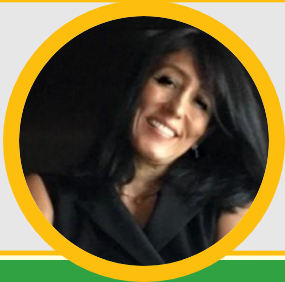


# Communicating the Value & Measuring the Impact of Medical Affairs Functions

## Medical Key Performance Indicators (KPIs) & Dashboards



## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Introductions



### **Safura Babu-Khan**

Senior Director,  
Transversal Medical  
Strategy Lead  
UCB Inc.



### **Chet Bhatt**

Executive Director,  
GMA Operations &  
Strategic Programs  
Amarin Corp.



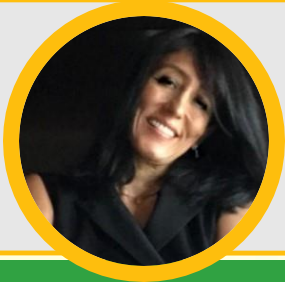
### **Charlotte Moseley**

Executive Director,  
Client Engagement  
McCann Health, Med  
Communications



### **Paul Tebby**

Vice President,  
Medical Affairs -  
Biosimilars  
Fresenius Kabi



## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Disclaimer

1

The views expressed in this Webinar are those of the presenters, and are not an official position statement by MAPS, nor do they necessarily represent the views of the MAPS organization or its members

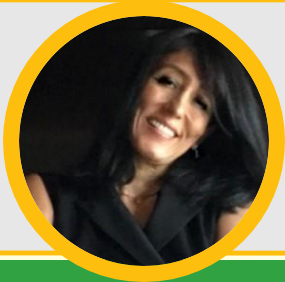
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The views expressed in this Webinar aren't an official position of the organizations the presenters are affiliated with

3

This presentation is for informational purposes only and is not intended as legal or regulatory advice





## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Housekeeping

### Questions for Presenters:

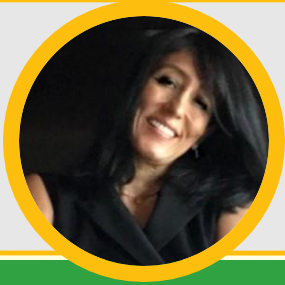
- Please submit questions throughout the presentation using the Q&A button in your control panel.

### Evaluations:

- The control panel includes a webinar evaluation. Please complete that evaluation so that we can work to ensure the highest quality presentations.

### On-demand Availability of Webinar:

- This webinar, as with all previous ones, will be available on-demand next week via the MAPS website Content Hub for MAPS members.

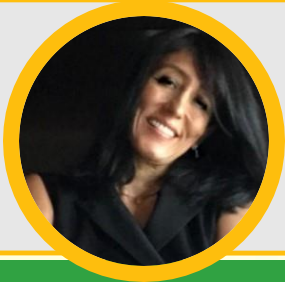


>> NOW SPEAKING: **Safura Babu-Khan**  
Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Objectives for Today

**After attending this webinar, participants will be able to:**

- 1 Understand the rationale and significance of communicating our value to our stakeholders
- 2 Understand why our value communications and KPIs may differ based on company portfolio, where the product is in its development cycle, or even organization size and maturity
- 3 Review examples of well-designed metrics and KPIs: cadence, content, and audience to ensure impact

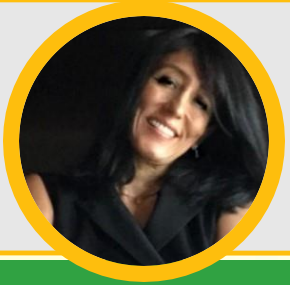


# >> NOW SPEAKING: Safura Babu-Khan

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Agenda

Topic	Speaker
<b>Introduction</b> The concept of Value and KPIs for Medical Affairs	All
<b>We Asked You &amp; What Did You Say</b> A recent MAPS Member Survey Summary on KPIs	Paul Tebbey
<b>Why Value and How “One Size Fits All Approach” Does <u>Not</u> Work</b> Considerations To Keep In Mind for the Impact	Safura Babu-Khan
<b>Case Examples of Medical KPIs and Dashboards that</b> 1.Elevate Our Communications and Education – Publications, Congresses and Educational Program Metrics 2.Elevate Our Stakeholder Engagement – Field Medical and MSL Metrics 3.Elevate Our Launch Preparedness – Integrated Medical Launch Metrics	Charlotte Mosely Chet Bhatt Safura Babu-Khan
<b>Closing Thoughts</b>	Safura Babu-Khan
<b>Q &amp; A</b>	All



## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# What Does **Value** or **KPI** Mean to You?







# >> NOW SPEAKING: **Charlotte Mosely**

Executive Director, McCann Health

## KPIs and Metrics Should be Built Around Strategic Goals





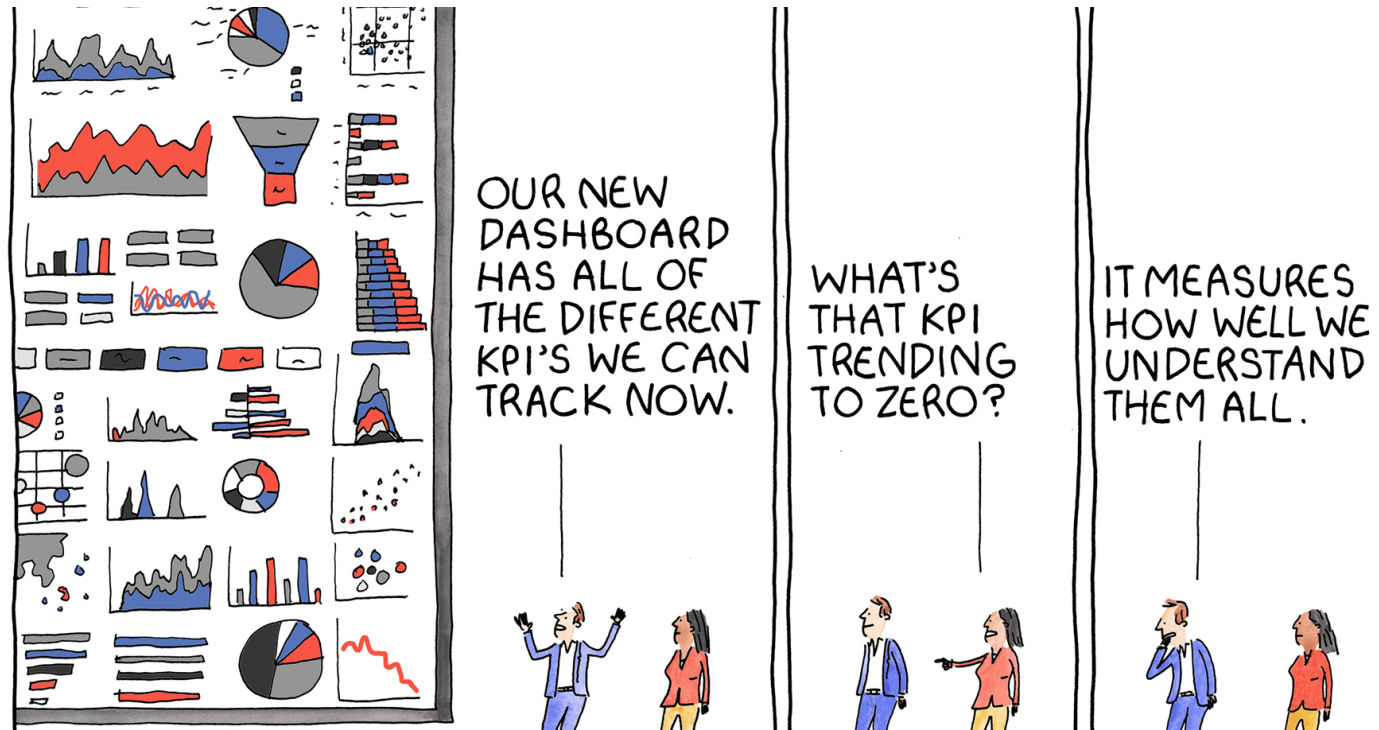


## >> NOW SPEAKING: Chet Bhatt

Executive Director, Amarin Corp.

# Key Performance Indicators: Point of View

“Every system is perfectly designed to get the result that it does.” — W. Edwards Deming



Would you read a book based on the number of pages it has?



## >> NOW SPEAKING: **Chet Bhatt**

Executive Director, Amarin Corp

# Key Performance Indicators: Point of View

“Every system is perfectly designed to get the result that it does.” — **W. Edwards Deming**



A key performance indicator (KPI) is **VALUE** measurement that speaks to alignment and effectiveness of the organization in enabling the strategy

*Reviewable and actionable* scorecard that keeps your *strategy* on track.  
*Enables you to act in timely manner to help achieve desired results*

*Are derived from an aligned strategy, clearly defined, simple to understand, relevant and focuses on continuous improvement*

*Take Note: Term is KPI: key performance indicator, emphasis should be on the word KEY: Select what is essential to the organization*

**For Medical Affairs – it is linked to what defines our VALUE to the organization. It is collected in two ways: measurement and assessment**



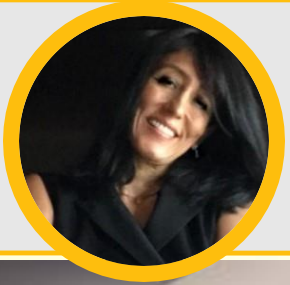
>> NOW SPEAKING: **Paul Tebbey**

Vice President, Fresenius Kabi

# KPIs – Themes and Thoughts from a MAPS Member Survey







## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# KPI – Measures What Matters

- ✦ Narrows Our **Focus**
- ✦ **Simplifies** the Complex
- ✦ Highlights Key **Objectives** Where We Must Succeed
- ✦ De-emphasizes the Noise – the Whirlwind of our Day-to-Day job \*

\* Day-to-day job is important and a must; but the measures around that are your individual performance goals managed by your manager





Medical™  
Affairs  
Professional  
Society

# Medical Strategy and Launch Excellence Focus Area Working Group (FAWG) 2020 Plans

“  
We want to hear from you  
”

“  
Take a survey  
”

What Do KPIs Mean to You in Your Organization + How Do You Use Them?

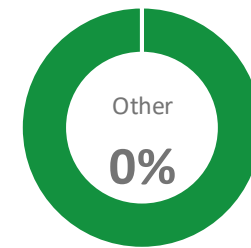
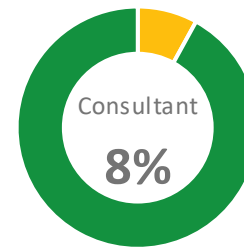
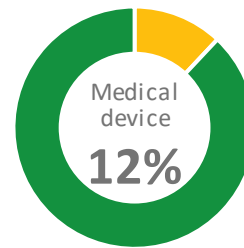
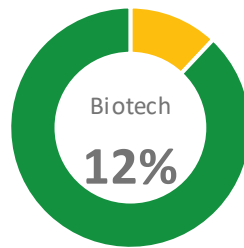
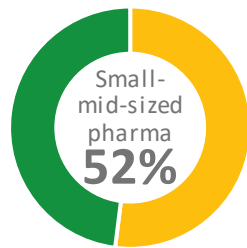
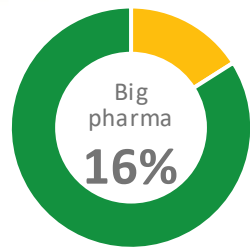


# >> NOW SPEAKING: Paul Tebby

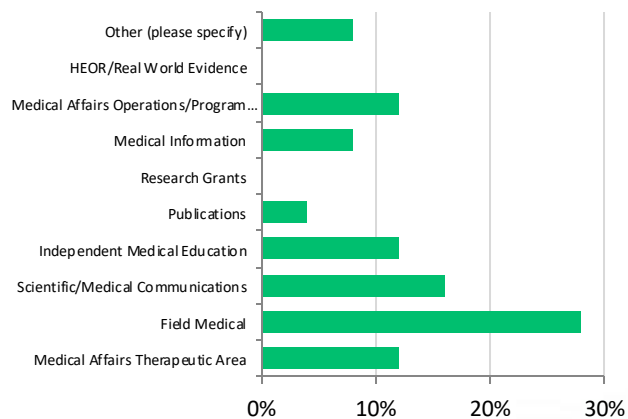
Vice President, Fresenius Kabi

## Demographics

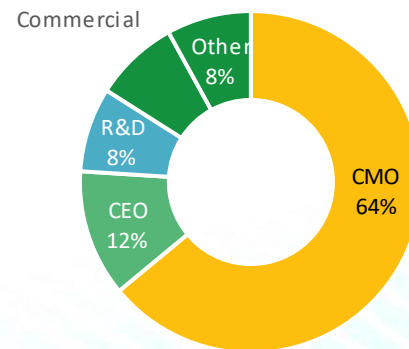
### Organisations



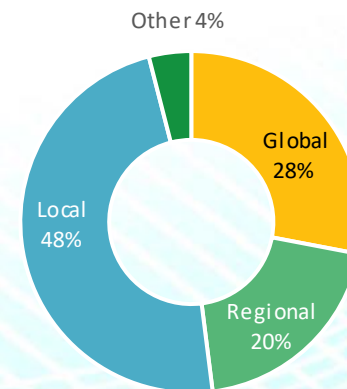
### Your role



### Whom do you report into?



### Which market do you support?





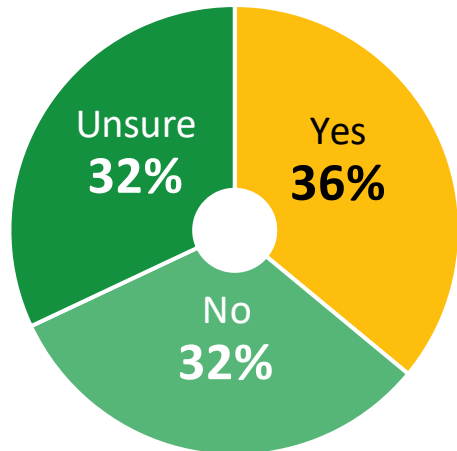
# >> NOW SPEAKING: Paul Tebbey

Vice President, Fresenius Kabi

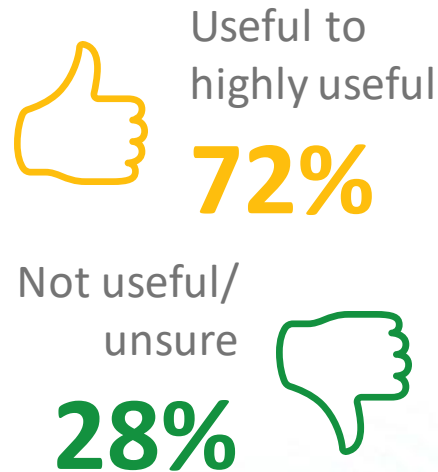
## Developing & Assessing metrics

### Initiation strategy/tactic

Establishing metrics at the start of strategy development or tactic



How useful are metrics?

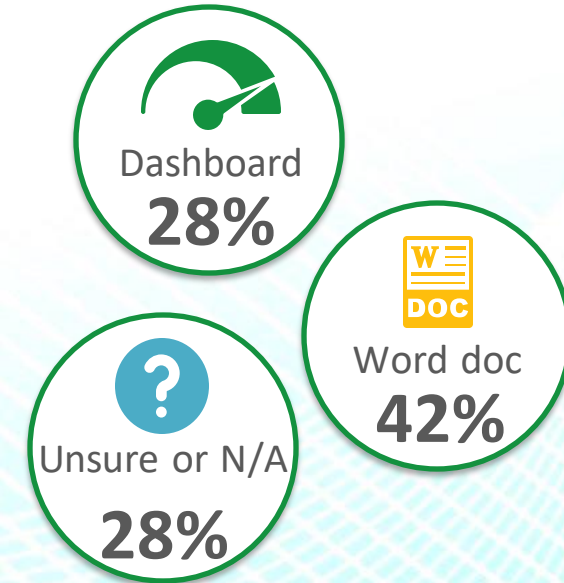


How often are metrics generated?



### Completion

Do you track and assess metrics?





# >> NOW SPEAKING: Paul Tebby

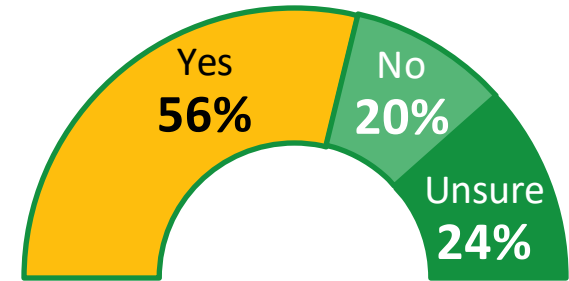
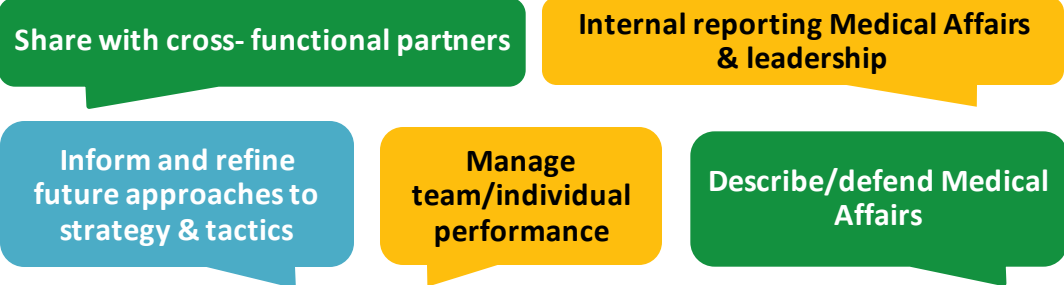
Vice President, Fresenius Kabi

## Current Approaches to Metrics

### How do we utilise metrics?

Volume vs value OR traditional vs impactful

### Are we using metrics to assess impact of medical strategy & tactics ?



### Quant Metrics

### Example metrics currently being used

### Qual Meaning

- Number of interactions per Q (core KOLs & non core KOLs)
- Number of physician contacts with MSLs
- Response times for MI requests / number of MI requests processed
- Number of publication acceptances / number of submission acceptances to journals



- Knowledge impact, performance impact
- Insights generation (advisory boards; MSLs; competitive intelligence)
- Evidence generation, evidence dissemination
- Success stories measuring unique contributions





## >> NOW SPEAKING: Paul Tebbey

Vice President, Fresenius Kabi

# Moving forwards –what should we be aspiring to?

Impact reporting

QUALITY of clinician engagements rather than quantity

Should be relevant to strategy and/or tactics

Quality – less focus on quantitative, more value in a combination of qualitative & quantitative

Should be used to facilitate collaboration not competition

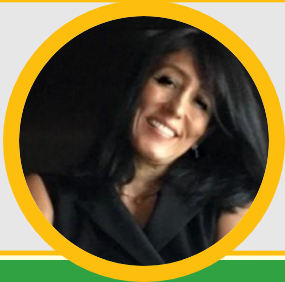
Regular timely assessment

Group / team alignment and assessment

360 reviews

Used to inform future thinking for strategy and tactical execution not just measuring the impact of a strategy or tactic

Prospectively designed and agreed metrics



## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Why *One Size Fits All* Approach Does Not Work When We Think Of Medical Affairs *Value and Performance*



### **Organizational**

**Company** – Type, Size  
**Maturity** – start-up, mid-size,  
big pharma



### **Functional**

**Medical Affairs** – Type, Size,  
Reporting Lines  
**Maturity** – evolved, basic,  
visionary head (well aligned in org)



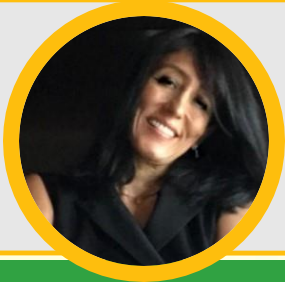
### **Cross-Functional**

**Processes** – Well defined,  
clear leadership  
**Maturity** – clear functional  
leadership @ Medical,  
Commercial, Access, Advocacy etc.



### **Product Strategy**

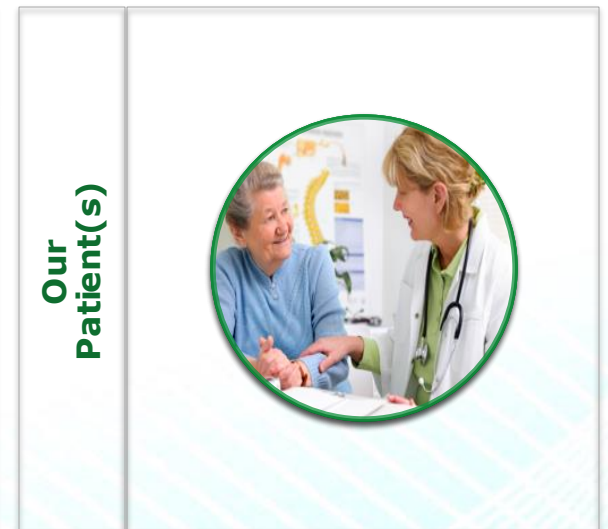
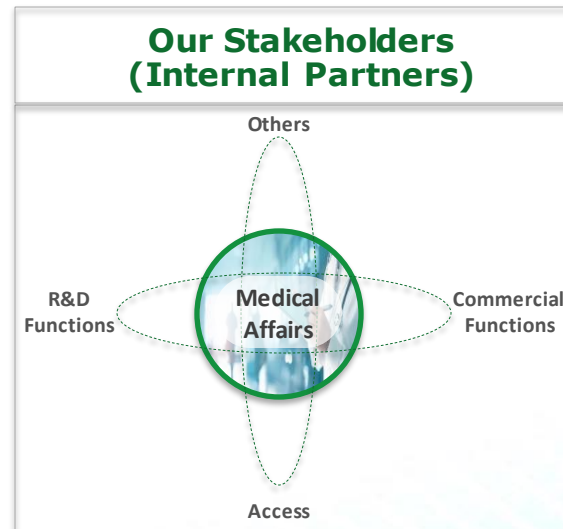
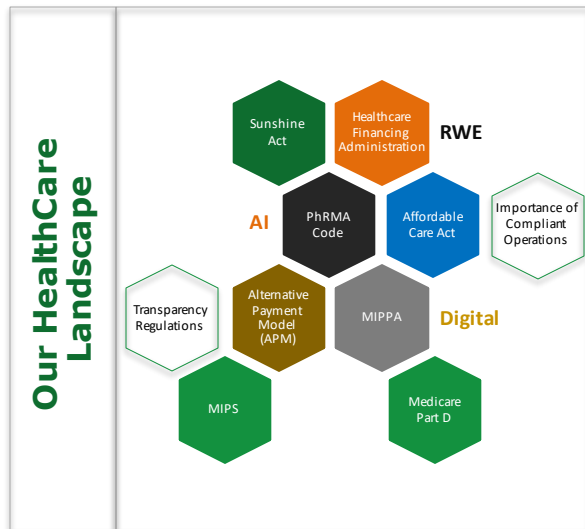
**Single Point Leadership @  
Product Level vs other  
Medical Strategy and Plans** –  
properly layered beneath  
overarching product vision/  
strategy vs other



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 Senior Director, Transversal Medical Strategy Lead, UCB Inc.

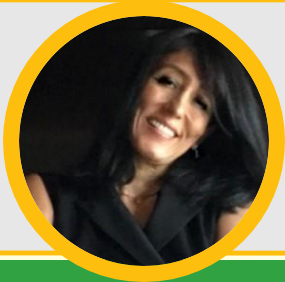
# And What Aspects Do Apply to Everyone

## Our Healthcare Landscape has Evolved (and evolving further)



MIPPA: Medicare improvements for patients and providers act  
 MIPS: Merit-based Incentive Payment System





>> NOW SPEAKING: **Safura Babu-Khan**  
 Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# And Layering On Top Of That... very Unique for each Organization or Asset or Disease Area

(new modalities and personalization)  
**Our Innovative Drivers**

**Our Market**



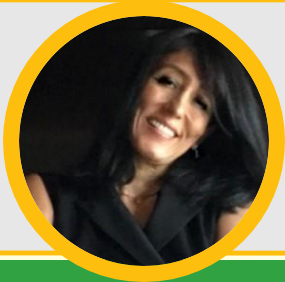
**Our Competitors**



**Our Impact**







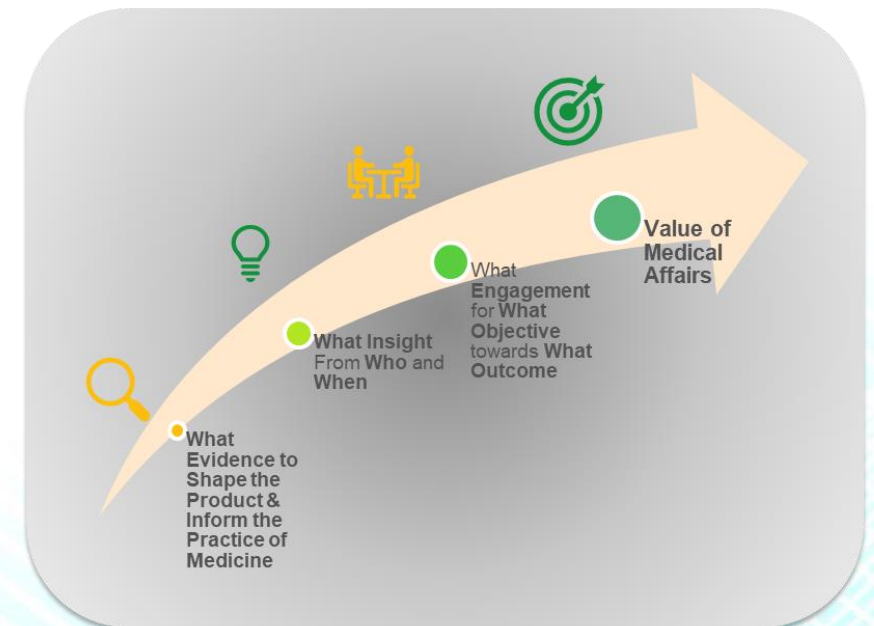
# >> NOW SPEAKING: Safura Babu-Khan

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## We Have What We Need to Deliver on Our 360° Medical Value Proposition



## Our KPIs





>> NOW SPEAKING: **Charlotte Mosely**

Executive Director, McCann Health

## Measuring impact of our communications and education

### Elevate Our Communications and Education



1 **Publications**

2 **Congresses**

3 **Educational Program**





# >> NOW SPEAKING: Charlotte Mosely

Executive Director, McCann Health

**REMEMBER**  
**Different people**  
**will have different needs**  
**in terms of evaluation of success**

**A 'ONE SIZE FITS ALL'**  
**APPROACH DOES NOT**  
**MEET ALL THESE NEEDS**

## SKIMMERS

Top level analysis and impact of overall Medical strategies  
Volume and impact based metrics used  
High level dash board

## SWIMMERS

Deeper content required  
Volume and impact metrics  
Metrics relative to individual strategies as well as the overall strategy

## DEEP DIVERS

Want detailed data  
Metrics of success per strategy and tactics  
Volume and impact  
Dashboards across strategies and channels/categories (publications; education; congress etc)

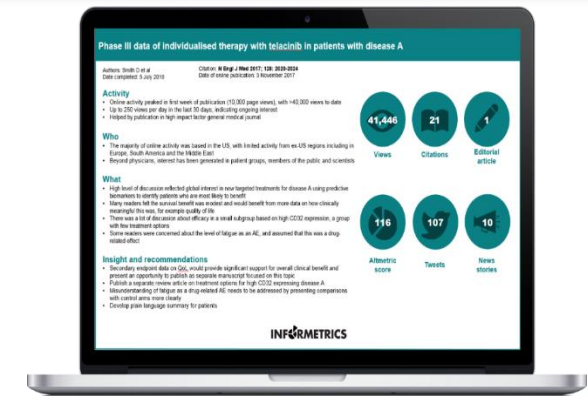
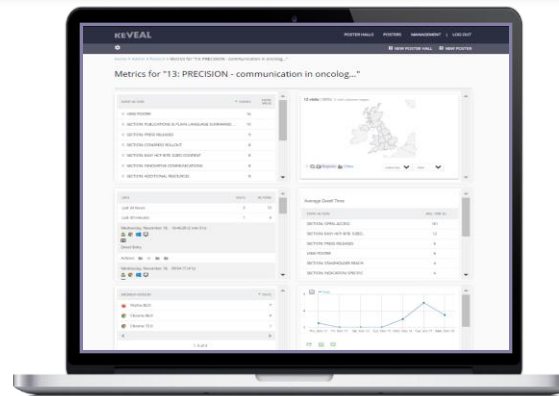
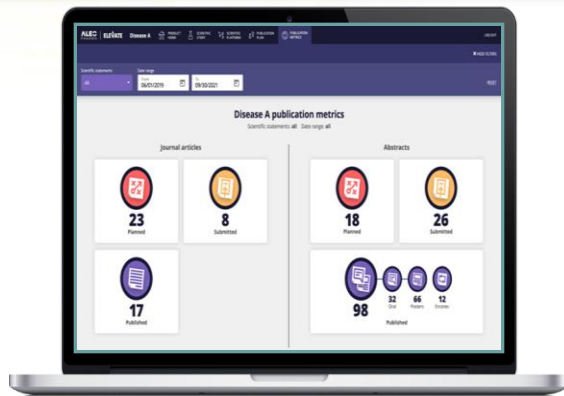




# >> NOW SPEAKING: Charlotte Mosely

Executive Director, McCann Health

## Measuring impact of publications strategies



VOLUME & VALUE combined provide a more valuable metrics of success and will inform further strategy development

#manuscripts submitted  
#abstracts submitted  
Journals submitted to  
Acceptance rates  
Altmetric score

# Views  
Dwell time  
Global impact  
What is of most interest  
Are publication enhancements viewed?

Sentiment analysis  
Social media sharing  
Editorial comment  
News Stories





# >> NOW SPEAKING: Charlotte Mosely

Executive Director, McCann Health

## Dashboards to support congress activities





# >> NOW SPEAKING: Charlotte Mosely

Executive Director, McCann Health

## Measuring success – case study of measuring impact of an educational program

VALUE



IMPACT

### STRATEGIC GOAL

### ARE WE REACHING OUR AUDIENCE ?

### IS THIS TRANSLATING INTO KNOWLEDGE, INTENT AND BEHAVIOUR CHANGE?

#### 1. DIAGNOSIS

- Number accessing and using educational slide decks / e-learning
- Views of educational tools

- Knowledge check data from e-learning
- Insights into changes in diagnostic pathway in practice from claims data
- Adoption of disease area lexicon from the scientific platform (monitoring of publications, digital channels)

#### 2. EVIDENCE

- Utilization of medical education resources
- Number of publications

- Net Promoter Scores for educational resources
- Shift in the questions being asked indicating a change in behaviour

#### 3. EXPERIENCE

- Number of HCPs engaged in experience sharing program

- Market research: attitudes and confidence to treat
- Tracking of topics being raised by HCPs with field medical/medical info

#### 4. FUTURE

- Symposium attendance

- Social media share of voice and topics discussed
- Thought-leader commitment to involvement in clinical program/IITs etc



>> NOW SPEAKING: **Chet Bhatt**  
Executive Director, Amarin Corp

## Case Example 2



**Elevate Our Scientific Engagement  
Field Medical and MSL Metrics**





# >> NOW SPEAKING: Chet Bhatt

Executive Director, Amarin Corp

## Key Performance Indicators | View for consideration

Visualize your strategy, align it with key stakeholders, and define the right KPIs at the same time!  
Be aware that most KPIs don't outlive the strategy they're based on

	Common Metrics	Value	Measurements	Link to plan
<b>Engagement</b>	<ul style="list-style-type: none"> <li># KOLs in Plan</li> <li># KOLs Engaged</li> <li># Key Topics</li> </ul>	<p>How is Medical Department adding value internally and externally to enable Business Strategy</p>	<p>Which additional quantitative metrics will allow us to measure value?</p>	<p>How can we ensure activities and results are linked to, and are enabling, medical and business strategic plans?</p>
<b>Education</b>	<ul style="list-style-type: none"> <li># events</li> <li># symposia</li> <li># IMEG</li> </ul>			
<b>Evidence</b>	<ul style="list-style-type: none"> <li>Data Generation</li> <li>Data Dissemination</li> <li># of IIT/ECR/RWE</li> </ul>			
<b>Excellence</b>	<ul style="list-style-type: none"> <li>Ad Boards</li> <li>Medical Intelligence</li> <li>Publications</li> </ul>			





# >> NOW SPEAKING: Chet Bhatt

Executive Director, Amarin Corp

## Value Narrative – Field Medical: A shift in focus in 2020

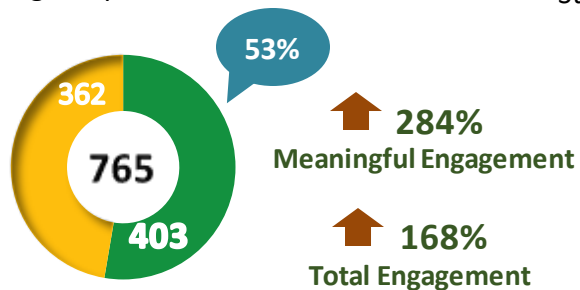
### Field Medical Guiding Principles – 2020 – Strategic Agility

- Shift in strategy in 2020 to focus engagement on regional KOLs
- Design KOL engagement plan based on the strength of MSL team
- MSLS to engage primarily with KOLs assigned to their territory
- 2020 has seen high **adoption of virtual KOL engagement**
- MSL engagement is focused on scientific exchange supported by approved medical scientific content (Presentations)
- Collection of clinical insights from KOL engagement is critical to shape our internal business strategy (Research and Commercial)

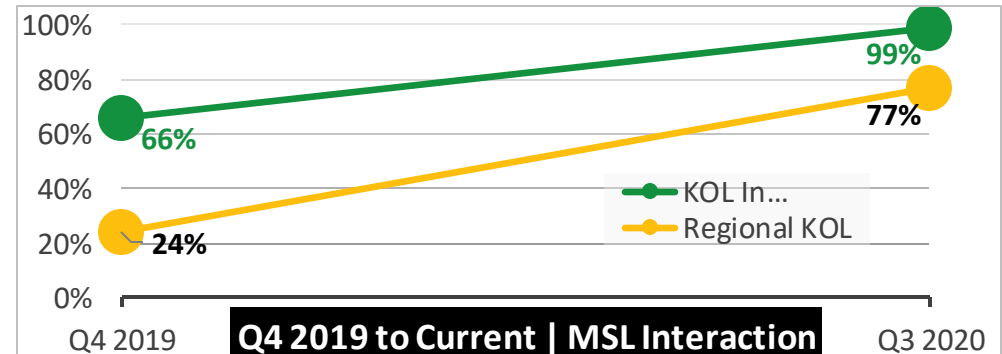
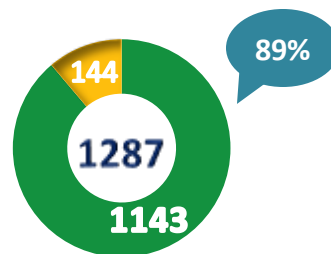
### MSL Strategic Medical Imperatives

**Gaps in current therapies:** Disease area continues to be  
**Differentiator:** How is Product different? Safety and Tolerability of Product.  
**Clinical Value & Economic burden** Recent Study is a landmark body of evidence...as it relates to unmet needs with

Q4 2019 – Interaction with Strategic Topic Discussion



Q3 2020 – Interaction with Strategic Topic Discussion





## >> NOW SPEAKING: **Chet Bhatt**

Executive Director, Amarin Corp

# Situational and Strategic Value Narrative

### Situation

- Gaps in current therapies
- Disease Burden
- Clinical Value
- Safety / Tolerability



### Action



- Evidence Package
- Education Plan
- Engagement and Insights
- Publication / Med Comms

### Impact

- Alignment
- Mitigating Gap
- Elevating dialog and action
- Reach, Resound, Resonance



## >> NOW SPEAKING: **Chet Bhatt**

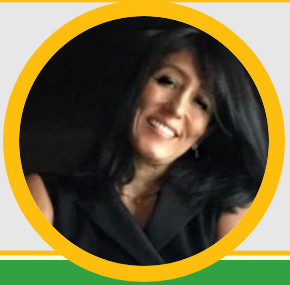
Executive Director, Amarin Corp

KEEP IN MIND, MEASUREMENT IS NOT JUST  
NUMBERS, BUT STORIES.

PEARL ZHU

**DEVELOP YOUR VALUE STORY**



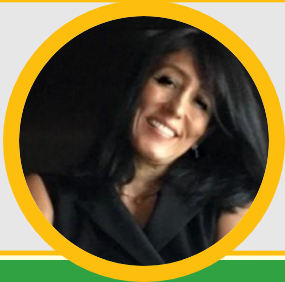


>> NOW SPEAKING: **Safura Babu-Khan**  
Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Case Example 3



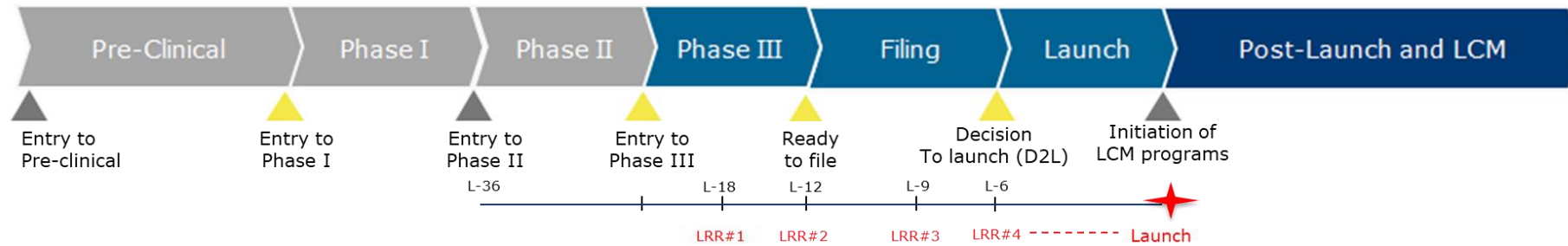
**Elevate Our Launch Preparedness –  
Integrated Medical Launch Metrics**



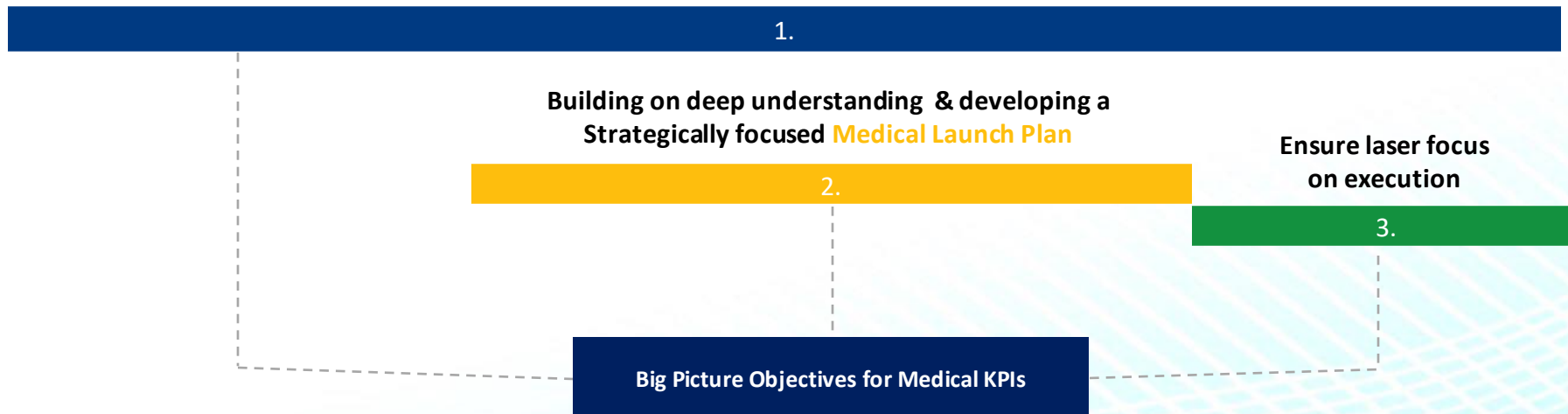
# >> NOW SPEAKING: Safura Babu-Khan

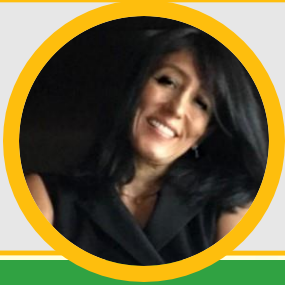
Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Medical Affairs Input throughout Product Development More important than ever, to ensure that our therapies will be relevant to patients



### Early Medical Insights to inform product positioning and strategy



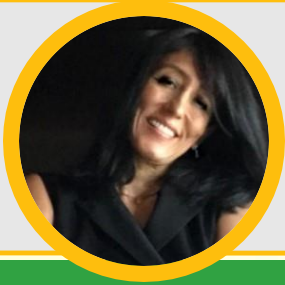


>> NOW SPEAKING: **Safura Babu-Khan**  
Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Our Value Proposition Has Evolved



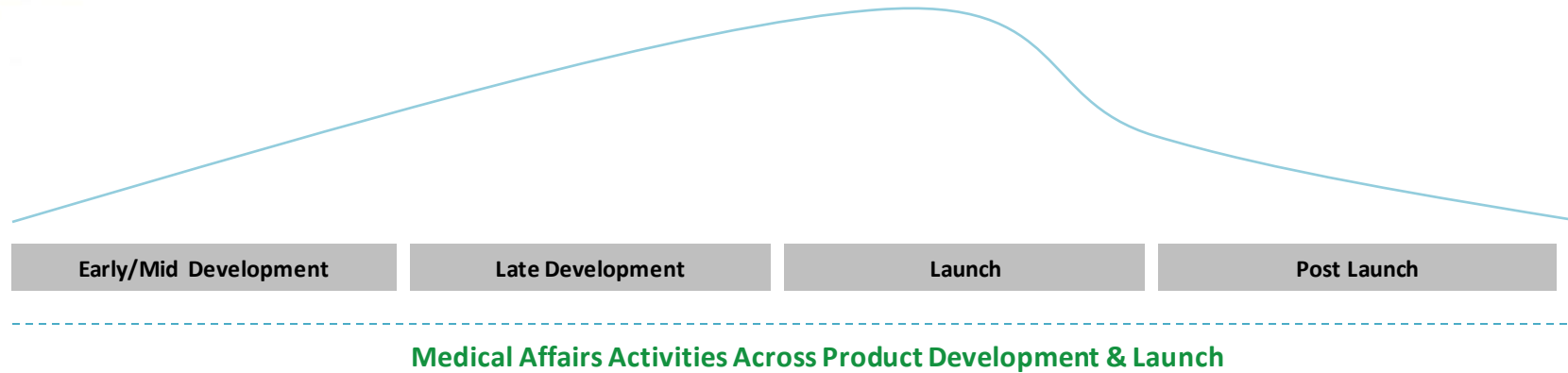


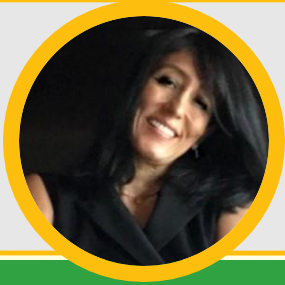


## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Our Value Proposition Has Evolved



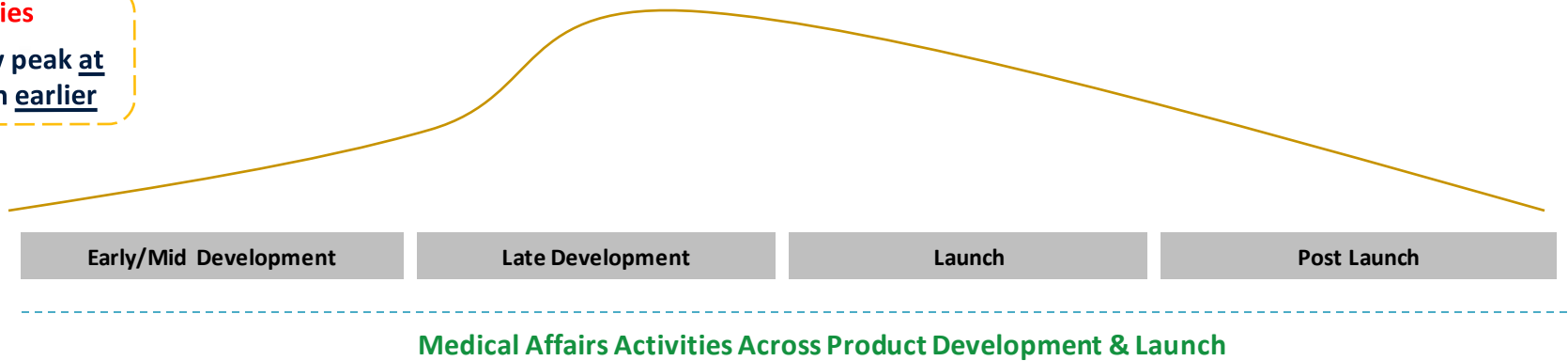


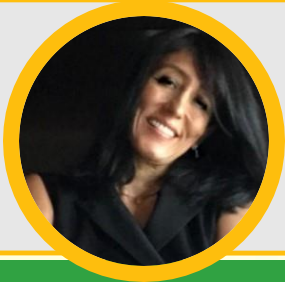
# >> NOW SPEAKING: Safura Babu-Khan

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## Our Value Proposition Has Evolved

**Our Activities**  
Don't necessarily peak at  
launch but much earlier

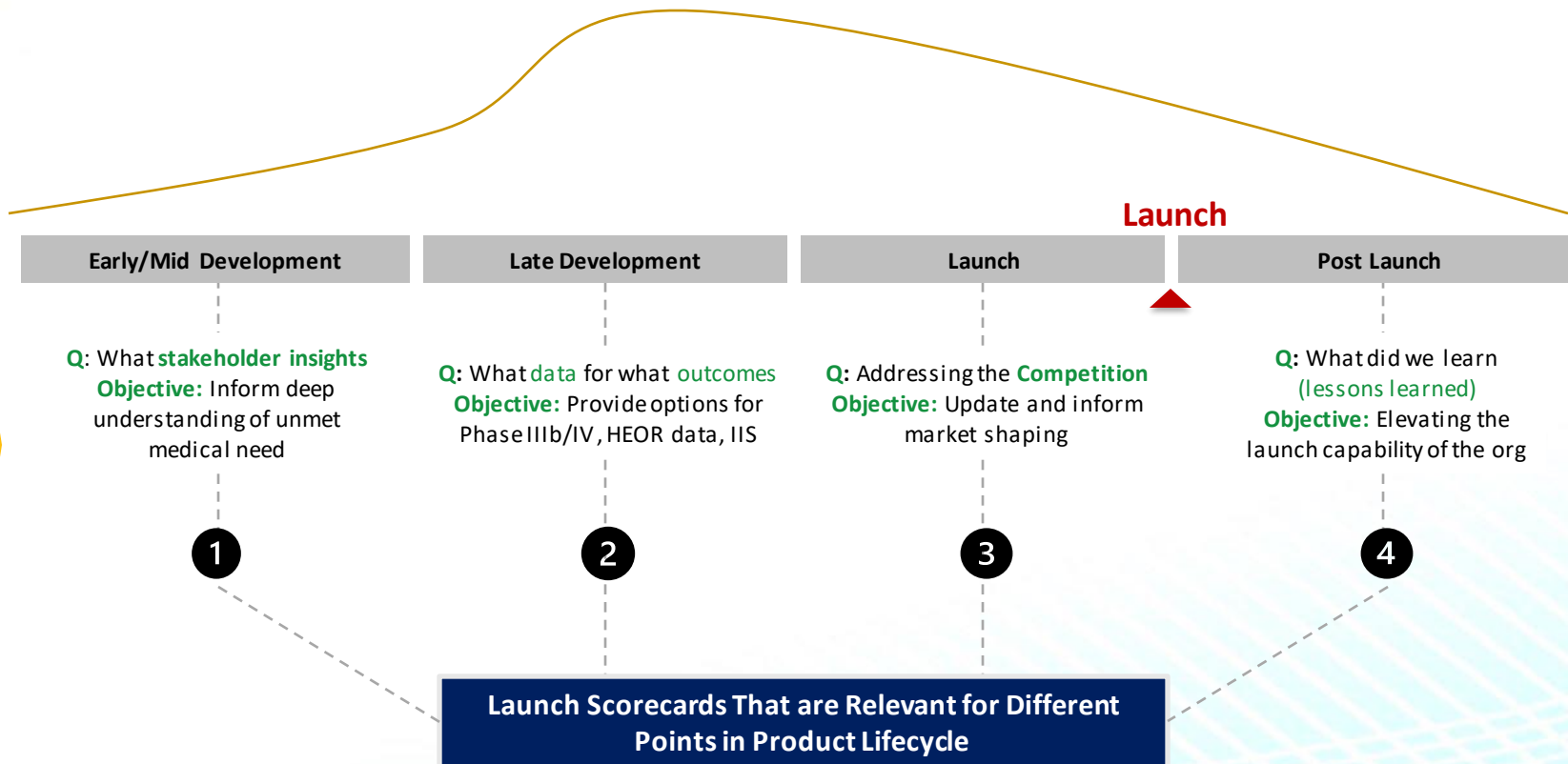




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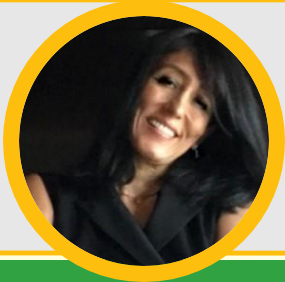
Senior Director, Transversal Medical Strategy Lead, UCB Inc.

## What We Do and Measure Early Has a Significant Impact @ Launch



Examples of More Granular Objectives for Medical KPIs

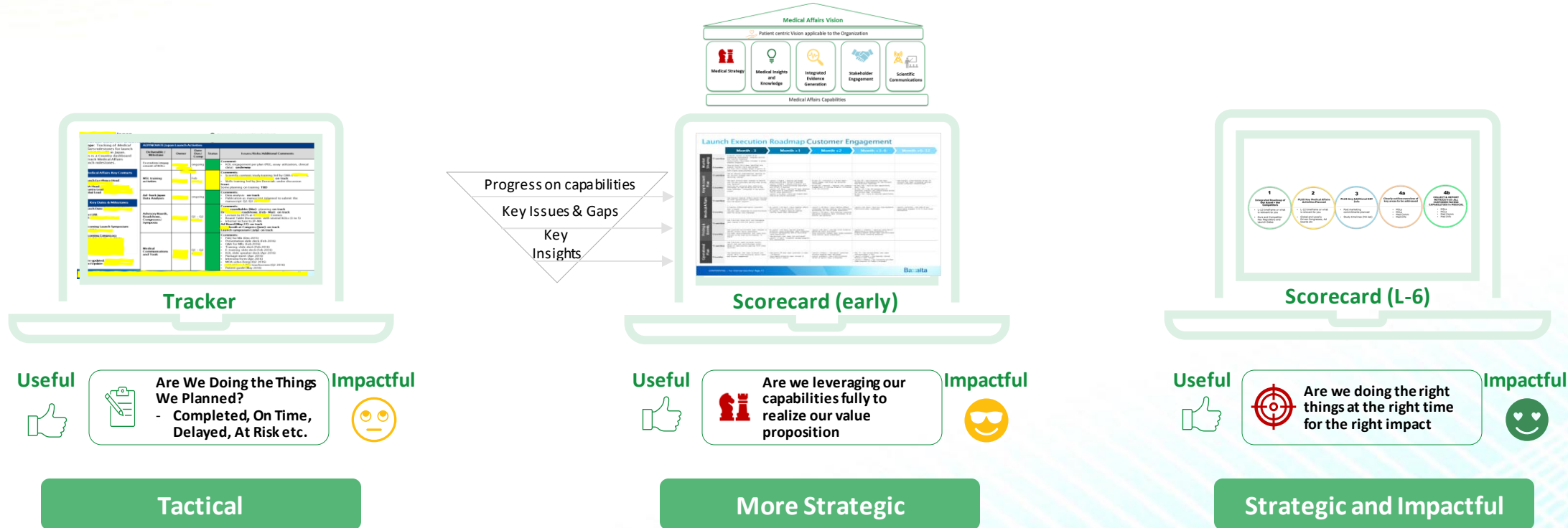


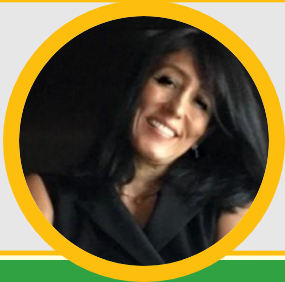


>> NOW SPEAKING: **Safura Babu-Khan**  
 Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Medical Launch KPIs & Scorecards

1. Medical Launch Tracker (Dashboard) vs.
2. Medical Launch Scorecard





## >> NOW SPEAKING: **Safura Babu-Khan**

Senior Director, Transversal Medical Strategy Lead, UCB Inc.

# Launch-6 Scorecard

How does it bring the focus that is required for the organization (not just Medical Affairs)

**1**

**Integrated Roadmap of Our Asset+ the Competitors**

- L-12 timeframe or what is relevant to you
- Ours and Competitor Key Regulatory and Launch Dates

**2**

**PLUS Key Medical Affairs Activities Planned**

- Global and Locally Driven Congresses, Ad boards etc

**3**

**PLUS Any Additional KEY Info**

- Post marketing commitments planned
- Study timelines (MA led)

**4a**

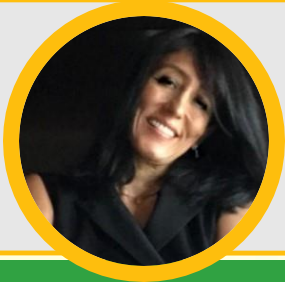
**Clearly outline overview of key areas to be addressed**

- MSLS
- MCLs
- Med Comm
- Med Info

**4b**

**COLLECT & REPORT METRICS from ALL CUSTOMER FACING CAPABILITIES in MEDICAL**

- MSLS
- MCLs
- Med Comm
- Med Info

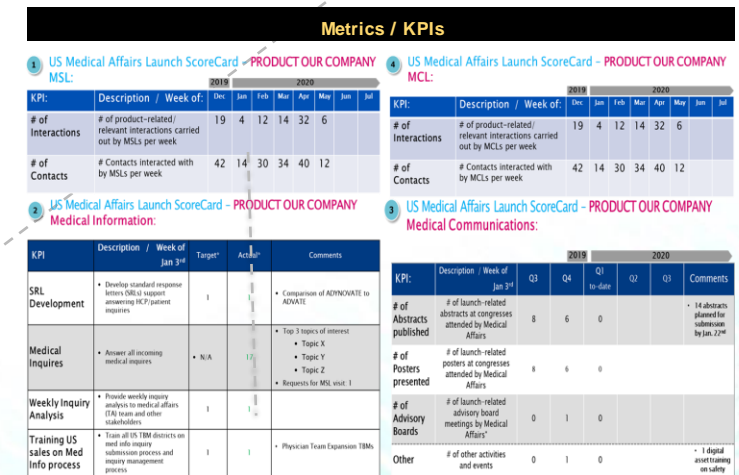
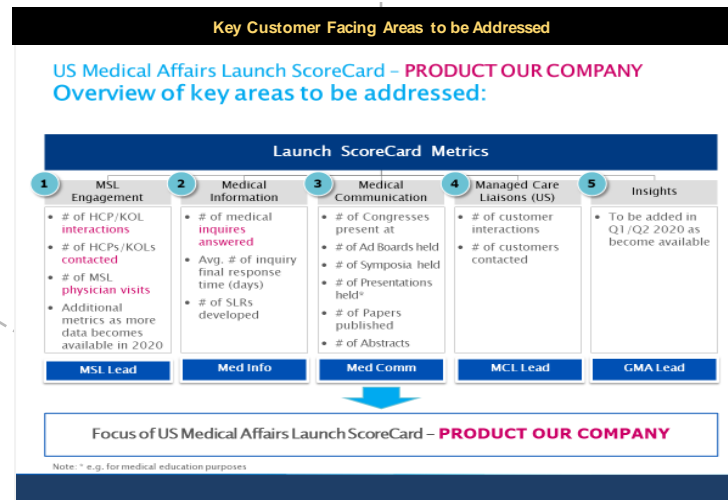
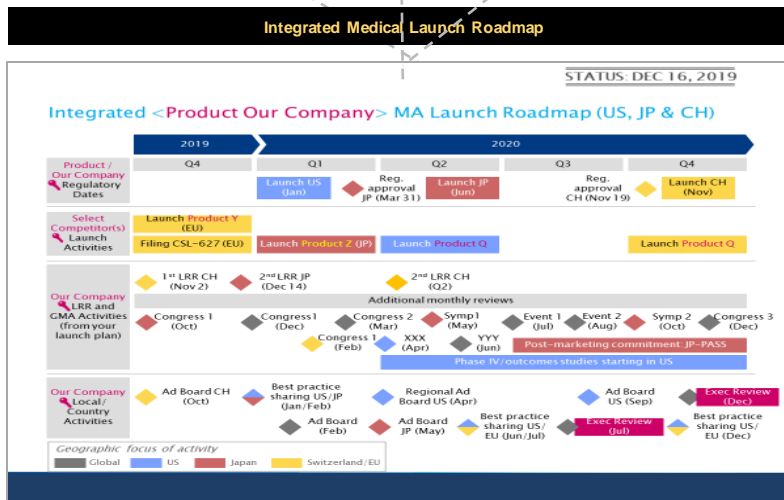


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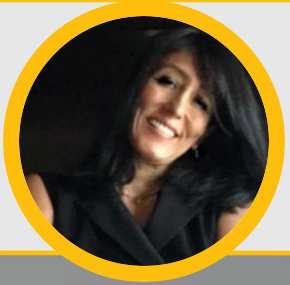
## Launch-6 Scorecard

### How it Drives Decision Making in Medical and the Organization



If You Know What Is RELEVANT and When; You can Question the PERFORMANCE from the metric data → AND Course Correct (ELEVATING THE MEDICAL LAUNCH CAPABILITIES)



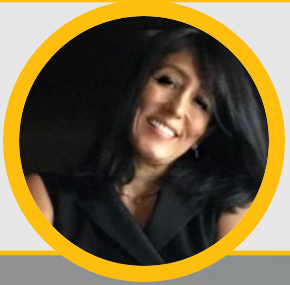


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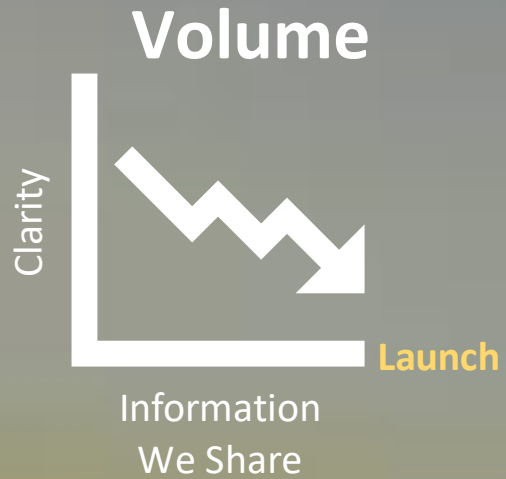


**The Closer We Get to Launch –  
What we Communicate & Who we  
Communicate to becomes Critical**

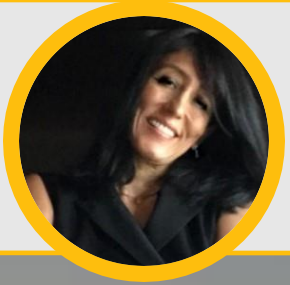


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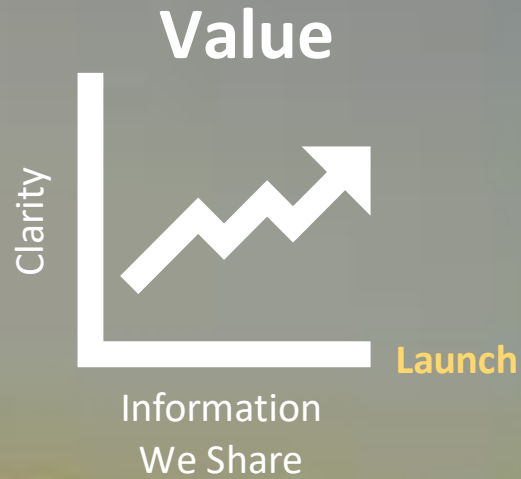


**The Closer We Get to Launch –  
What we Communicate & Who we  
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**The Closer We Get to Launch –  
What we Communicate & Who we  
Communicate to becomes Critical**



# Our People

## Recognizing the Value of Medical Affairs People



Medical Doctors



PhDs, PharmDs, Various  
Scientific Backgrounds



Operations, Strategy,  
Digital, AI etc.



External Partners,  
Solution/Service Providers



- ✓ Leveraging Diverse Qualifications and Experiences & Enabling Robust and Challenging Conversations
- ✓ Recognizing and Communicating the Value of our Medical Affairs People
- ✓ Training and Elevating Them to their full-potential

## In Summary

- **Understand the rationale and significance of communicating our value to our stakeholders**
  - **What is Our Value Proposition to Our External and Internal Stakeholders**
- **How *One Size Does Not Fit All***
  - **Org size, maturity, product lifecycle**
- **Some Real Scenarios and Concrete Examples of KPI Dashboards**
  - **Medical Communications, Engagement and Launch**

# Questions



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