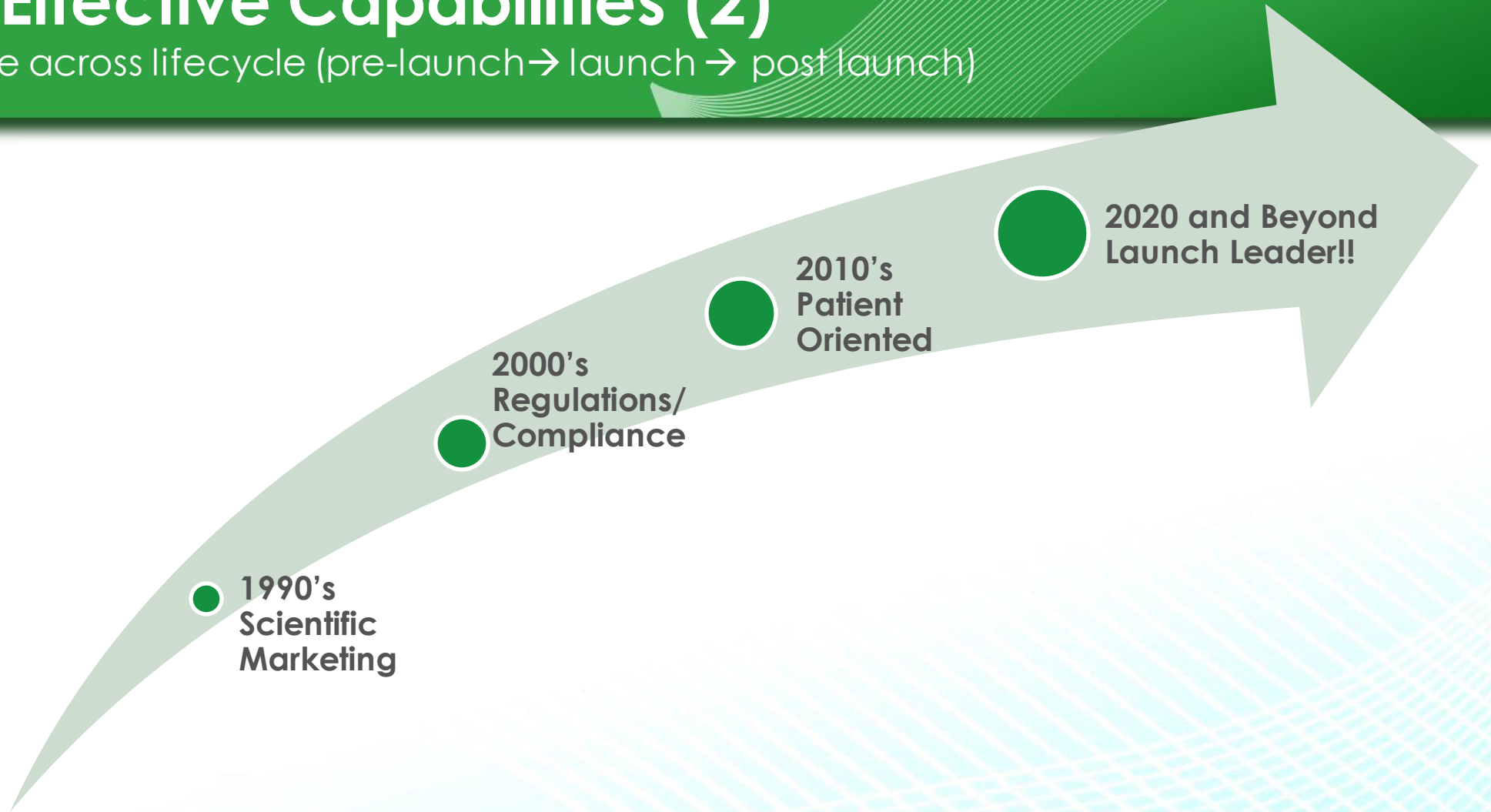


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General Effective Capabilities (2)

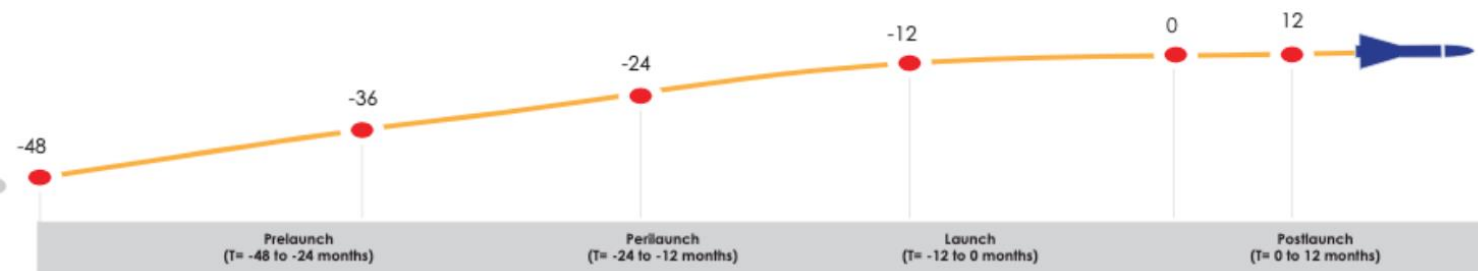
Value & Purpose across lifecycle (pre-launch → launch → post launch)



Medical Affairs Launch Excellence

Best Practices for Medical Affairs

Key Activities For Launch Excellence



Medical Leadership:
Strategic Planning

- Early Medical Insights for Clinical Development
 - Medical Team Formation and Expansion
 - Development of Strategic Imperatives
 - Conduct Situational and Gap Analysis
 - Identification of Unmet Needs
 - Building Cross-Functional Partnerships
- Cross-Functional (Medical/Market Access) Strategic Development & Execution



Medical Research:
Data/Evidence Generation

- Launch Readiness Planning and Launch Execution Excellence
- Life Cycle Management/
New Product Development
- Evidence Generation Planning
 - Support Programs and Deliverables to Drive Value and Align to Gaps and Opportunities
 - Leading and Lagging Indicators
 - Maximize Data Sources
 - Identify Patient Care Needs
 - Clinical Program Support (Recruitment, Site Support, Educate Scientific Community on Phase III Study Protocol)
 - Outcomes Research Studies
 - Investigator-Initiated Research Planning and Execution
 - Medical Advisory Board
 - Post Approval (eg, Phase IV) Study Strategy & Planning
 - Post Approval (eg, Phase IV) Study Execution
 - Patient Registry Trials



Medical Information & Communication:
Data/Evidence Dissemination

- Building Cross-Functional Partnerships
- Key Communication Objective Development
- Communicate Early Trial Data
- Create Medical Communication Platform
- Develop Education & Publication & Congress Plans
- Data Dissemination Strategy
- Lexicon Development
- Identify Key Tools
- Medical Communication Planning
- Medical Communications Execution (Publications, Congresses/Symposia)
- Medical Education and Grants Management
- Medical Advisory Boards
- Medical Information Planning
- Medical Information (Unsolicited Requests, SRLs, FAQs, Call Center)
- Execution & Updates
- Report on Product Insights



Medical Knowledge/Management:
Education, Communication

- Provide Internal Disease and Product Information Training
- Medical Advisory Board Planning
- Medical Education Planning
- Medical Advisory Board
- Medical Education and Training
- Field Medical Training



Partnership/Interactions:
Medical Community/
Stakeholder Engagement

- Medical Community Planning
- Medical Community (Thought Leader/HCP, Payer & Policy Makers, Patient Groups, Advocacy Groups)
- Engagement and Development
- Gather Feedback on Opinions, Interests, and Experience



Organizational Support

- Establish a Team of Medical Information Experts (Disease State, Mechanism of Action, Competitive Landscape, Access, Reimbursement, Clinical Data)
- Facilitate Transition From New Product Development to Commercial Launch
- Provide Medical Training, Participate in Cross-Functional Leadership Meetings and Insight Dissemination Efforts
- Insight Dissemination from RWE, HCP Interactions, and Medical Information Requests



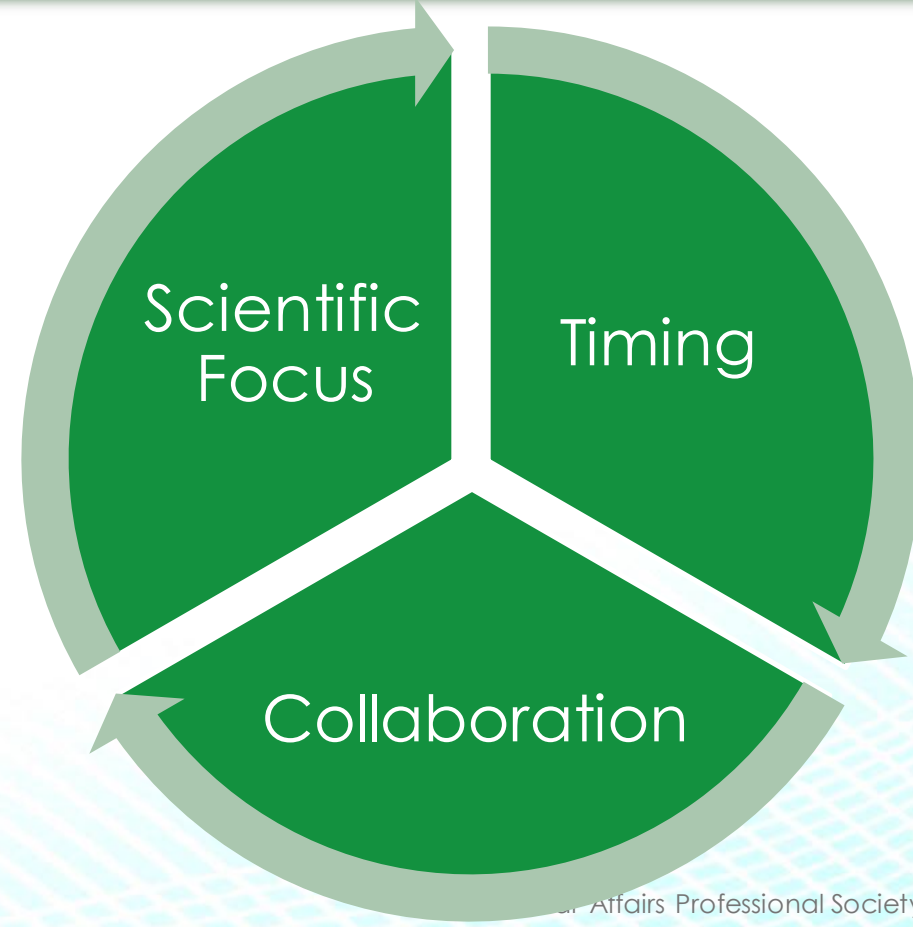
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General Effective Capabilities (3)

Roles & Responsibilities from the individual to the value on the overall

Elements
for Success



Benefits of
a Scientific
Launch



>> NOW SPEAKING: **Eric J. Beresford, PharmD, BCMAS**

VP, Head of Medical Affairs, Nobelpharma America, LLC

4 Habits To Optimize The Impact and Value of Medical Affairs

Habit #4: Demonstrate and Communicate Value



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VP, Head of Medical Affairs, Nobelpharma America, LLC

Demonstrate & Communicate Value (1)

Showcase ownership to the strategy the business and the success

- Data → Information → Knowledge → Insight → Wisdom
- Maximize CRMs (Customer Relationship Management Systems)
 - Engage internal departments cross-functionally
 - Align insights with business needs
 - Filtering & prioritizing (customize and align to strategic imperatives)
- Aggregate & Synthesize to inform strategy
- Actionable insights – business decisions, competitive advantage, strategic partnering



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Demonstrate & Communicate Value (2)

Quantify the value through impact metrics that link back to the business

- Activities:
 - Manuscripts, abstracts, posters
 - Congress Medical Affairs' support
 - Investigator sponsored studies
 - Thought leader development, onboarding
 - Pharmacoeconomic analyses
 - Medical information (FAQs / MIRFs)
 - Managed healthcare organizations
 - Field-based medical science liaison activities

Filter through Strategy



Quantitative

Qualitative

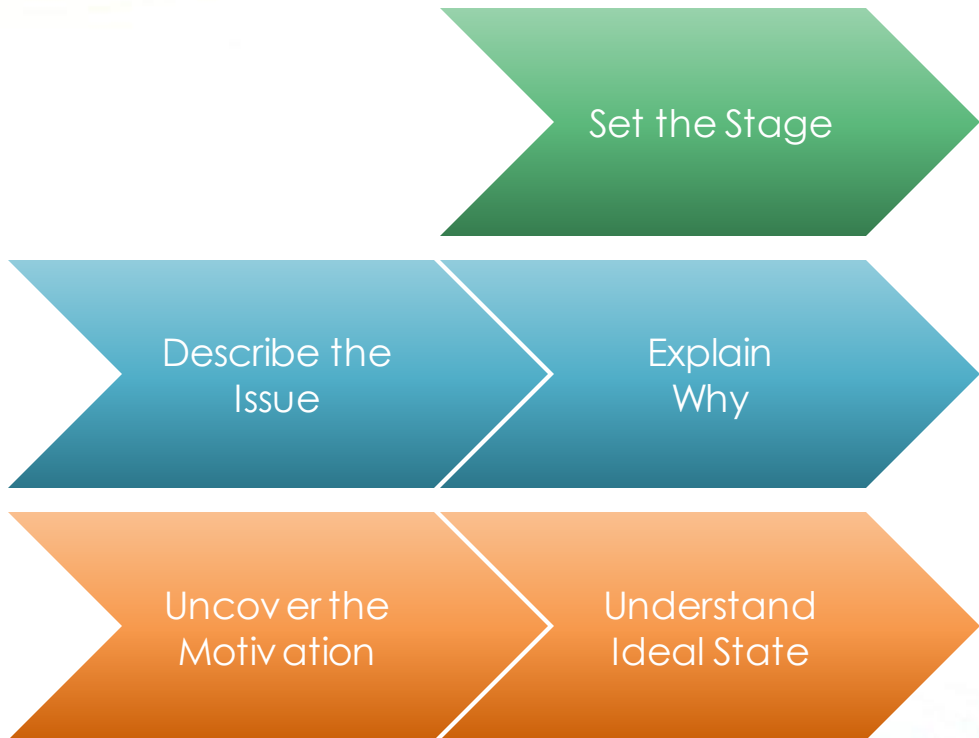
- Sentiment baseline & change overtime
- Creating advocates
- Evolving fence sitters or detractors
- Industry vs. non-industry contribution
- Amplification and innovation in digital & across channels



>> NOW SPEAKING: Eric J. Beresford, PharmD, BCMAS

VP, Head of Medical Affairs, Nobelpharma America, LLC

Demonstrate & Communicate Insights



#1. Describe the current situation and customers behavior

- Brief outline of situation
- Stated opinions
- Customer type

#2. Describe the customer's issue and why it is a challenge

- Problem/conflict
- Observed behavior
- Barriers experienced
- Drivers behind the behavior
- Emotion expressed

#3. Describe the customer's desired situation

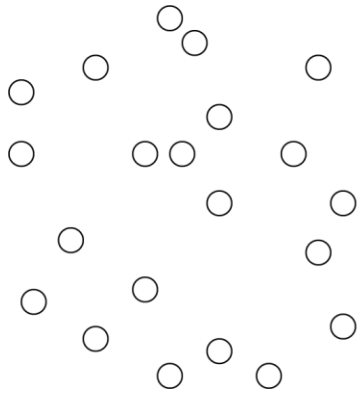
- Frustrations
- Desired outcome
- True unmet need
- Solutions not stated



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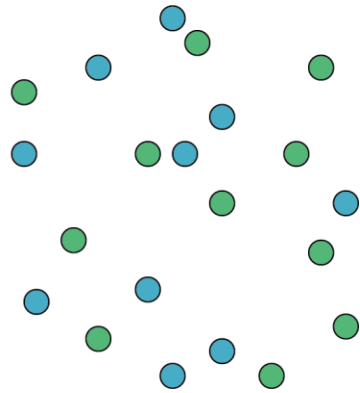
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Data



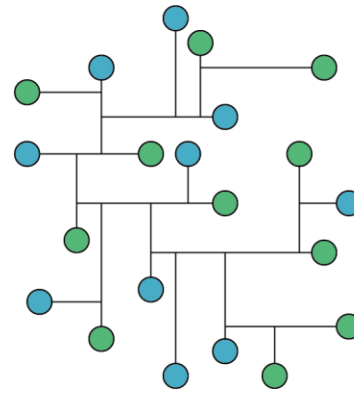
Raw, unprocessed facts
Quantitative – measured
Qualitative – observed
(ex. spreadsheet, database)

Information



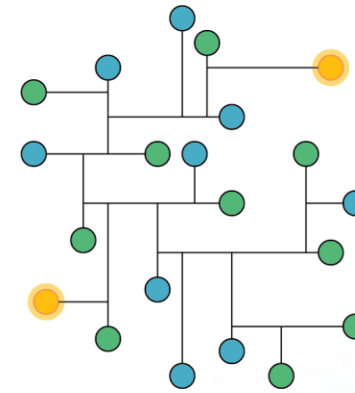
Data that have been processed and organized
(ex. chart, report, dashboard)

Knowledge



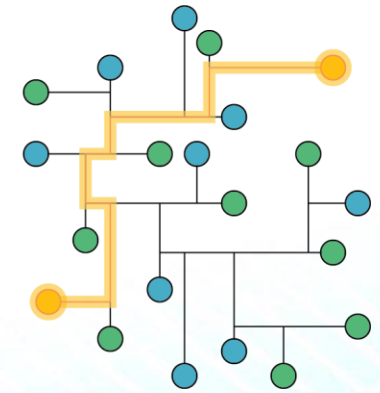
Analysis over time

Insight



Gained by analyzing different data and information, understanding the context and applying own knowledge to draw relevant conclusions.

Wisdom



Leads to action and/or change



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VP, Head of Medical Affairs, Nobelpharma America, LLC

Actionable Insights – *The Gold Standard*

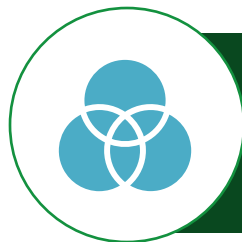
To ENCOURAGE ACTION, INSIGHTS SHOULD BE



Aligned to the strategic plan and key performance indicators



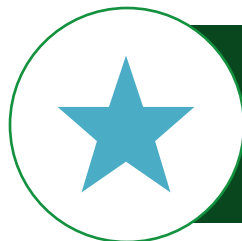
Detailed enough to avoid delays or more questions



Relevant for decision makers to act



Timely to capitalize on the opportunity



New or help validate assumptions



Clear and concise



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Executive Vice President, MedEvoke

4 Habits To Optimize The Impact and Value of Medical Affairs: Wrap Up



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To Consider on Your Journey

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

- *Will Durant (American writer, historian & philosopher)*



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Executive Vice President, MedEvolve

4 Habits to Optimize the Impact & Value of Medical Affairs

1. Think Forward and Learn From The Past

- Tease out critical insights and learnings to determine where we want to go
- Mindset Shift: Don't rush into the dead-ends
- Take a proactive approach to informed decision making

2. Strategic Planning & Execution of Activities

- Operationalize Insights: Execution with purpose
- Advanced Strategic Planning: not just one and done
- Incorporate a feedback mechanism

3. Generate Effective Capabilities

- Science, Strategy & Service: Prioritization & Ownership
- Value & Purpose across lifecycle (phase 1-launch-post launch)
- R&R from the individual to the value on the overall

4. Demonstrate and communicate value

- Quantify the value through impact metrics (quantitative & qualitative) that link back to the business- go beyond operational measures
- Showcase ownership to the strategy the business and the success



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Thank you!
Questions?