

Welcome!

Accelerating Innovation with New Metrics, Learners, and Leaders

Presenters



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Educational Objectives

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

1. Applying key lessons in inspiring higher team performance based on the 2022 Medical Affairs Innovation Olympics case study
2. Examining the real world potential of improving Medical Affairs performance management by applying Data Science basics and organizational research with Medical Productivity Index (MPI)
3. Learning about emerging approaches of accessing provider and patient level data to directly translate MA performance into improved health outcomes
4. Understanding the greatest areas of Talent Growth gaps and opportunities to Learning and Development to Accelerate Innovation

Polling Question 1

What is the size of your pharma or biotech company?

- A) 1-1000 employees
- B) 1000 – 10,000 employees
- C) 10,000+ employees
- D) I work at a life science solution provider / agency

Polling Question 2

- What are your primary responsibilities in Medical Affairs?
 - A) Field Medical Affairs
 - B) Evidence Generation / Patient Centricity
 - C) Medical Communications / Medical Education
 - D) Medical Information
 - E) Medical Operations / Advanced Analytics
 - F) Medical Strategy / Launch

Polling Question 3

- What is the most effective strategy you have used to inspire *Innovation* in your Medical Affairs team?
 - A) Annual Short-Term Ideation Events, Workshops
 - B) Ideation Competitions with Awards
 - C) Podcast related to Disease State or Scientific Conferences
 - D) Ongoing Learning and Development Forum tied to Incentives
 - E) Scientific Advisory Board Facilitation and Ownership
 - F) What's Innovation?

DARE TO SHARE FOR OUR HEALTHCARE



MEDICAL AFFAIRS INNOVATION OLYMPICS

SEPTEMBER 15 - OCTOBER 23, 2022



New Momentum For Medical Affairs



First Ever 2022 Medical Affairs Innovation Olympics

Case Study & Key Lessons

Thinking Forward in Medical Affairs

**TO INNOVATE IS
TO CHANGE BEFORE YOU ARE FORCED TO**

Captain Sully Sullenberger's favorite Definition of Innovation

New Age of Innovation

2023 MEDICAL AFFAIRS INNOVATION SPECTRUM



COMPETE --- COLLABORATE --- INNOVATE



Designing Contests that Matter



PRACTICE WHAT YOU **PLAY**

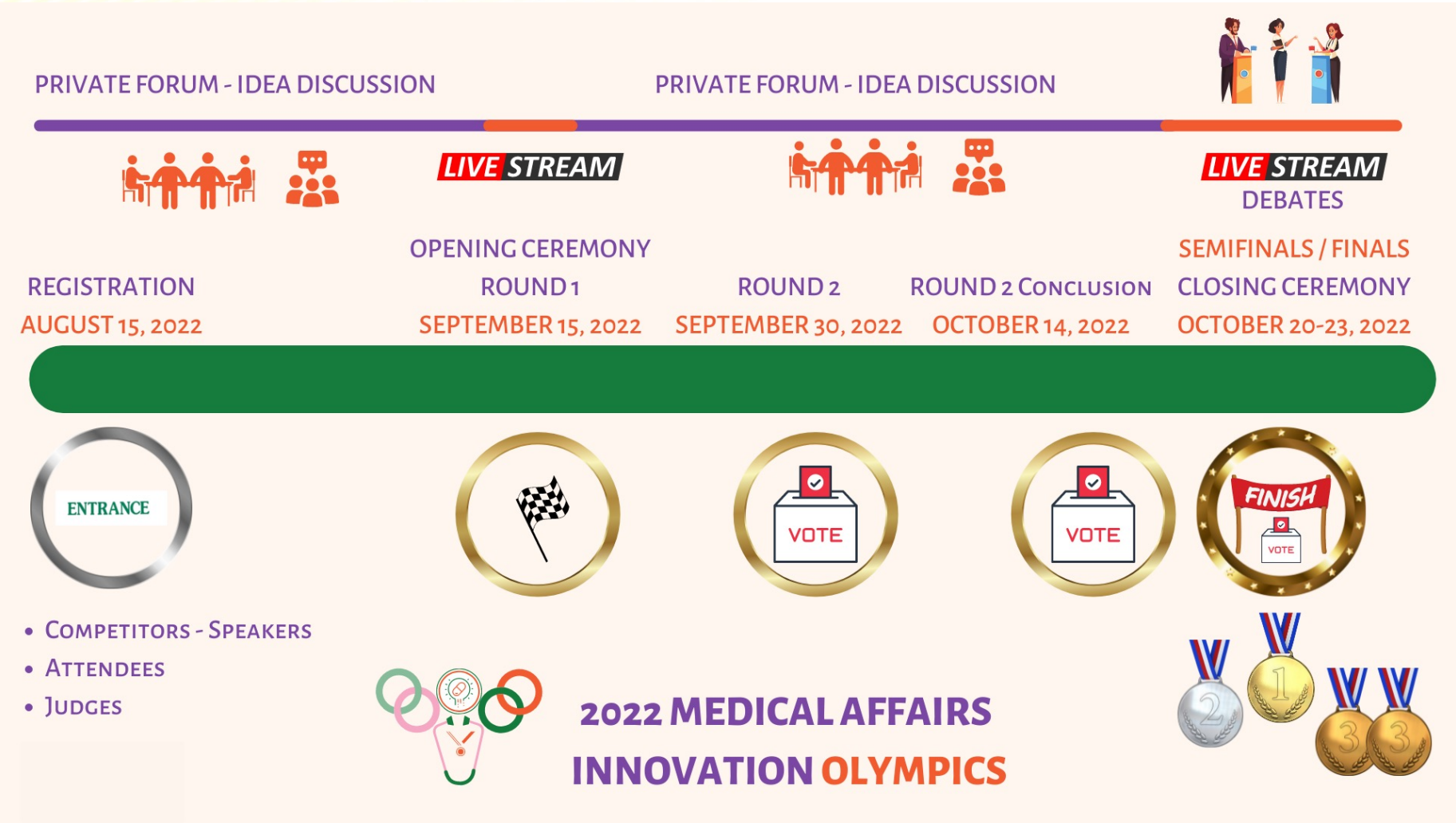
TELL ME AND I FORGET.
TEACH ME AND I REMEMBER.
PLAY TOGETHER AND WE LEARN!

Goals of the Innovation Olympics



1. **ACCELERATE FORWARD FLOW OF IDEAS**
2. **EVALUATE IDEAS TRANSPARENTLY**
3. **SCALE THEIR RELEVANCE GLOBALLY**

New Ideation Competition Format



LET THE GAMES BEGIN!
#MAIO 2022



Five Voting Criteria in an Innovation Event

EVALUATION / VOTING CRITERIA



1. **VALIDITY.** HOW **RELEVANT** IS THE IDEA OR SOLUTION TO THE PROBLEM OR NEED?
VALUE TO OWN ORGANIZATION?
VALUE TO OTHER EVENT ATTENDEES?
VALUE TO MEDICAL AFFAIRS FUNCTION AT LARGE?
2. **PREDICTABILITY.** HOW DOES THE IDEA **CORRELATE** TO AN INTENDED OUTCOME?
3. **CAUSALITY.** HOW DOES THE IDEA DIRECTLY **INFLUENCE** ITS DESIRED OUTCOME?
4. **NOVELTY.** WHAT IS THE EXTENT OF ITS APPARENT **ORIGINALITY** IN ITS CATEGORY?
5. **APPLICABILITY.** HOW **LIKELY** AND **DIVERSE** IS ITS POTENTIAL APPLICATION?

More Details on the Olympics Post-MAPS Webinar

- MAPS Innovate Article

- Details on the Winning Ideas @ #MAIO2022
- Link: [Medical Affairs Innovation Olympians Dare to Share for Our Healthcare – Medical Affairs Professional Society](#)

The logo for 'innovate' features the word in a lowercase, sans-serif font. The letter 'v' is stylized with a colorful graphic element consisting of a green and orange shape that resembles a person or a DNA helix.The text is centered over a background illustration. The illustration depicts a group of diverse people in business attire, some with their arms raised in celebration. To the right, there are icons of a lightbulb, gears, and a person holding a tablet, symbolizing innovation and healthcare. The overall scene is set against a light blue and white background with a grid pattern.

Medical Affairs Innovation Olympians
Dare to Share for Our Healthcare

POST-Innovation Olympics Survey / Feedback

MA Olympians Most Likely To:

- ***Remember***
 - New ideas
 - Live debates
 - Chance to revise the pitch
- ***Relate to their own Benefit***
 - Specific, expert feedback
 - Meeting potential clients
- ***Respond with Action***
 - Podcast [@Alloutcoach] episodes
 - Validation of ideas from judges
 - Putting patients first



Lessons from the Medical Affairs Innovation Olympics

- **New Norms of Communication**
 - MA Olympians open to Daring to Share Ideas + Feedback Across Industry Transparently
- **Dynamic + Transparent Metrics: Voting**
 - Frequent changes in leadership and in judges' opinions/votes
- **Learning & Development Olympic “Village”**
 - Relevant Podcasts, Articles, Polls + Global Workshop
- ***Areas of Improvement***
 - Voting privileges: Judges / Attendees or Judges alone?
 - Event length (1 month!)
 - Communication Technology
 - ↑ Judge/Competitor networking

A Shared Experience and New Heights in Innovation

SPORTS + SCIENCE FORMULA **to INSPIRATION with ANALYTICS**

How 85% of first-time MA Olympians described the event:

- Format was Truly Innovative
- Valuable Networking Opportunity
- Valuable Learning Opportunity

*"I think this is incredible and very ahead of its time. It's what other industries are doing - **gamifying content, training and productivity.** I think the audience itself might be behind the times, drug sponsors generally are"*

Evolution of MA Metrics: Patient + Employee Experience

Data Science Approach to Inspiring Performance

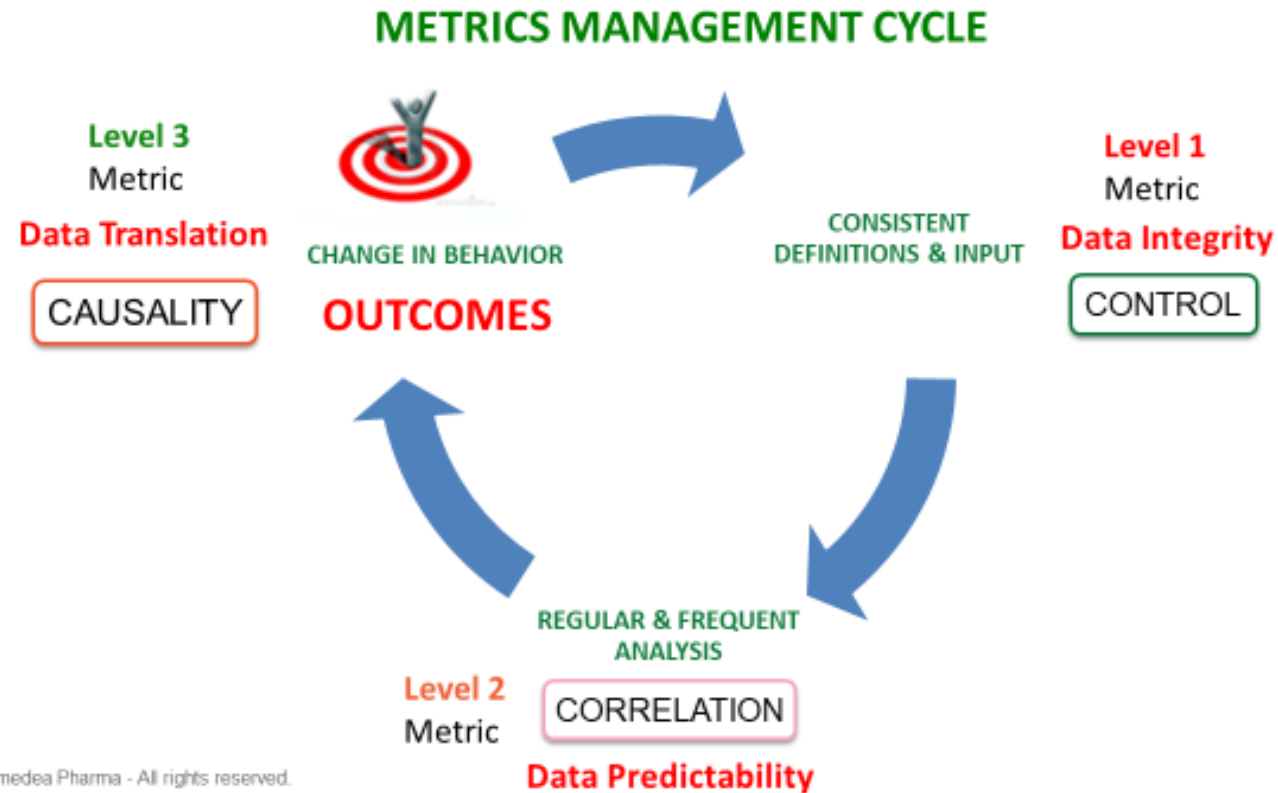
Polling Question 4

Which of the following methods have you found ***MOST*** successful to inspire stronger ***Performance*** on your team?

- Rewarding Outcomes > Activities with KPIs to increase Impact
- Centralized Operations team dedicated to Performance Management
- Measuring MA-led Outcomes across Functions & Product Teams
- More frequent performance reviews (2-4x / year)
- Linking performance to new learning or development incentives
- Formal Mentorship / Sponsorship / Training program

Inspiring Performance is a Cycle, not an Episode

Three Steps to Improving Any Metric



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Why So Many of us Believe “Metrics are not Meaningful”

ACTIVITIES



OUTCOMES

1. Majority of the KPIs we report are **Absolute** (#s), not relative or weighted **Activities**, often wrongly presented as “Outcomes”

2. We design KPIs as “**exploratory endpoints**” or **guesses** for activities that **MAY** lead to desired outcomes

3. We usually **do not quantify** our true Outcomes, or “**Primary Endpoints**” and report them qualitatively

4. We **do not trace, validate** or “**back-translate**” + (positive) & - (negative) Outcomes → Activities

5. We **only report + (positive) Outcomes**

Creating a Feedback Loop in Medical Affairs Metrics



Data Science based grading of Metrics

Level 1 Metric

CONTROL

Descriptive Analytics

Level 2 Metric

CORRELATION

Predictive Analytics

Level 3 Metric

CAUSATION

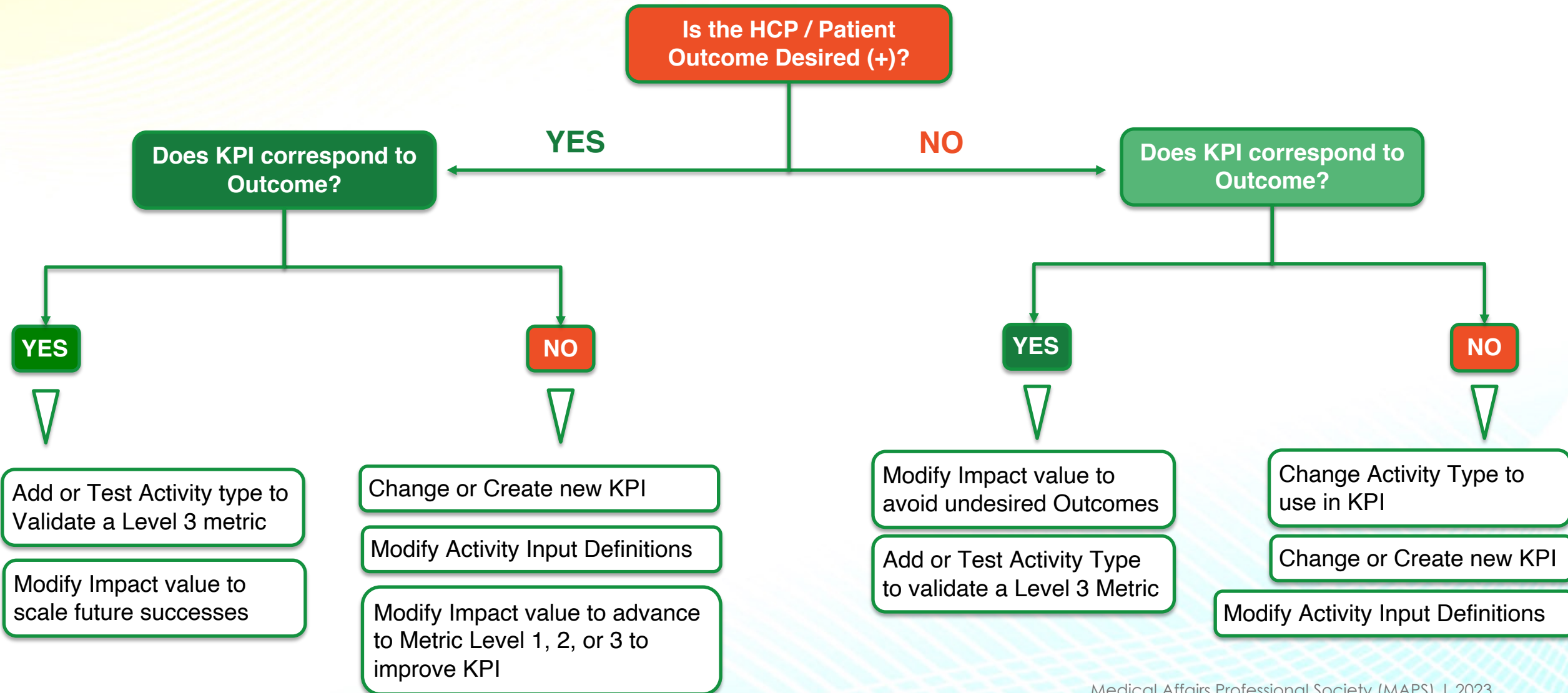
Prescriptive Analytics

CAPTURE

PREDICT

VALIDATE

MPI Feedback Loop Algorithm



Data should Inspire not only Report

TRANSLATING THE LANGUAGE OF METRICS

What we **USUALLY INCLUDE** in metrics

- Expectations
- Accountability

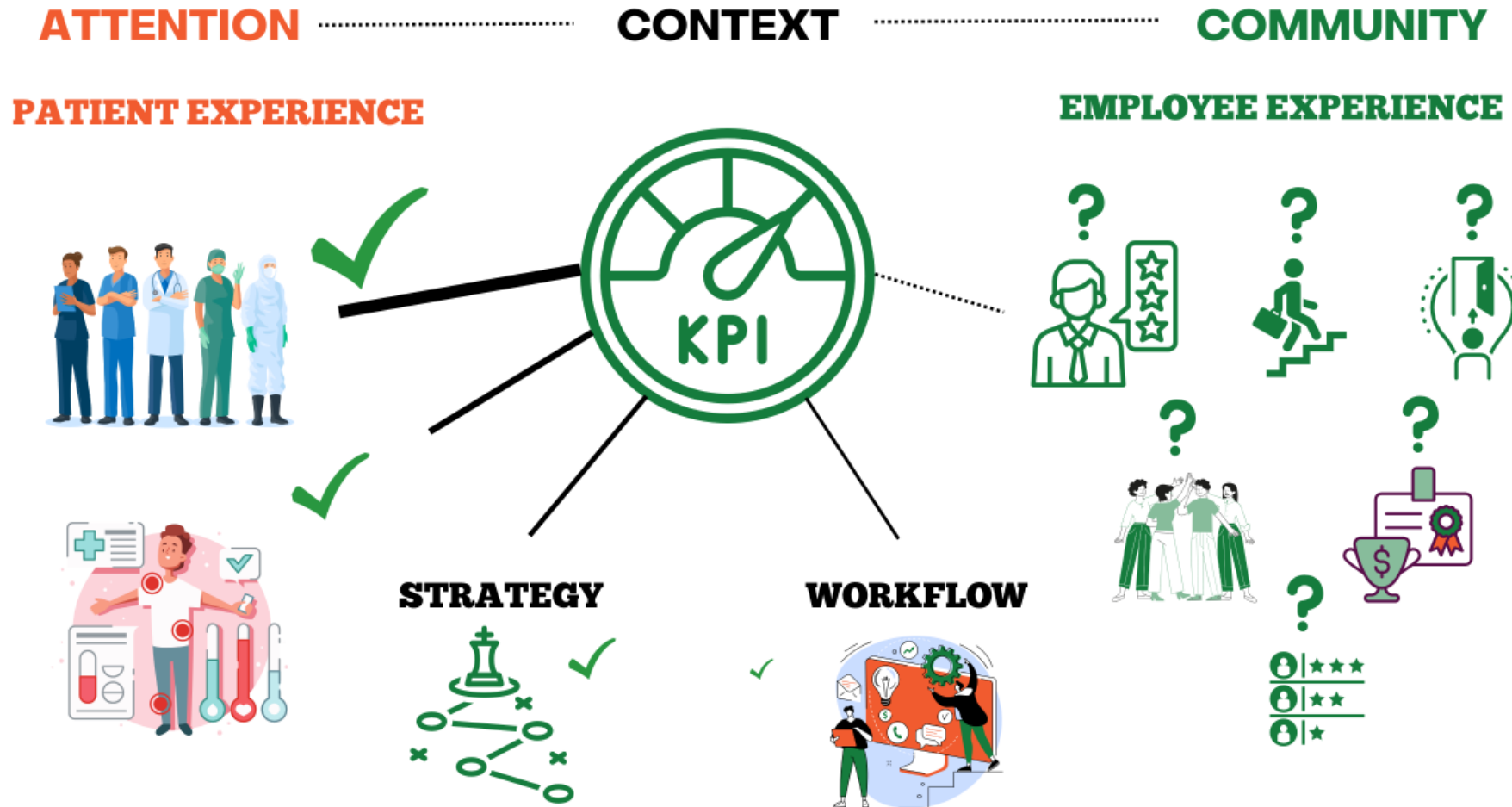


What we **AVOID** relating to metrics

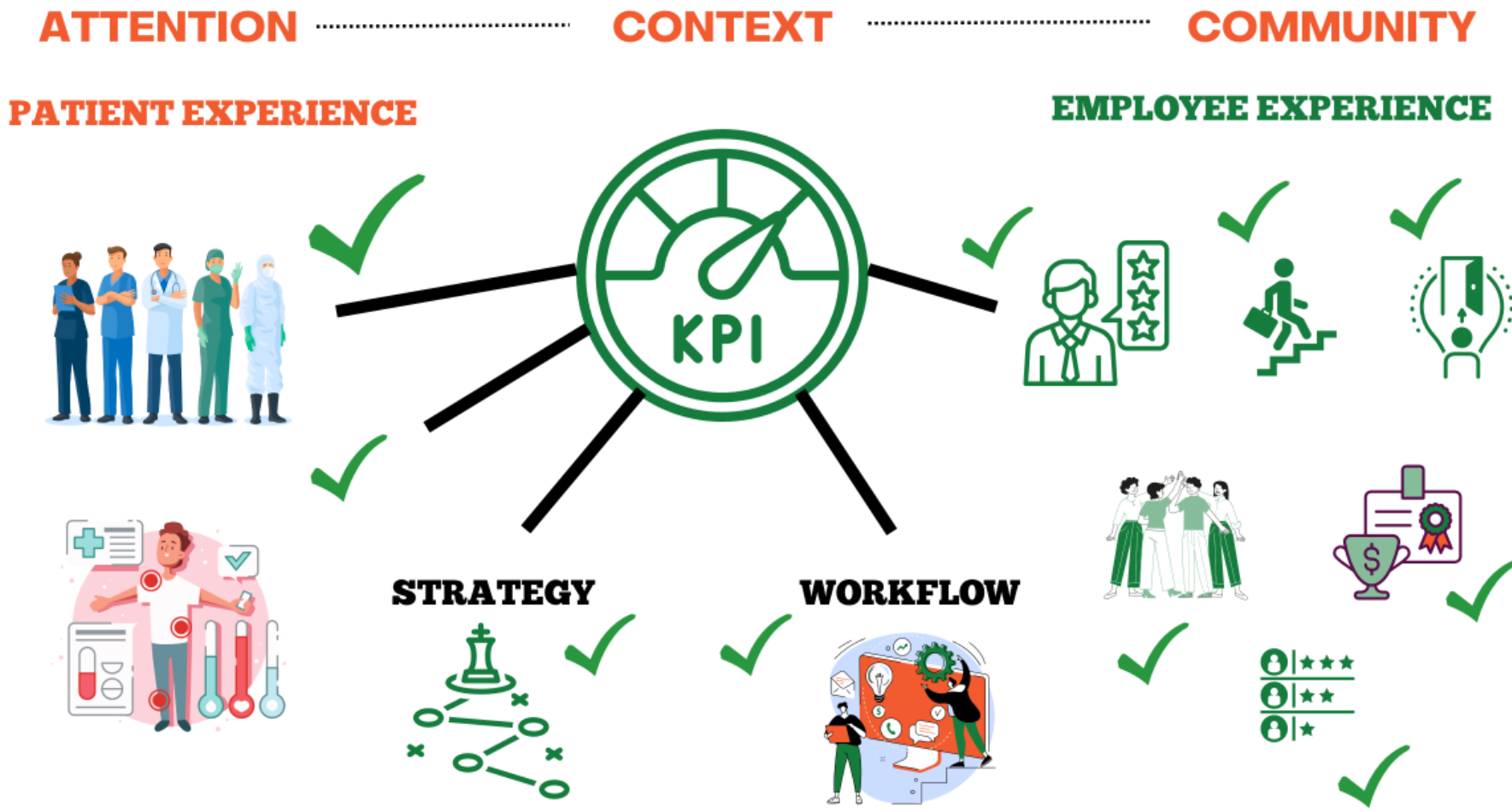
- Incentives
- Workflow
- Awards



Why we communicate Metrics in Medical Affairs

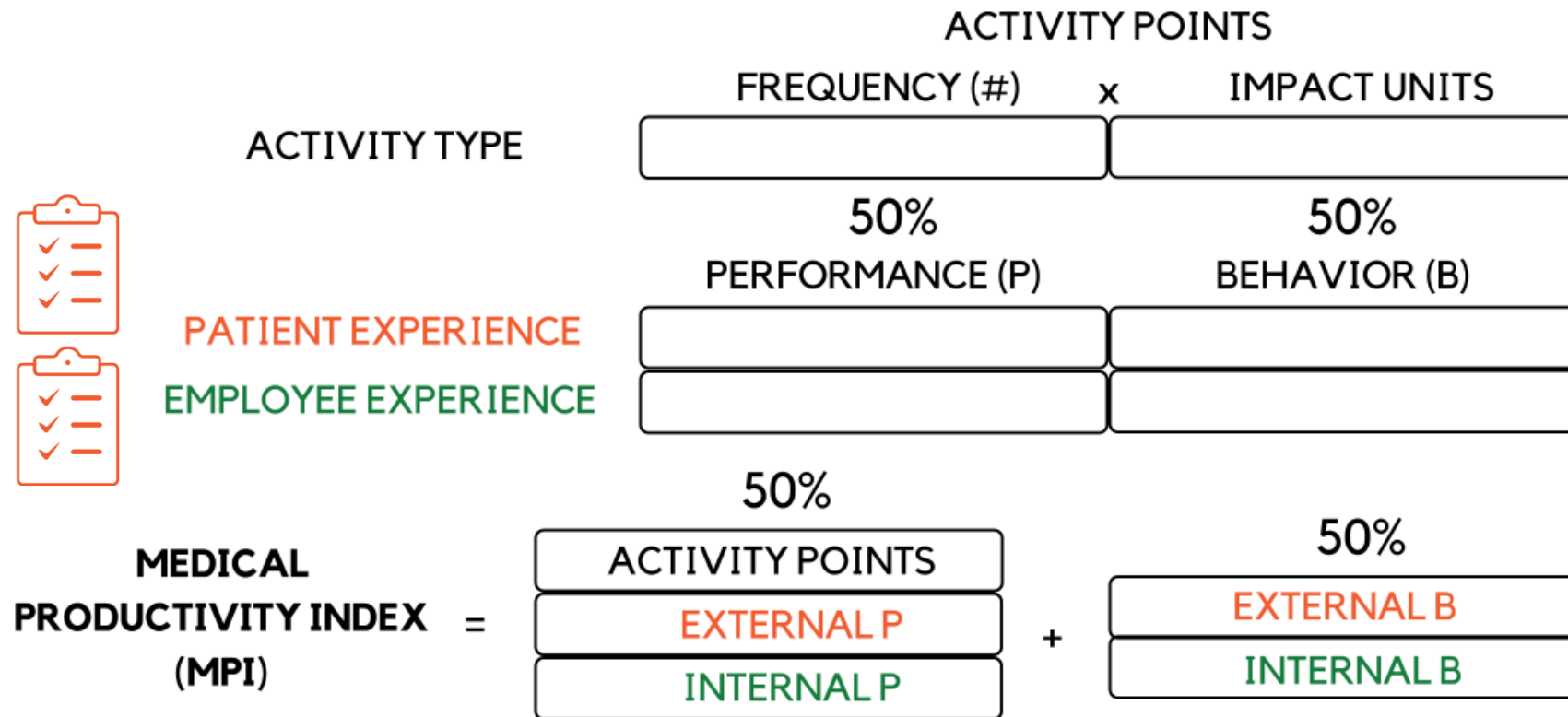


Expanding the “Why” of KPIs in Medical Affairs



Medical Productivity Index (MPI) at a glance

INSPIRING + MEASURING THE MEDICAL AFFAIRS PRODUCTIVITY INDEX (MPI)



MPI Design by Function

IMPACT ANALYSIS FOR MPI CASE STUDIES BY FUNCTION

ACTIVITY TYPE	IMPACT UNITS	FREQUENCY (#)	TIME UNITS	OPTIMAL TIME	OBJECTIVE CATEGORY	OUTCOME	OUTCOME DATE
Interactions	1	20	1		Corporate		
Insights	2	3	2		Medical		
Conference Lead	5	1	5		Corporate		
Publication Authorship	20	1	10		Medical		
Speaker Training	4	2	2		Cross-Functional		

OUTCOME = On-Demand, Routine, or Recurrent Activity > **LEARNING or TEACHING** > INTERNAL or EXTERNAL > CHANGE IN **BEHAVIOR or STRATEGY**

MPI Case Study – Medical Information

Multiply All Activities (#) by Impact Units to result in **Activity Points** per given time period. Impact will vary by function, frequency of activity, and alignment to goals/strategy. Capture Metrics and Outcomes separately.

MEDICAL INFORMATION		JANUARY	FEBRUARY	MARCH	Q1 TOTAL
ACTIVITY	IMPACT UNITS	FREQUENCY (#)			ACTIVITY POINTS
Medical Inquiry Intake	1	45	35	50	125
Standard Response Submission	10	5	2	3	100
MLR Review / Draft	6	10	8	9	162
MI Reconciliation	3	20	25	25	210
MI Fulfillment	5	30	25	35	450
Internal Training / FAQs	40	1	1	1	120
Metrics Report Development	30	1	1	1	90
MI Database / Documentation Update	2	10	15	20	90
TOTAL	97	122	112	144	1347

METRICS - KPIs

MI Fulfillment Time

MI Fulfillment Rate

Standard Responses Approved

Standard Responses Submitted

OUTCOMES

Customer Satisfaction

Frequency of MI Inquiry Topic at HCP practice/hospital

Relevance of MI Response to HCP

Clinical Actionability of MI Response

MPI - Sample Final Score in Field Medical

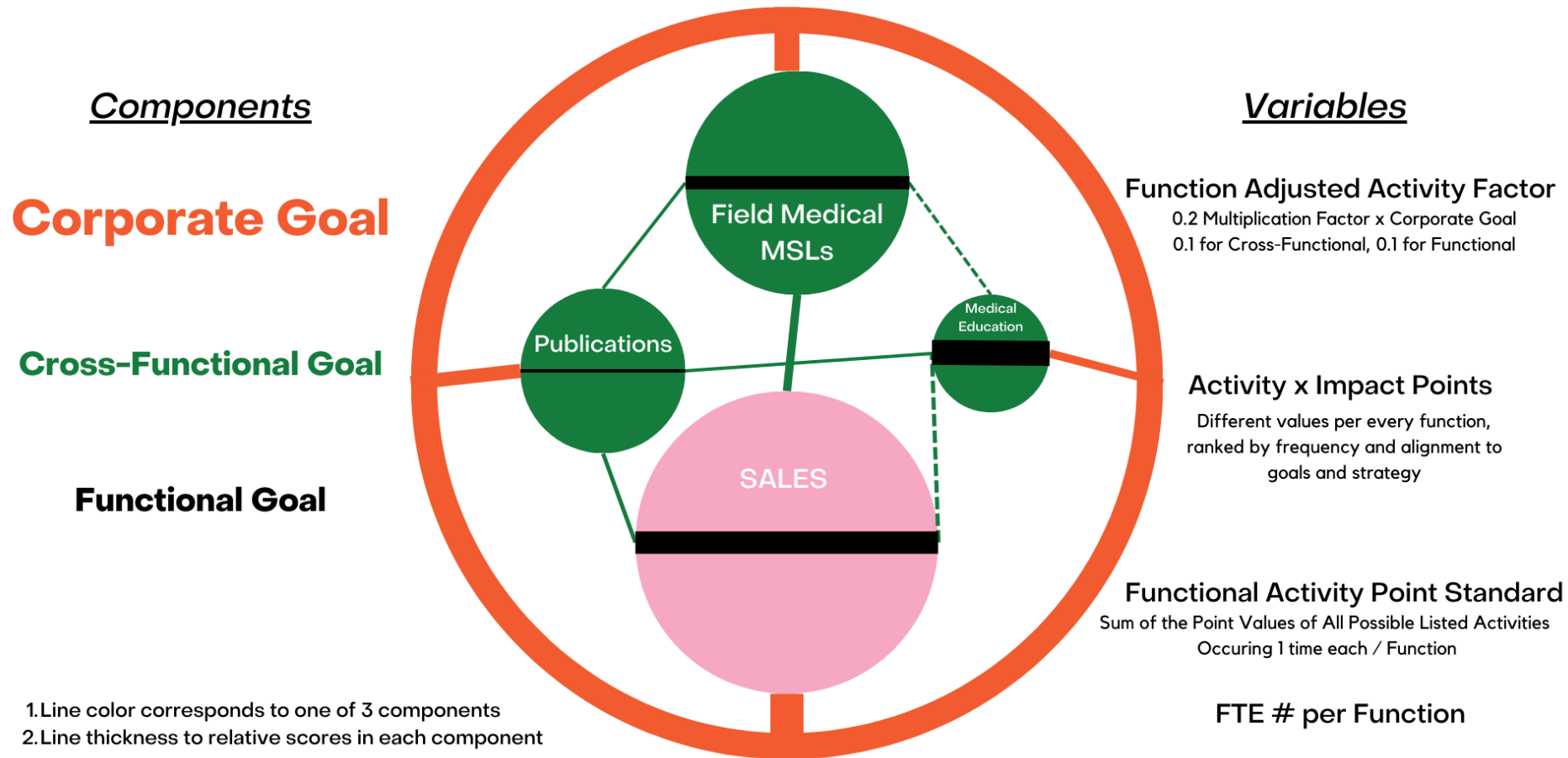
MEDICAL PRODUCTIVITY INDEX (MPI)

Sample Q1 Result in 1 Medical Affairs Function

Q1 TOTALS	MA Employee #1	MA Employee #2
PERFORMANCE SUBSCORE	41.2	44.3
BEHAVIOR SUBSCORE	47	38
MPI TOTAL SCORE	88.2	82.3
CURRENT RANKING	1	2

Quantifying Performance Across Functions

Department / Function's TOTAL Corporate Contribution Index (CCI)



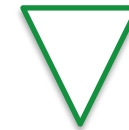
How MPI translates into the Corporate Contribution Index

MEDICAL PRODUCTIVITY INDEX (MPI)

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CORPORATE CONTRIBUTION INDEX (CCI)

Sample Q1 Result in a Medical Affairs Team



Q1 TOTALS	TOTAL CCI	FTEs (#)	FUNCTIONAL FTE CCI
FIELD MEDICAL AFFAIRS	17.6	50	0.352
PUBLICATIONS	12.17	5	2.434
EVIDENCE GENERATION	12.18	6	2.03
MEDICAL EDUCATION	9.1	4	2.275

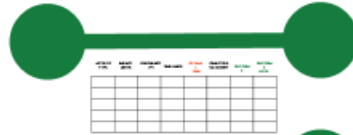
MPI Implementation

SAMPLE MPI PROGRAM APPLICATION

WEEKS 1 - 4

Global, Regional, Functional Lead Kickoff

- Activity - Outcome List & Ranking by Function
- Survey / Feedback Customization



WEEKS 4 - 6

- Activity - Outcome Case Study Design by Function
- Metric Classification by Level of **C**ontrol, **C**orrelation, or **C**ausation
- Metrics Self Assessment/Checklist



WEEKS 6 - 12

- Collect Q1 Internal + External Surveys / Feedback on both Performance and Behavior

WEEKS 9 - 12

- Deploy Metrics Playbook by function
- Train Team based on Playbook

WEEKS 12 - 24

- Analyze Activity-Outcome Relationship by Case Study / Function

BEFORE



AFTER

WEEKS 20-24

- Modify MA Strategy & Budget
- Collect Q2 Surveys



Week 1 ————— 4 ————— 6 ————— 12 ————— 20 ————— Week 24

Potential Results of the MPI Approach

RESULTS



GROWTH IN IMPACT + COMMUNICATION

ACCURATE FORECASTING & STRATEGY



SAVINGS IN TIME/\$ SPENT ON PERFORMANCE REVIEWS



COMMUNITY OF LEADERS, LEARNERS + COMPETITORS



Transforming Outcomes with Patient Data

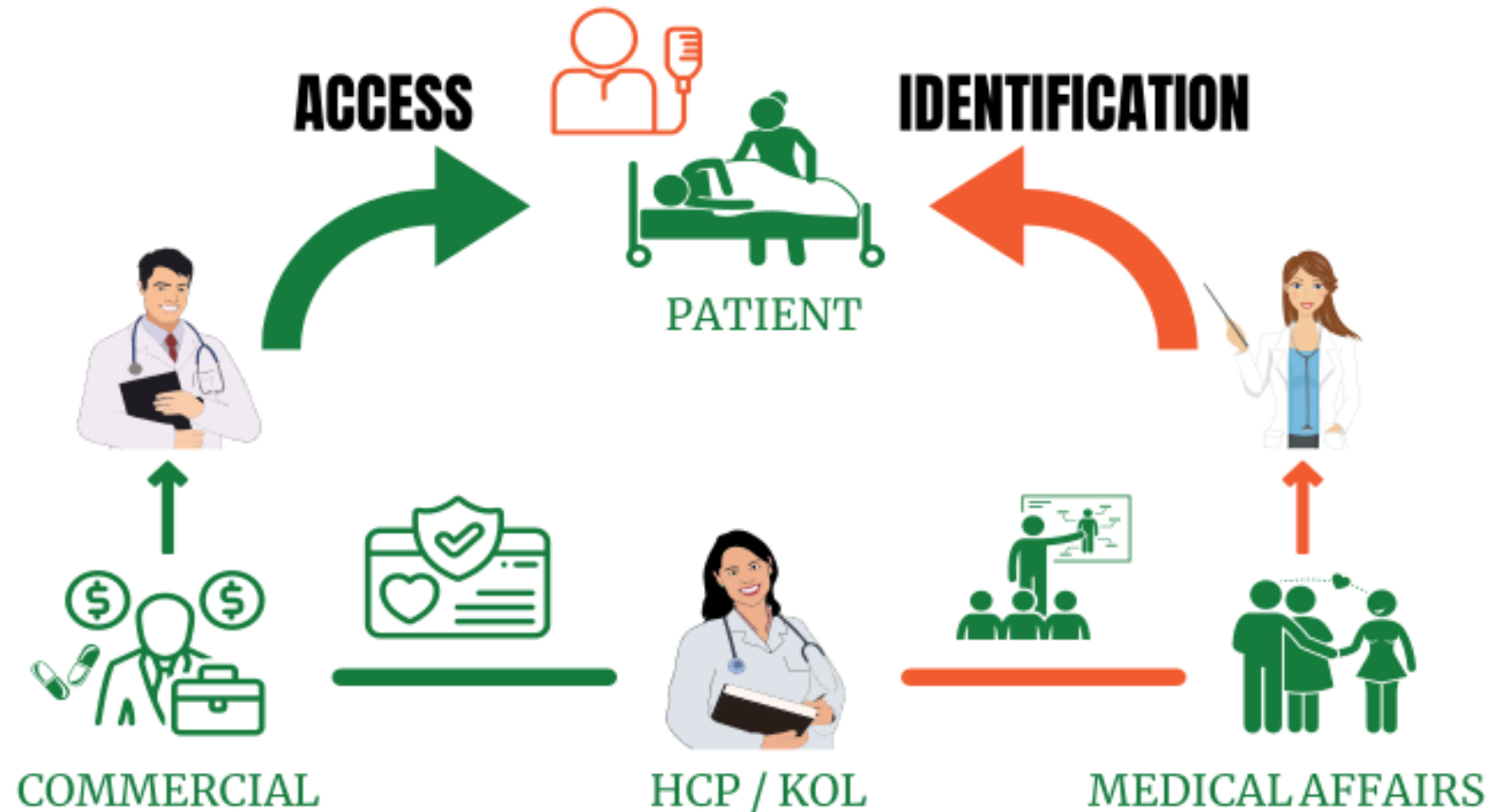
*How Medical Affairs Improves the Patient
Experience*

Polling Question 5

- How is your Medical Affairs team utilizing patient level data (diagnosis, claims, prescriptions etc.) to demonstrate impact on the healthcare community?
 - A) We do not currently utilize patient level data
 - B) We are considering it but are concerned about compliance issues
 - C) We are utilizing it currently

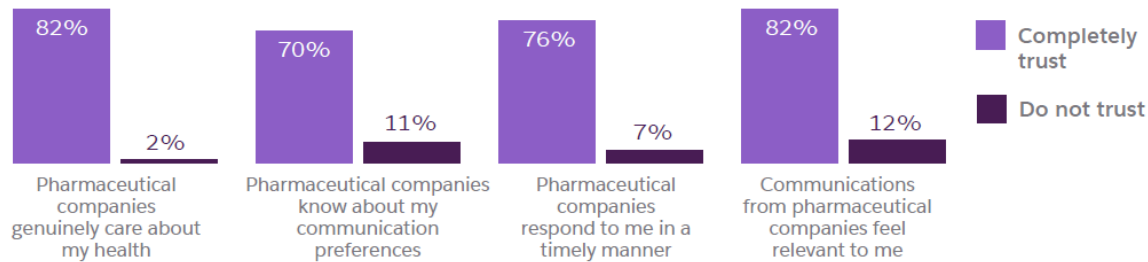
The Medical Affairs Footprint in Healthcare

CONTINUUM OF HEALTHCARE



Key Factors & Gaps in Trust and Communication

Difference Between Consumers with a Trusted Relationship with Pharmaceutical Companies Versus Those Without



Trust Factors

- Relevance
- Timeliness
- Personalization
- Authenticity

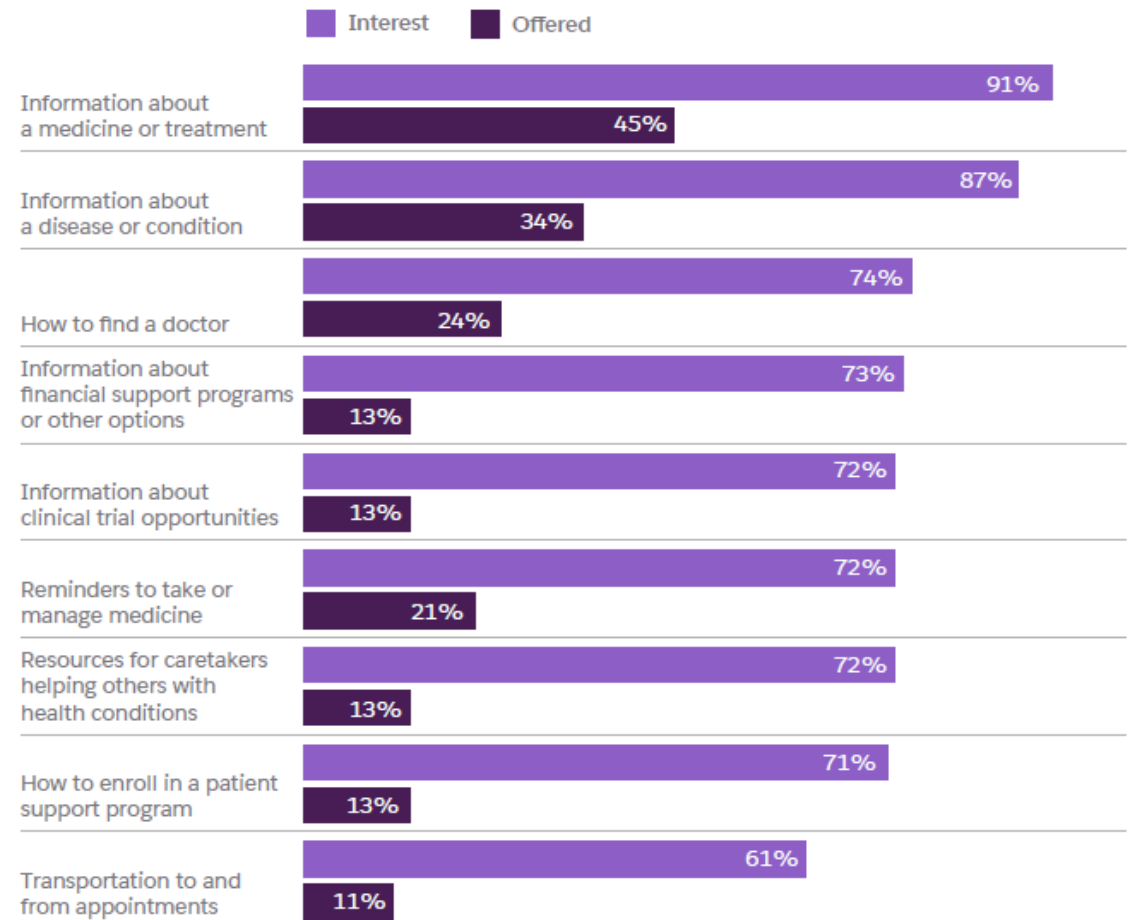


Communication Gaps

- Product + Treatment Access / Transportation
- Clinical Trials
- Financial Support Options
- Caregiver Resources



Percentage Interested in Services Versus Services Offered by Pharmaceutical Companies



Challenge to Improve Informed Health Decisions

- *More Confusion about decisions despite Access to Information*
- *Challenge: Improving Health Consumer Decision-Making*

STEEP 5-YEAR DECLINE IN CONFIDENCE TO MAKE INFORMED HEALTH DECISIONS

Percent who agree

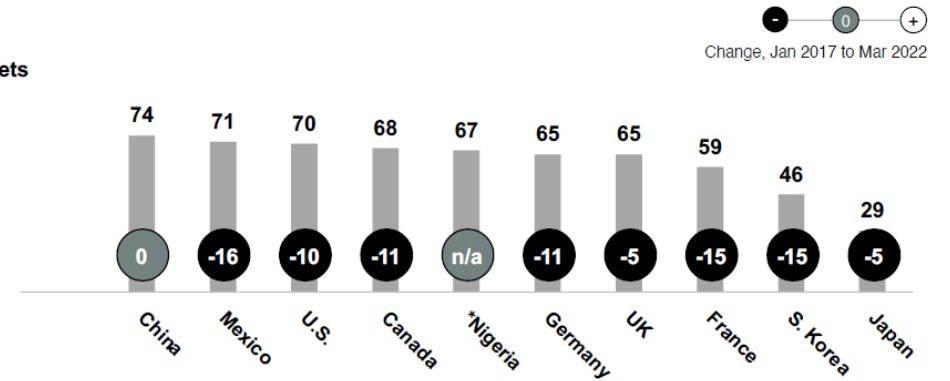
I am **confident in my ability** to find answers about healthcare questions and **make informed decisions for myself and my family**

Global 9

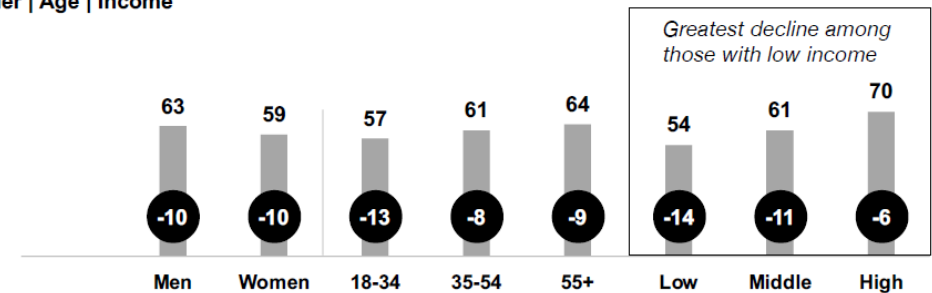


2022 Edelman Trust Barometer Special Report: Trust and Health. HEA_AGR. Please indicate how much you agree or disagree with the following statements. 9-point scale; top 4 box.

Markets



Gender | Age | Income



Personalize Education on Treatments, Devices, Diagnostics

- *Personalize Information*
- *Follow Entire Care Continuum*

Trusted Health Organizations Are More Likely to Offer Personalized Services

Compared to consumers who don't have a trusted relationship with their health companies, those who completely trust them are:

6.5x

More likely to receive reminders to take or manage medicine from **pharmaceutical organizations**.

4.6x

More likely to receive additional support for caretakers from **medical technology companies**.

3.4x

More likely to receive personalized health goals from their **provider**.

Role of Learning & Development in the Employee Experience

*Looking internally to improve engagement and
innovation*

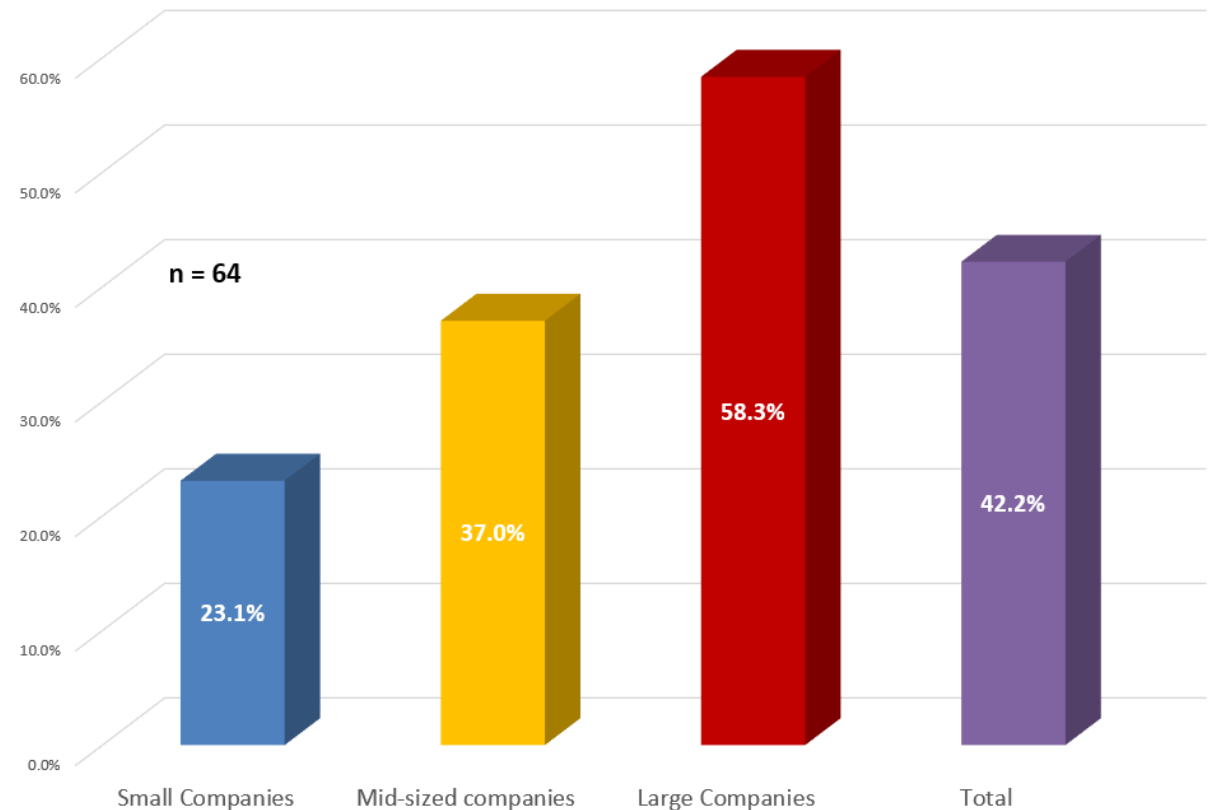
Trends in Talent Management

Recent Medical Operations Functional Area Working Group Benchmarking Survey

(85 responses from 64 companies)

- The larger the organization, the more opportunities for talent growth and upskilling
- Large Gap in Talent Management in MA - overall, only **42.2%** provide ANY Talent Growth programs to their employees
 - It is particularly pronounced in small companies (only **23.1%**)

Talent Growth Programs by Company Size



Improving the Employee Engagement & Experience

Top 3 Factors to Increase Engagement in Life Sciences

- 1. Doing work that is *Challenging*
- 2. Ability to *Innovate* and *Influence* *New Ways of Working*
- 3. Doing *Work Aligned* to the *Skill-set*

2018 ProClinical/Staff Science Life Sciences Employee Engagement Report.

What Influences Engagement?

A 2018 study by ProClinical found that life sciences companies were good at giving their employees recognition for their efforts and achievements (57%) which was one of the top 5 motivators, although there is certainly opportunity here to make employees feel more valued. Also, career support and development opportunities were reported as a relatively significant influencer (11%) yet only 46% of employees said that they received adequate opportunities at their current company.



ProClinical/Staff Science Life Sciences Employee Engagement Report

How Employees Transform the Business Bottom Line

EMPLOYEE EXPERIENCE



Glassdoor Ratings

↑ in 1 star

293 Companies
13 Industries



COMPANY VALUE

CUSTOMER EXPERIENCE



American Customer Satisfaction Index (ACSI)

↑ in 1.3 points across industries (1)

↑ in **3.2** points in **HEALTHCARE** (1)

STOCK PRICE +4.6% (2)
LONG-TERM MARKET EVALUATION
+ 18.9% (2)

1. Chamberlain A, Zhao D. Harvard Business Review 2019.
2. Fornell C et al. Journal of Marketing, 2006.

Summary

- 2022 Medical Affairs Innovation Olympics demonstrated how ***Transparent Feedback, Sportsmanship*** and ***Competition*** can create a ***Community*** and ***Accelerate Business***
- A Data Science approach such as the ***Medical Productivity Index (MPI)*** may ***quantify*** and better communicate the true impact of MA organizations on ***patients, providers, and colleagues***
- New ***Patient Level Data*** or ***Clinical Point of Care*** resources are necessary to describe the clinical impact and actionability of MA contributions on the ***Patient Experience***
- Increasing ***Learning*** and ***Recognition opportunities*** to improve the ***Employee Experience*** drives the ***business bottom line*** across life sciences

Discussion

- Join the same panel at the 2023 MAPS Annual Global Meeting for our *MA Innovation Olympic Trials LIVE* + Workshop titled “**Making Innovation a Priority to Inspire Performance and Engagement**” on March 28 @1:15 – 2:45 pm CDT in Nashville, TN



- Contact Tim Mikhelashvili - timmik@amedeapharma.com