



Embracing Imperfection for Impact: *The Bold Move to Measure Medical Impact*

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Presented by the MAPS

ZS Associates



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The following faculty and planning members do disclose financial relationships – None

Please note that the views and opinions expressed by our panelists today are their own and do not necessarily reflect the official policy or position of their respective organizations.



Educational Objectives



This session will provide a learning opportunity for our audience by

- ◆ Providing insight into the **need for a paradigm shift** in the way Medical Affairs captures and communicates impact
- ◆ Highlighting **common challenges** associated with Medical impact measurement
- ◆ Introducing **tangible strategies and tactics** to transform your organizations' Medical impact measurement approach



To usher in a new era for Medical Affairs,
that **defines value as impact at scale**,
Medical organizations must demonstrate
impact that **supports both
business goals and
societal needs.**



MAPS 2030 Medical Affairs Vision for Metrics and KPIs

“Defining the right metrics and KPIs to demonstrate how Medical’s actions drive forward the organization’s strategic priorities has been a longtime challenge for the function. Without an obvious success metric such as sales revenue or regulatory approvals, **Medical Affairs has depended on measuring what we do** (eg, number and frequency of MSL interactions or number of publications) **rather than measuring impact.**”

Future Medical Affairs teams will combine quantitative and qualitative metrics to measure and report not only what we do but also the impact to patients and the organization. **However, the function’s focus will need to remain on delivering value rather than becoming myopic in its desire to report on its value.**”



Our Vision for Medical Impact Measurement

Impact of Yesterday

Activity/indicator-based



Internally-focused



Manually intensive



Tracking for tracking sake



vs

Impact of Tomorrow



Outcomes accountable



Patient- and society-focused



Technology-enabled



Tracking to course correct



Stuck in the Past

What's Holding Medical Back?



**Fear of
compliance
boundaries**



**Unfamiliar data
landscape**



**Concern with
measurement
imprecision**



**Complacency
with activity-
based approach**



Common Myths: Legal and Compliance



Myth #1

Compliance teams **“want” to say NO** as impact measurement **inherently crosses compliance bounds**



Myth #2

There is a **one-size-fits-all approach** to compliant Medical impact tracking



Common Myths: Data Landscape



Myth #3

Data generated from
primary market research cannot
accurately inform Medical impact



Myth #4

HCP- and patient-level claims data
enabling impact measurement is
only available in the US



Common Myths: Measurement Imprecision



Myth #5

Protocols for assessing impact of Medical must be **as rigorous as a research study**



Myth #6

Directional understanding of Medical impact **cannot be used to inform strategy**

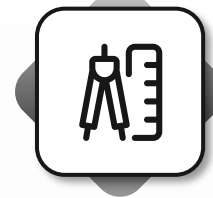


Common Myths: Complacency with Activity/Indication-Based Metrics



Myth #7

Organizational leaders are
comfortable with the status quo
and don't expect outcomes-focused
Medical impact metrics



Myth #8

If Medical teams do not start to track
impact-focused measures, **no one will**



Key Themes

Starting the Impact Measurement Journey

01



Engage Legal and Compliance as a **strategic partners to link impact metrics to business goals**

02



Integrate impact measures in **cross-functional strategic and tactical planning process**

03



Recognize the importance to your organization of capturing **actionable impact measures for Medical**

04



Start now: lead the charge or be left behind



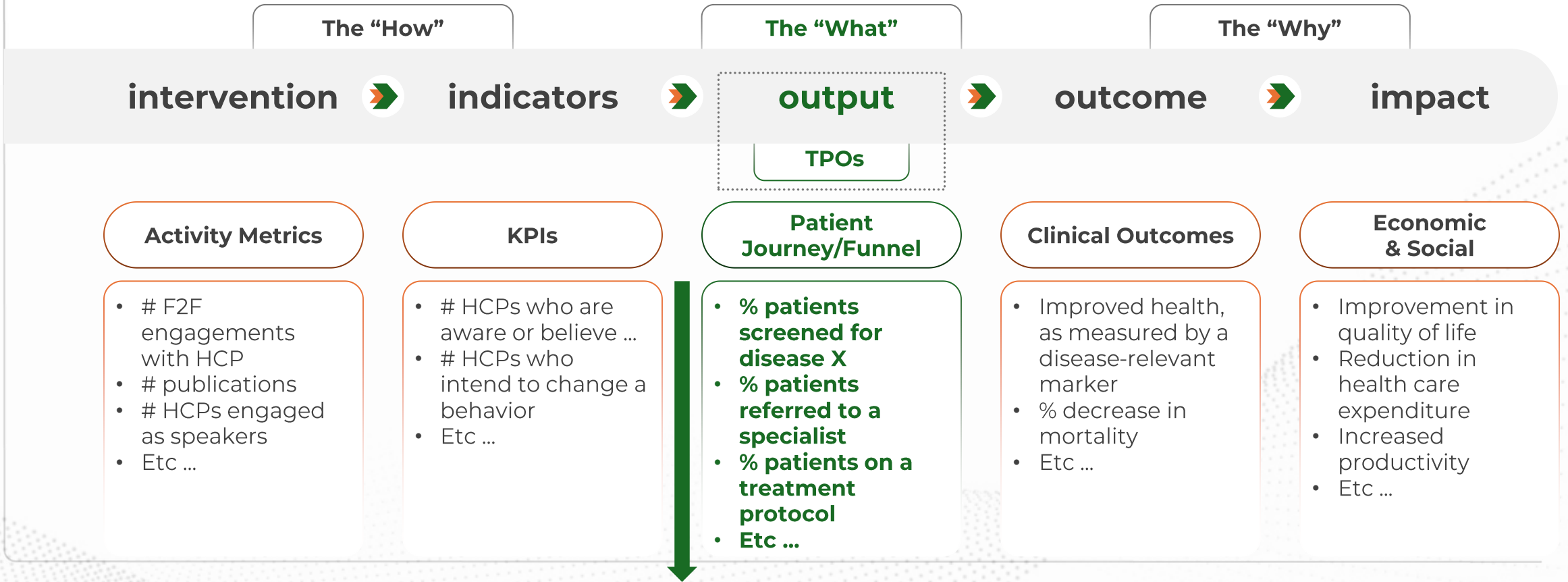
Impact Measurement in Practice

How are organizations implementing Medical impact measurement solutions?

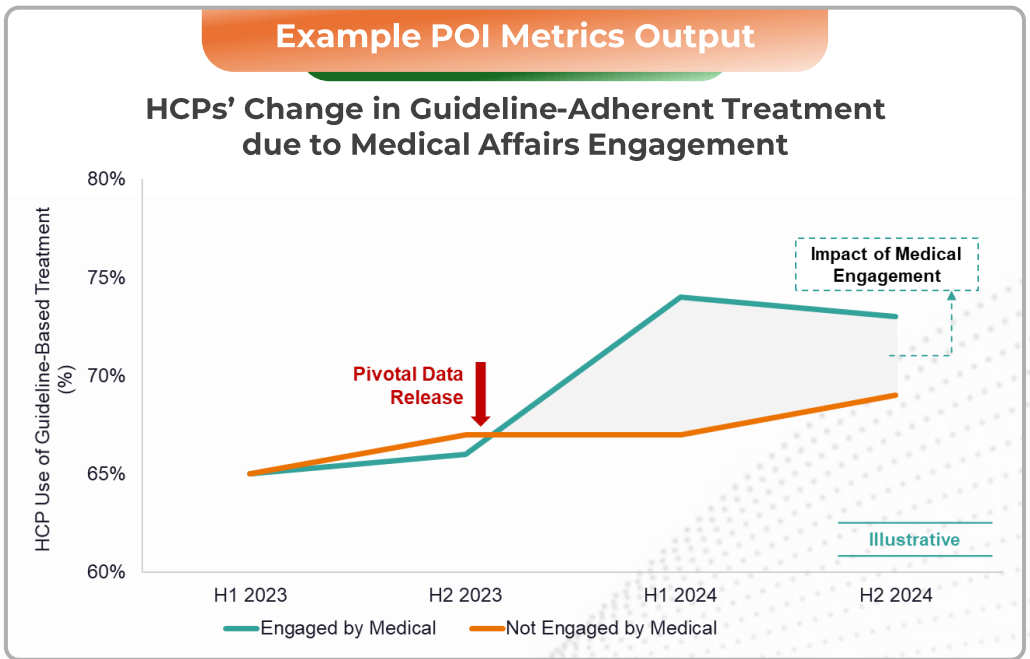
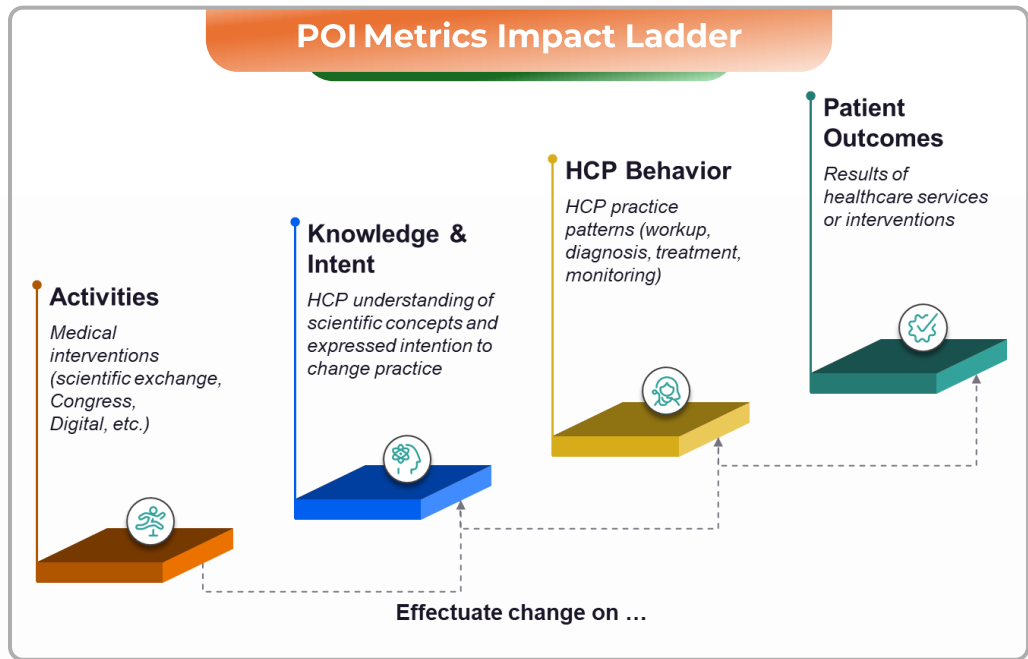


Target Population Outputs (TPOs)

External, short-term measures of tangible health system impact



Patient Outcomes Impact (POI) Metrics



This approach ensures a compliant, data-driven approach to measuring the impact of non-promotional functions by linking activities to changes in patient outcomes and provider knowledge, intent, and behavior

Audience Poll

Poll Questions

1. Have you or your organization initiated outcomes-accountable Medical Affairs impact measurement?
2. Please rank order the following challenges starting with “1 – extreme challenge” to “4 – no challenge”
3. What challenges other than those discussed today may hinder your ability to perform outcomes-accountable Medical Affairs impact measurement?
4. Has the information shared so far during today’s webinar changed the way you think about and/or will approach Medical Affairs impact measurement? (Yes/No)

Our Ask of YOU

Join us in driving a new era of Medical impact measurement – and start the journey TODAY!



Thank you for joining today's webinar!
Any questions?



MAPS Resources on the Topic

Available Today

1. Measuring Value and Impact in Medical Affairs: Standards & Guidance Document. <https://medicalaffairs.org/strategy-sg25/>
2. Unlocking Impact for Medical Affairs: 5 Actions for Today to Build for Tomorrow. <https://medicalaffairs.org/events/pcm-jan24/>
3. The value and impact of Medical Affairs: Mastering the Art of Leveraging Meaningful Metrics
[White-Paper-The-Art-Of-Metrics-FINAL.pdf](https://medicalaffairs.org/White-Paper-The-Art-Of-Metrics-FINAL.pdf) (medicalaffairs.org)
4. Communicating the value of Medical Affairs. MAPS White Paper, 2020
[MAPS-White-Paper_Comm-Value-of-Medical-Affairs_May20201.pdf](https://medicalaffairs.org/Maps-White-Paper_Comm-Value-of-Medical-Affairs_May20201.pdf) (medicalaffairs.org)
5. Target Population Outputs (TPOs): Creating High-Value Health Systems Through Strategic Public-Private Partnerships. Harvard Health Systems Innovation Lab. Harvard Business Review Article, 2023. https://hsph.harvard.edu/wp-content/uploads/2024/10/TPO-Harvard_HSIL_3Dec2023.pdf
6. Patient Outcomes Impact (POI) metrics: A new way to assess patient-centered investments. ZS White Paper, 2024.
<https://www.zs.com/insights/patient-outcomes-impact-metrics>

Upcoming

Join us at the MAPS 2025 Americas and EMEA meetings to hear more about the future of Medical Affairs impact measurement!



MAPS Americas
March 24, 2025
1:15PM – 2:15PM CDT
Session Code 195



MAPS EMEA
May 13, 2025
11:45AM – 12:45AM GMT
Session Code 195



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