THE DEBRIEF

MAPS | Medical Affairs Professional Society™

CHAPTER — MEDICAL AFFAIRS MIDWEST / CHICAGO

MEDICAL AFFAIRS

TECHNOLOGY AND INNOVATION SUMMIT

Occurred

📍 HYATT REGENCY O'HARE, CHICAGO

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Attendance

130+ PARTICIPANTS | **70+** COMPANIES | **24** SPEAKERS

TOGETHER, WE CAN ACCELERATE OUR DESIRED IMPACT.

With lots of positive feedback from everyone who participated at the Summit, the planning and the organizing team thank the session leads, sponsors, speakers, and volunteers for the outstanding contribution and trust in the execution.

THE PROMISE OF AUGMENTED INTELLIGENCE FOR MEDICAL AFFAIRS
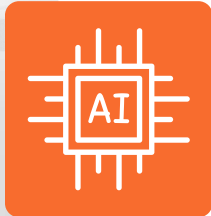
THE DEBRIEF

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Key Takeaways

The Growing Challenge of Managing Data in Medical Affairs

The world is producing data at an unprecedented rate, exceeding the capacity of most medical affairs teams and healthcare professionals to analyze or act upon. As a result, we've seen a cultural shift from power-driven, empirical decision-making to evidence and data-driven perspectives. This shift has been fueled by the rise of advanced analytics, AI, and other emerging technologies, which have broadened the possibilities for data analysis.

Crafting a Competitive Medical Affairs Strategy with AI Integration

To remain competitive and sustain growth, it's imperative to stay abreast of emerging industry trends and developments. To achieve this, it's necessary to:

- Learn the foundational aspects of Artificial Intelligence (AI)
- Understand the language and its semantic meaning
- Define organizational structure to identify gaps, steps, and inefficiencies
- Discover use cases to determine feasibility, implementation time, and costs.

By following these steps, medical affairs can shape their strategy, integrate AI, and stay ahead of the curve.

Revolutionizing Medical Affairs with Gen AI:

Gen AI is the solution to delivering personalized omnichannel engagement in the medical field. It will facilitate the way medical affairs engage with stakeholders, transforming the exchange of knowledge. From content creation and distribution to measuring impact, Gen AI will ensure that industry knowledge reaches stakeholders, ultimately improving patient care.

Evidence & Insights Generation

- Evidence Analysis
- Data Visualization
- Insights Generation and Interpretation
- Creative and Presentation Development

Content Development and Communication:

- Medical Information
- Peer-Reviewed Content (Abstracts, Posters, PLS, etc.)
- Field Medical Materials
- Patient Engagement

Strategic Planning and Implementation:

- Publication Planning
- Brand Planning
- Therapeutic Area Planning
- Digital Innovation and AI Planning
- Omnichannel Campaigns
- Training

*Message adapted from the White Paper: Vision for Gen AI in Medical Affairs, MAPS

DIGITAL TECHNOLOGY IN MEDICAL AFFAIRS

THE DEBRIEF

DESCRIPTION

Medical Affairs (MA) has long been a voice of people-centricity, including the patients, healthcare providers (HCPs), key opinion leaders (KOLs), digital opinion leaders (DOLs), caregivers and everyone that Medical Affairs interact with. While MA responsibilities are to bring organization's priorities out into the world, there is an increasing demand and expectations to stay reactive to the external environment - faster and better. Digital tools help to structure the tasks so that the MA leaders and teams can improve on the current actions and focus on creating new opportunities to expand many strategic choices and actions.

PANEL TOPICS

- Digital Transformation in Medical Affairs: Is it a complex goal?

- Implementing Digital Capabilities in Medical Affairs: Approaches to accelerate the journey

DISCUSSION SUMMARY

▶ **Leveraging Solutions from Other Functions to Maximize Efficiency**

To achieve maximum efficiency, it is beneficial to utilize solutions from other functions, such as commercial, R&D, and patient advocacy. This approach can help streamline processes and optimize outcomes. When individuals have difficulty understanding technology:

- They emphasize risks over benefits
- Too much regulation
- Ultimately, they do not deploy resources effectively

▶ **Establishing Digital Capabilities in Medical Affairs Through Champions**

To effectively implement digital capabilities in Medical Affairs, a network of champions is required. These "true believers" who recognize the value of digital transformation can generate momentum within each region and function through grassroots efforts.

▶ **Expanding Your Focus Beyond ROI (Return on Investment)**

While return on investment (ROI) is important, there are other key factors to consider. Make sure to also focus on:

- ROE (Return on Education)
- ROU (Return on Understanding)

▶ **Focusing on Leading Indicators over Lagging Indicators for KPIs**

When it comes to Key Performance Indicators (KPIs), it's important to prioritize leading indicators over lagging indicators.

Digital/Technology Priorities and Challenges for Medical Affairs in Pharma

TOP PRIORITIES

- Omnichannel Improvement
- Omnichannel Transformation
- Modular Content
- Alignment of Digital Platforms
- Increasing Digital Offering
- Re-purposing/aligning Efforts
- Data Dashboards
- Medical Insights/Analytics
- GenAI Implementation
- Going Global

TOP CHALLENGES

- Capacity & Resource Management
- Establishing Talent and Expertise
- Internal Buy-in
- Understanding Vendor Offerings
- Change Management
- Enhancing Data Quality
- Building Technical Infrastructure and Processes

MISSING LINK BETWEEN ORGANIZATIONAL VISION, STRATEGY, AND EXECUTION FOR MEDICAL AFFAIRS

THE DEBRIEF

Moderators: Bratati Ganguly, Matthew Otule

Speakers: Gerard Deisenroth, Sriram Rajagopalan, Shashi Singh

DESCRIPTION

Collaboration between Medical Affairs teams and the project management office (PMO) is crucial in controlling costs, mitigating risks, and achieving desired project outcomes. However, the delivery capabilities of Medical Affairs teams are often overlooked. The PMOs tend to concentrate their efforts on promoting processes, generating reports, and enforcing governance, which lacks genuine value creation.

DISCUSSION SUMMARY

Key Factors for Successful Implementation of Medical Affairs Strategies and Achieving Competitive Edge:

- Keep up to date with emerging trends
- Assemble a team of motivated individuals
- Understand your customers' needs to provide a Minimal Viable Product (MVP)
- Implement small, manageable, incremental strategies to minimize failure and speed up customer feedback
- Clearly define and communicate objectives to ensure that everyone is aligned
- Encourage a TEAM philosophy that emphasizes collaboration
- Focus on long-term value creation
- Establish a collaborative ecosystem
- Use metrics to reflect strategic goals and the impact on stakeholders

Creating the Perfect Team: Key Ingredients

- Look for individuals who are adaptable and possess a collaborative mindset
- Make sure to regularly share your learnings, and test your tactics against them
- As author Jim Collins suggests in his book "Good to Great", focus on getting the right people on the bus, in the right seats
- Don't hold back, take calculated risks and don't wait for the "perfect" moment to make a move.

Key Points to Consider in Organizational Management

- Demonstrate empathy and manage uncertainty
- Identify the governance protocols that are suitable for your organization
- Establish feedback channels to gather input
- Find ways to align your strategies with the organization's overall goals

Best Practices for Effective Goal Setting and Performance Tracking

- Identify critical success factors to guide your Objectives and Key Results (OKRs).
- Establish KPIs that align with your OKRs for effective performance tracking.
- Use an agile planning approach that allows adaptability.
- Employ hypothesis-driven development to validate initiatives.
- Select metrics that encourage positive behaviors and contribute to objectives.
- Prioritize value-driven metrics over superficial vanity metrics.
- Use Net Promoter Score surveys to measure customer satisfaction and loyalty.
- Measure employee retention rates to gauge organizational health and culture.
- Evaluate innovation by measuring idea impact, not just quantity.
- Assess the quality and impact of conversations to gauge engagement effectiveness.

Strategies for Fostering a Culture of Innovation in Your Team

- Encourage transparency and open dialogue by promoting access to information and candid feedback.
- Listen actively to team contributions and ideas, valuing each member's input.
- Set aside time during meetings for the sharing of ideas.
- Foster an inclusive and welcoming environment that encourages risk-taking and open dialogue.
- Develop a culture of sharing where team members are knowledgeable about the internal landscape.
- Recognize both incremental and radical innovation, and encourage both types.
- Consider team dynamics and hierarchies, and use anonymous methods for feedback collection.

6 STEPS
To Bring about Effective Change in your Organization

1. Identify the target audience, including innovators and those who are open to change.
2. Establish proof of concept to demonstrate the benefits of the proposed change.
3. Build momentum for change through continuous communication and visible progress.
4. Lead by example by embodying the change, demonstrating commitment and the behaviors expected of others.
5. Recognize that change is a cyclical process requiring ongoing effort and reinforcement.
6. Leverage the support of team advocates to influence and engage skeptics within the organization.

THE DEBRIEF

Moderators: Bratati Ganguly, Matthew Otule

Speakers: Gerard Deisenroth, Cherie Hyder, Nihar Baxi

DISCUSSION SUMMARY

Medical organizations might encounter the following challenges when implementing operational excellence initiatives:

- **Resistance to Change**: Change can be unsettling for employees, especially if it impacts well-established practices.
- **Gaining Buy-in**: Convincing stakeholders of the value and necessity of operational changes can be difficult, particularly if the outcomes are not immediately apparent.

Strategies to overcome these challenges include:

Positively Framing Change

Emphasize the benefits of the changes, such as enhanced patient care, efficiency, and job satisfaction, when communicating them.

Cultivating a Growth Mindset

Promote a culture that prioritizes learning and development, and views challenges as chances to enhance skills and refine services.

Stakeholder Engagement

Engage stakeholders in both the planning and implementation phases to promote a sense of ownership and address concerns at an early stage.

Transparent Communication

Regularly share information about the initiative's progress and its results to maintain trust and buy-in.

Change Management Training

To ensure your staff can successfully adapt to new processes and systems, it's essential to provide them with adequate training and resources.

To achieve operational excellence, organizations should consider the following

- **Developing a Strategic Plan**: Create a clear, long-term plan with defined steps to achieve operational goals, including a "playbook" for consistent implementation.
- **Ensuring Alignment**: Align operational excellence with corporate and medical objectives, ensuring that all levels of the organization understand their role in the journey.
- **Cultural Integration**: Embed the principles of operational excellence into the organizational culture, setting it as the standard for performance and continuous improvement.
- **Investing in Training and Development**: Provide comprehensive training to ensure that staff have the skills and knowledge required to maintain high standards of operational excellence.
- **Continuous Improvement**: Regularly review and update operational processes to adapt to changes in technology, regulations, and market conditions.

Ways to ensure success in implementing effective operational excellence models

Reward and Recognition

Innovation Awards

Collective Decision Making

Medical leaders can foster a culture of operational excellence and continuous improvement by:

☑ **Demonstrating Leadership Commitment**

Leaders must exhibit operational excellence principles and be visible.

☑ **Changing Leadership Principles**

Prioritize status, certainty, and fairness to guide change management and communication.

☑ **Integrating Commercial & Medical Acumen**

Promote a mix of business and medical knowledge to improve operational effectiveness.

☑ **Promoting Change Agility**

Develop adaptability and promote team members as change agents.

☑ **Prioritizing Wellness**

Employee well-being is crucial to prevent burnout and sustain a motivated workforce.

☑ **Empowering Staff**

Encourage competent employees to share their ideas and feedback by valuing their input.

☑ **Active Listening**

Solicit and use feedback from customers and employees to keep strategies relevant and effective.

☑ **Internal Culture Variance**

Embrace subcultures that arise from diverse teams within a company.

☑ **Motivation through Participation**

Encourage team members to volunteer for projects and initiatives they find engaging.

☑ **Creating Share and Grow Forums**

Schedule regular team meetings to promote knowledge-sharing and discuss new learnings and success.

☑ **Lessons Learned and Planning**

Develop ways to collect and share lessons learned and incorporate them into future plans with assistance from relevant leaders.

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DISCUSSION SUMMARY

Strategies to Empower the Team and Foster an Environment of Growth and Collaboration

- Encourage participation in the decision-making process
- Identify opportunities for team members to learn and explore their interests
- Foster a culture of ownership by allowing individuals to take the lead
- Develop leadership skills through programs, mentorships, and immersion experiences
- Consider implementing reverse mentorship programs, such as skip-level meetings, to promote cross-collaboration and generate fresh ideas.
- Leadership isn't always about managing individuals, it can also involve directing projects or other tasks. In these scenarios, persuasion is key to achieving success.

WAYS TO FOSTER INNOVATION IN THE WORKPLACE

- **Reverse Mentorship**: Identify projects that could benefit from digital solutions, with younger staff members serving as mentors to their more experienced colleagues on the latest technological advancements.
- **Senior Leadership**: Use these technological solutions as a springboard to generate new, innovative ideas.
- **Knowledge Series**: Establish a monthly calendar where any team member can present on a specific topic in front of leaders and colleagues. Providing a structured template will ensure that everyone's time is utilized effectively.
- **Leading by Example**: Leaders can inspire others to communicate and collaborate effectively by modeling these behaviors themselves.

Data and technology, including generative AI, can significantly enhance operational excellence and medical strategy in the following ways:

Enhancing Operational Efficiencies:
AI can automate routine tasks, allowing staff to focus on more strategic activities that require human judgment.

Developing Value Metrics Dashboards:
Utilize data analytics to create comprehensive dashboards, reducing reliance on subjective decision-making by providing objective, data-driven insights.
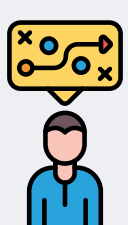
Data Visualization:
Implement data visualization tools to allow for quick comprehension and faster decision-making by presenting complex data in an accessible format.

AI for Regulatory Intelligence:
Employ AI to sift through vast amounts of regulatory information, such as FDA guidance, to pinpoint

Strategic Communication:
Use AI to synthesize incoming data from the field team, providing analyzed insights that can influence medical strategies.

Machine Learning (ML) for Insight Aggregation:
Apply ML algorithms to condense diverse data sets into cohesive insights, assessing how these can direct or modify strategic planning.

COMMUNICATING THE PROBLEM STATEMENT
WHERE PURPOSE, PARTNERS, AND PROFITABILITY MEET

THE DEBRIEF

Moderators: Rina Patel, Tauseef Mohammad
Speakers: Juliana Ray, Gowri Selka, Vimal Narayanan, Rachel Mercado, Art Kerwin, Mark Mueller

DESCRIPTION

Medical Affairs regularly seeks partners with complementary capabilities to gain access to new knowledge and expertise, share intellectual property or infrastructure, or reduce risk. As new technologies continue to emerge and the innovation cycle is getting faster, partnerships are becoming more essential.

Often, the partnerships are seen to face significant challenges on the core objectives mainly poor communication practices among partners, poor governance processes, and partner's inability to identify and quickly react to the changing circumstances, etc.

DISCUSSION SUMMARY

Establishing effective and sustainable partnerships

- The fundamental aspect of a strategic partnership lies in the synergy between items and organizations that complement each other to provide a solution, requiring organizations to discern their limitations.
- Project success necessitates a balance between delivery and consulting components and the active involvement of all stakeholders, with variations based on your organization's structure and the dynamic nature of strategic partnerships.

Identifying ideal partnership in the competitive ecosystem

Are your organization's values, objectives, and goals in harmony with the client's, resulting in a perfect alignment with a shared vision and a coordinated path toward mutual success? It all begins with an open-minded approach, avoiding narrow silos, and embracing a broader perspective of the situation

Measuring the partnership success and nurture

- Conduct objective and subjective assessments
- Encompassing strategic innovation
- Gauge financial aspects and customer success.
- Collect qualitative and quantitative insights, etc.

Digital storytelling to engage and convey strategies

- Leverage digital tools to reach diverse audiences and create memorable stories when face-to-face interactions are limited
- Blend graphics and technology effectively within AI constraints, employing simple chatbots in ER format
- Simplify generative AI's unstructured data into quantifiable information for audience engagement
- Recognize the geographic aspect to tailor the narratives for varying individuals, resulting in multiple stories

Digital capabilities to enable diverse partnerships and collaboration within healthcare ecosystems?

- Trust is crucial in strategic partnerships, although digital capabilities have opened new possibilities, in-person interactions remain invaluable.
- Generative AI is a novel advancement.
- In healthcare, there's a conservative approach to adopting new technologies, despite their widespread use in other industries. Exploring untapped areas like medical and clinical development is essential.
- Effective strategic partnerships require the ability to decline when necessary and, as experts, introduce a broader perspective. Effective communication and listening are key elements for both partners.

NAVIGATING CAREER TRANSITION IN MEDICAL AFFAIRS/PHARMA

Moderators: Natalia Couto, Natalia Lima

Speakers: Kirk Shepard, Greg Christopherson, Samm Zombolo, Sarah Snyder, Shaheen Nageeb

DESCRIPTION

Exploring the Fast-Growing Sector of Medical Affairs: With many opportunities available for those with PhD, PharmD, MD, RPh, MPH, and other qualifications, Medical Affairs is a thriving industry. Professionals in this field combine their scientific and clinical expertise with superior communication skills to facilitate data sharing between key opinion leaders/HCPs and pharmaceutical companies. This ensures that information about the safety and efficacy of a given treatment is readily available to everyone.

PANEL TOPICS

- Transitioning into Medical Affairs: Where do we start
- Intentional Career Building: Own Your Path in Medical Affairs

DISCUSSION SUMMARY

1 Exploring Career Options in Medical Affairs

The Medical Affairs field offers a wide range of career paths to choose from, with no single one being the same.

2 Tips for Landing Your First Medical Affairs Role

Securing your first role can be quite daunting, but it's worth looking into your skill set to see where your transferable abilities lie in Medical Affairs.

Evaluate any gaps in your background and experience. Don't hesitate to think creatively outside of the box to set yourself apart from other candidates.

3 Ways to Gain Relevant Experience for Breaking into the Field

If you're seeking entry into the field, consider gaining relevant experience at solution providers such as agencies, consulting firms, and CROs. Other options include clinical or academic research, regulatory authorities like the FDA, or payers such as health plans and PBMs.

4 Maximize Your Job Search by Focusing on Your Strengths

Rather than applying to every job you come across, it's much more effective to concentrate on your unique strengths as a candidate. This approach will always serve you better in the long run.

5 The Importance of Networking and Mentorship in Advancing Your Career

Networking and mentorship are crucial factors in achieving success and progression in your career. These elements can open doors to other opportunities and positions that may not have been available otherwise.

CONSULTATIVE SERVICES BY EPM SCIENTIFIC

- **Recruitment Expert Advice**
- **Tips from Interview Specialists**

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