

Quantifying Impact in Medical Affairs



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BUSINESS ISSUE

Medical Affairs teams act as a bridge between internal teams and external stakeholders. Due to the qualitative nature of their roles, Medical leaders often must provide evidence of their impact and value to senior and organizational leadership. The study explores how Medical Affairs groups assess their impact on external stakeholders, as well as how to communicate their value on the organization as a whole.

This research evaluates how the use of external metrics and value metrics affects Medical Affairs functions and creates an engaging narrative for top-level management.

RESEARCH METHODOLOGY

Best Practices LLC engaged a total of 38 Medical Affairs leaders from 31 leading pharmaceutical companies. A range of functional leaders were targeted to capture the diverse strategies and needs across the industry. Functions represented by this study include: Medical Strategy, Medical Operations, Field Medical, Medical Education, Medical Info, Med Excellence, HEOR, and Scientific Publications.

Best Practices LLC also conducted deep-dive interviews with Medical Affairs leaders at 10 organizations to capture additional insights.

KEY TOPICS COVERED

- Satisfaction Levels: Senior leadership’s view of Med Affairs
- Drivers of External Impact
- Measuring Medical’s storytelling ability vs. performance
- Benchmarks related to the Impact Framework:
 - Share of Voice
 - Build Awareness
 - Provide Knowledge
 - Reputational Score
 - Enhance Care Model
 - Meet Patient Objectives
- Storytelling leaders: Quant vs. Qualitative metrics/sources
- Measurement hurdles
- Factors to justify higher Medical Affairs investment
- Future Indicators of Medical’s impact

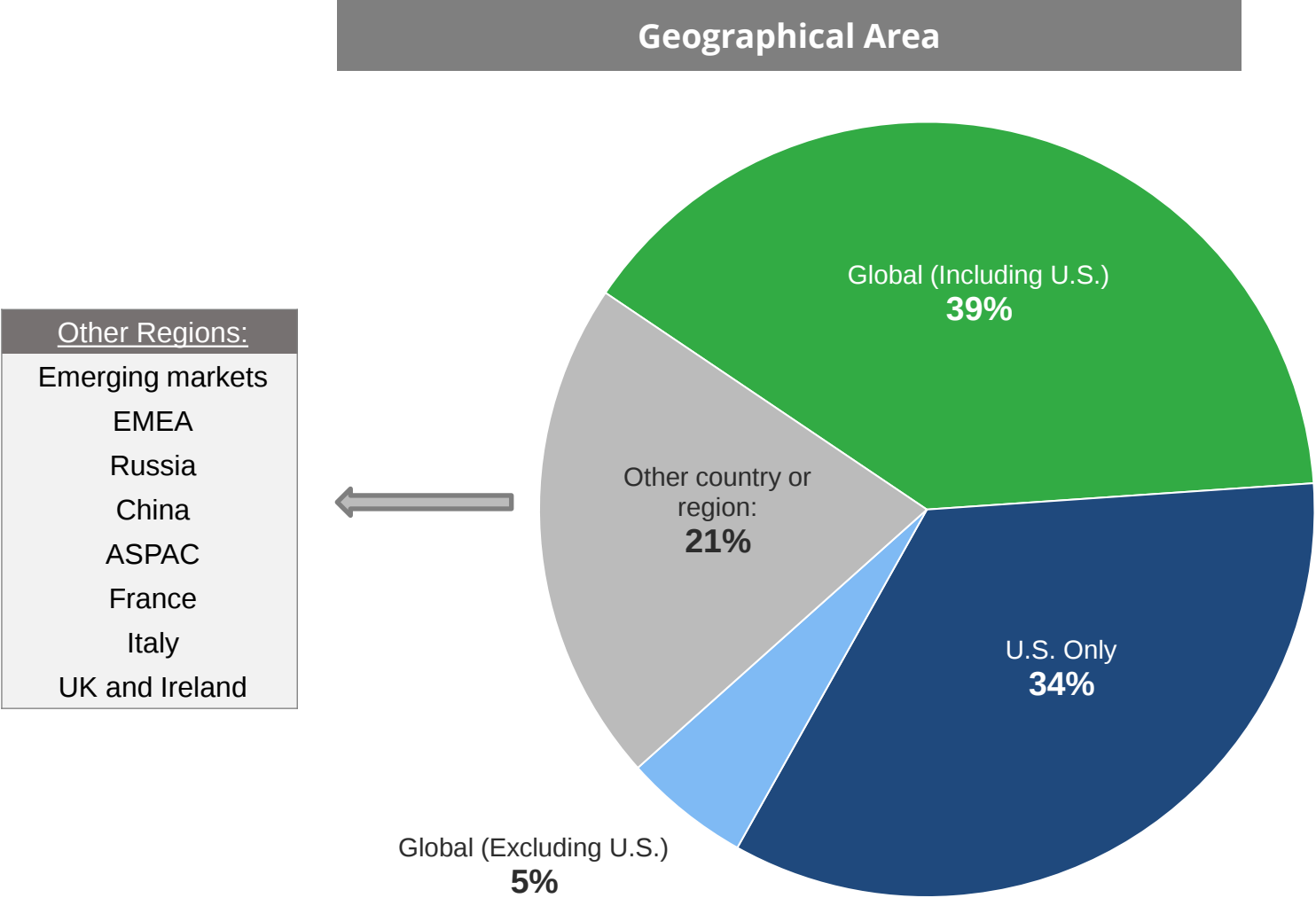


Medical Affairs Impact Study Participants: This study captures insights from 38 Medical Affairs executives at 31 leading biopharma companies

Benchmark Study Partners

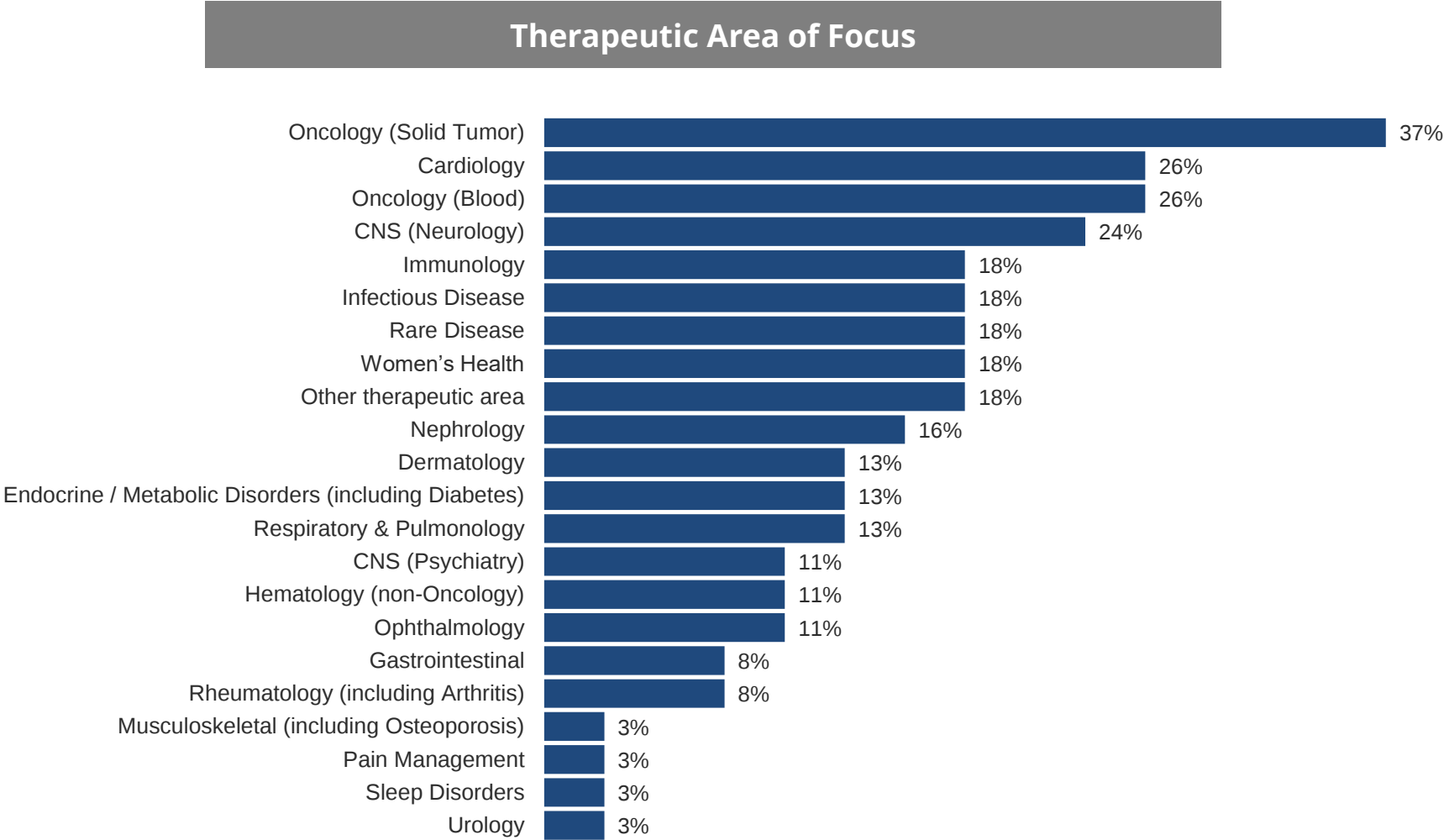


Geography: Survey respondents primarily represent global Medical Affairs leadership responsibilities, including the U.S. region



What region or country do you currently support?

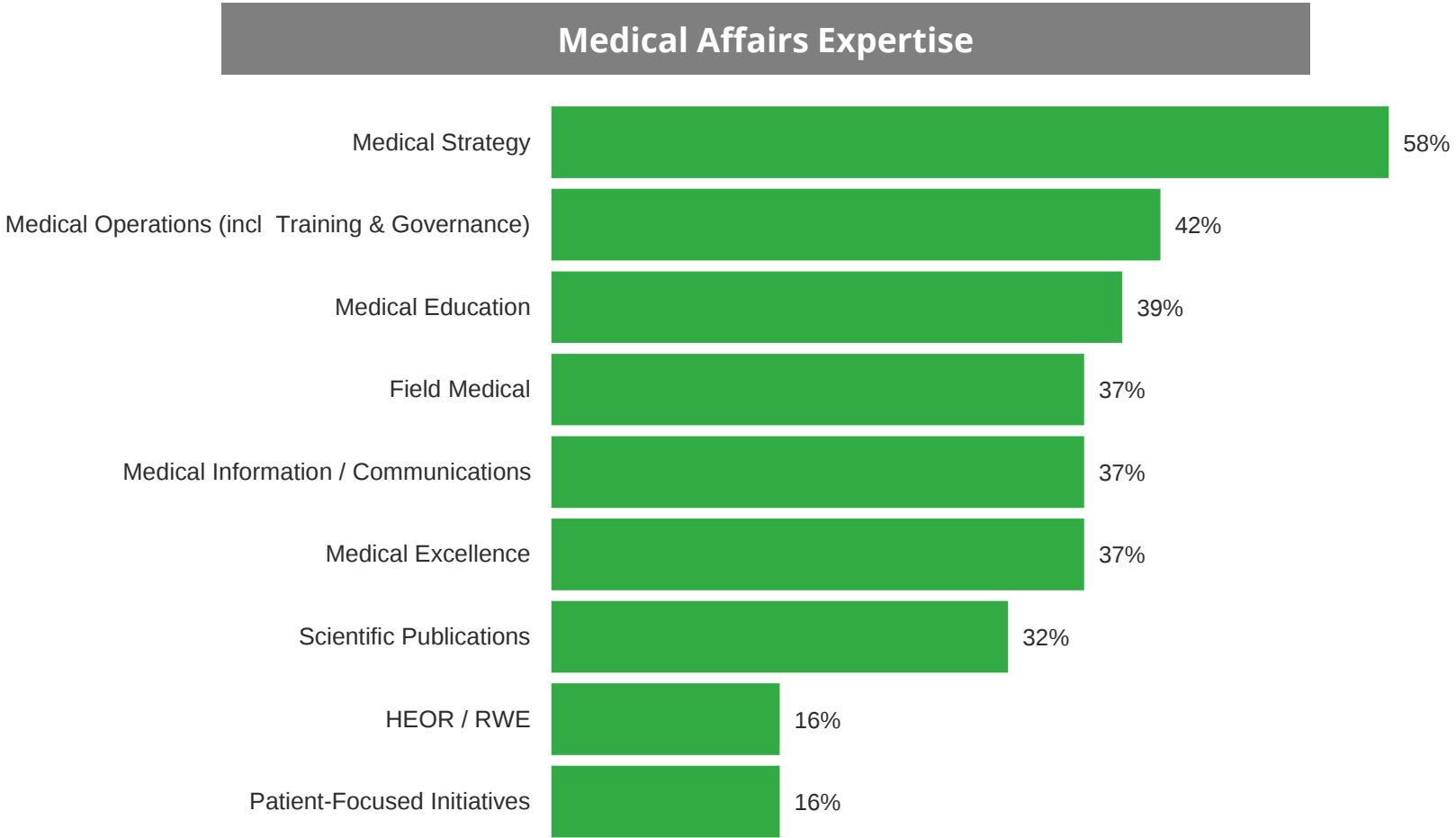
Therapeutic Area of focus: Most respondents specialize in the therapeutic area of Oncology (Solid tumor), with cardiology and oncology (Blood) following closely behind



Which therapeutic area(s) will you be answering for today?

N = 38

Medical Affairs expertise: Majority of respondents are aligned with Medical Strategy and Medical Operations roles to provide a high-level expertise of Medical’s impact and value



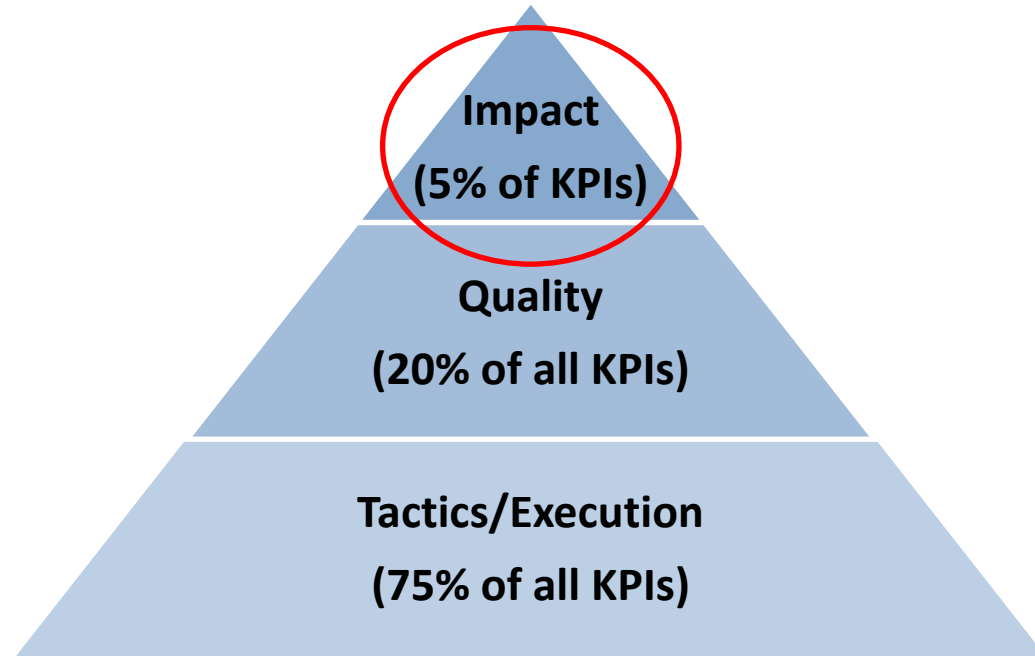
In which of the following Medical Affairs functions are you knowledgeable?

N = 38

Best Practices' Impact Framework: Medical Affairs leaders must shift their interpretation of success to include measurable, external impacts

“To better measure Medical Affairs, you need to measure things that get to impact and value, not just activity.”

- Senior Director, Medical Excellence



Our framework for Medical Affairs impact highlights 6 performance goals:



Select Key Findings: Across the more complex “Impact Framework” measures, less external impact is generated by Medical Affairs, but they still succeed in telling the value story



Meet Patient Objectives

- **89%** of Medical groups view Meeting Patient Objectives as important for assessing impact, and **30% achieve a high external impact as a result.**

Top metrics include:

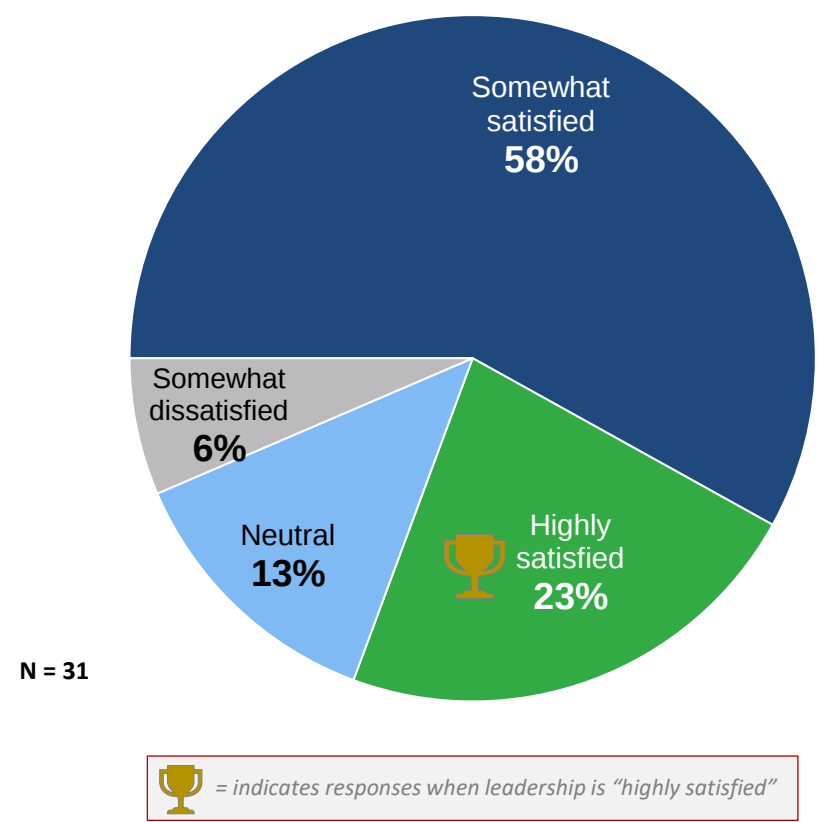
Patients diagnosed -- **30% increase in testing; time to diagnosis**

Patients treated -- **# of claims; % of patients with disease state on treatment**

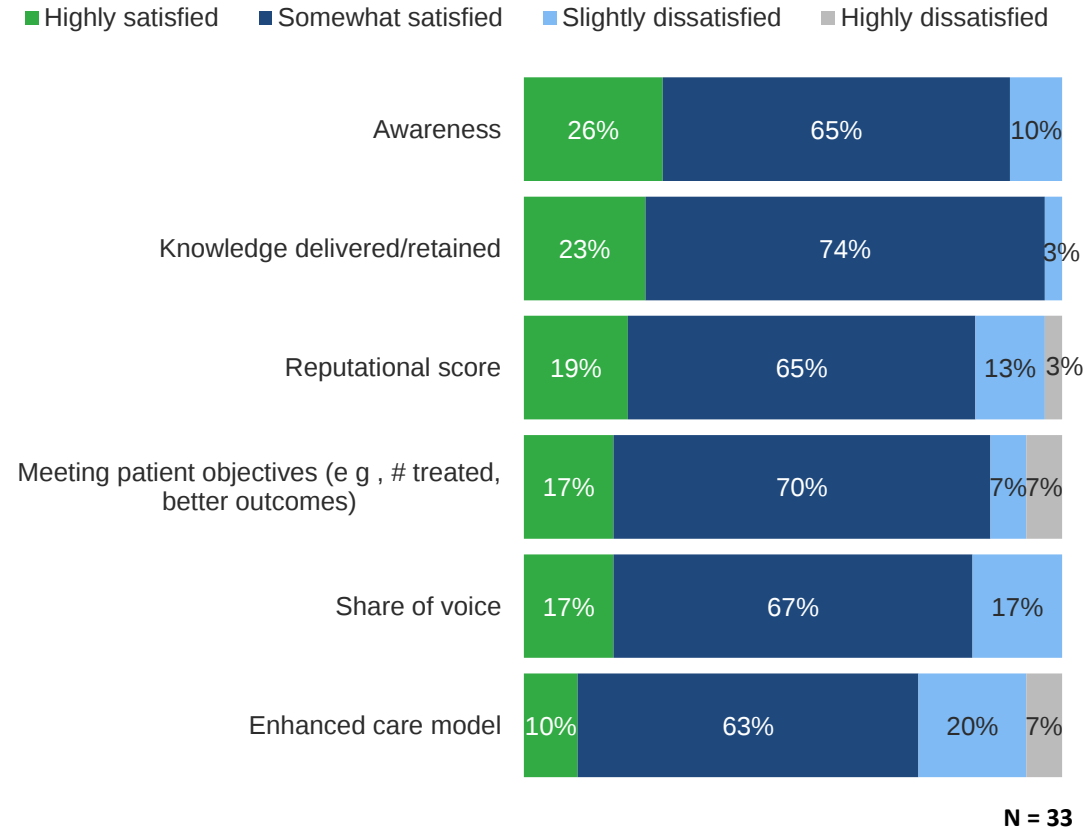
Patient-centric tactics -- **Diversity in clinical trials**

View of Medical Performance: Most senior leaders view overall Medical Affairs performance as lackluster due to the challenge of teams communicating their impact appropriately

Overall satisfaction of senior leadership with Med Affairs



High satisfaction areas

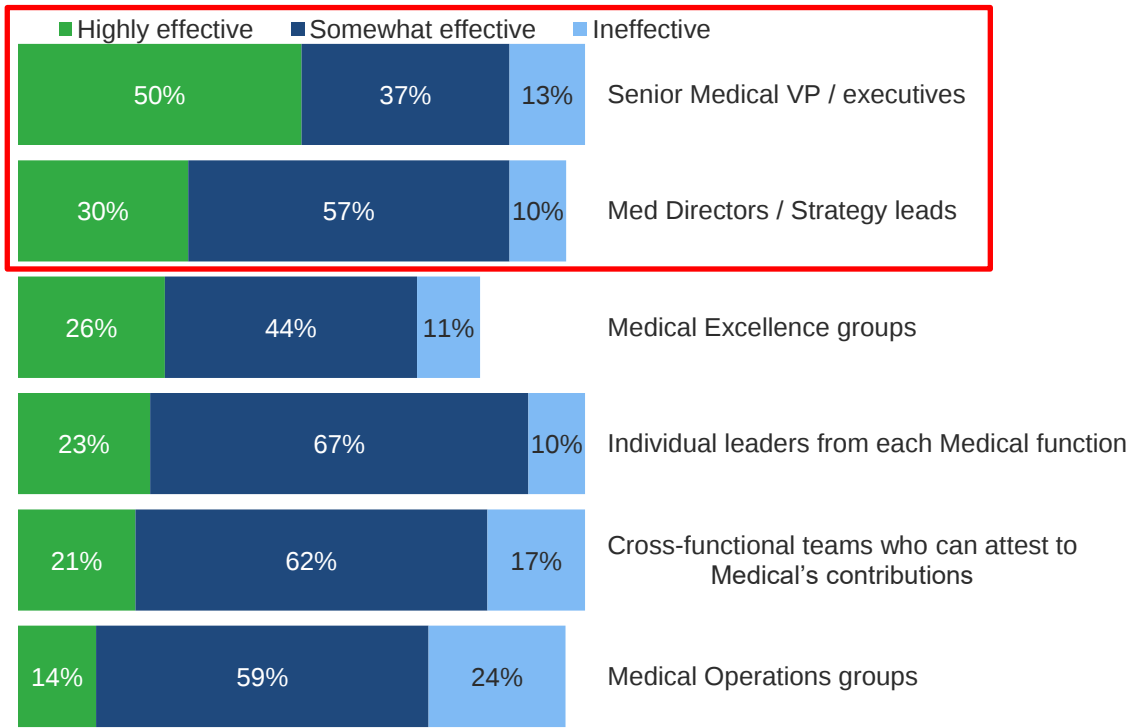


In your opinion, how satisfied is senior leadership with overall Medical Affairs performance?

Telling the Value Story: Sr. Executives and Medical Directors most effectively communicate Medical's impact story, which often relies on both quantitative and qualitative indicators

Medical Impact Storytellers

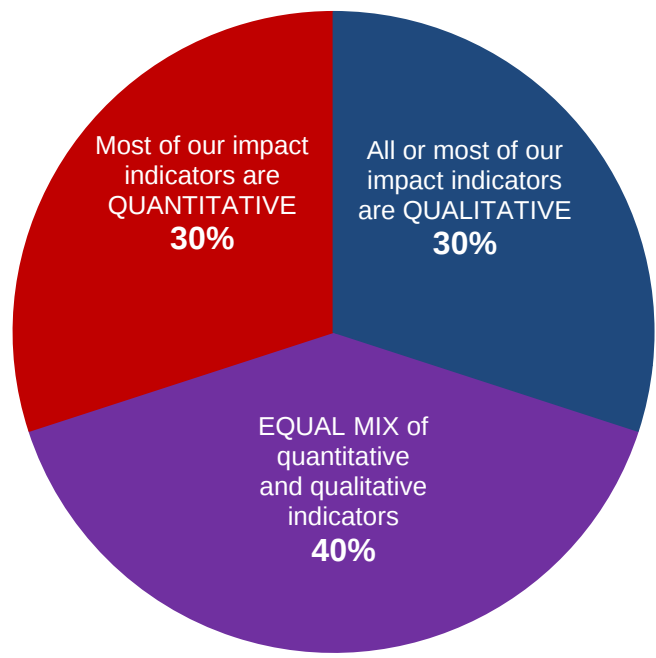
Most effective storytellers:



N = 30

How effective are each of the following groups in presenting the story of Medical Affairs' impact among senior leaders in your organization?

Type of impact metrics used

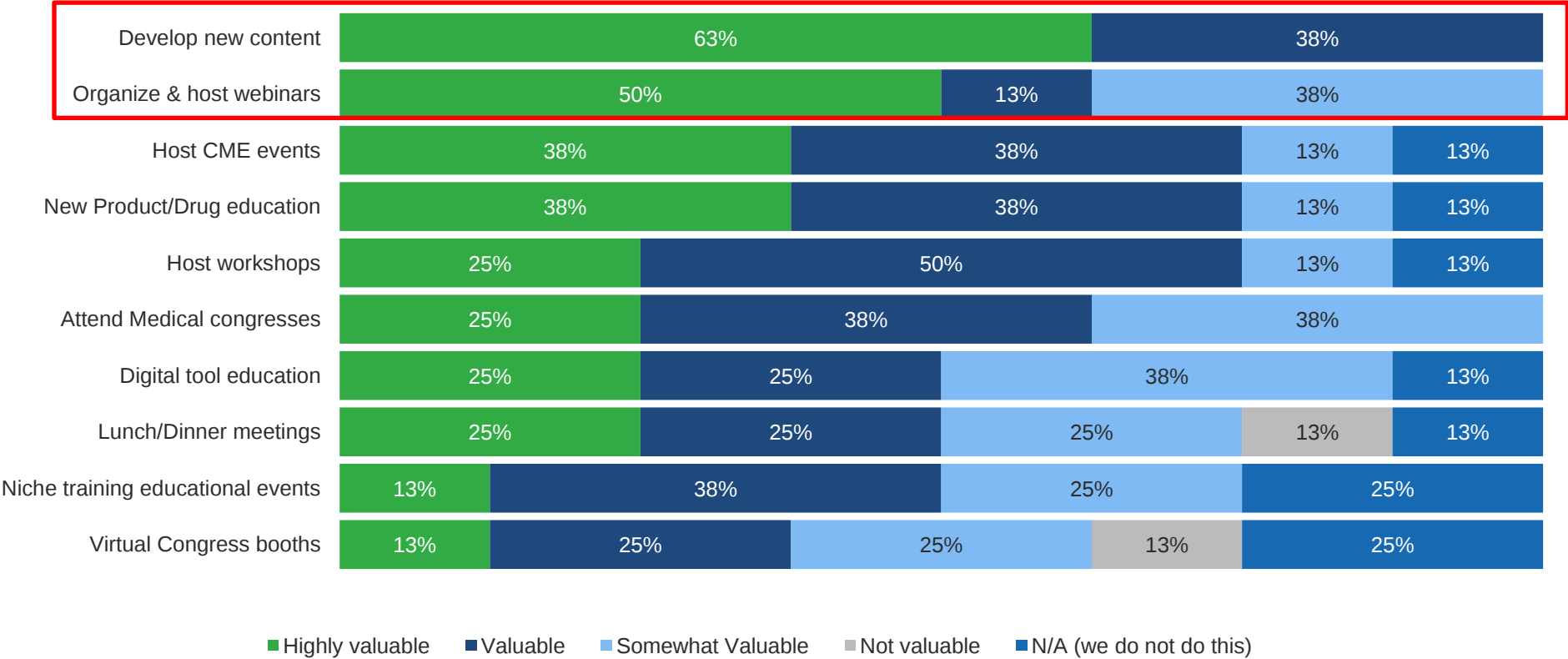


N = 30

Which model best describes your Medical Affairs' organization approach to demonstrating impact to senior leaders?

Education Value Metrics: New content and hosting webinar events are most effectively translated into measures of Medical Education value

Medical Education Value Metrics

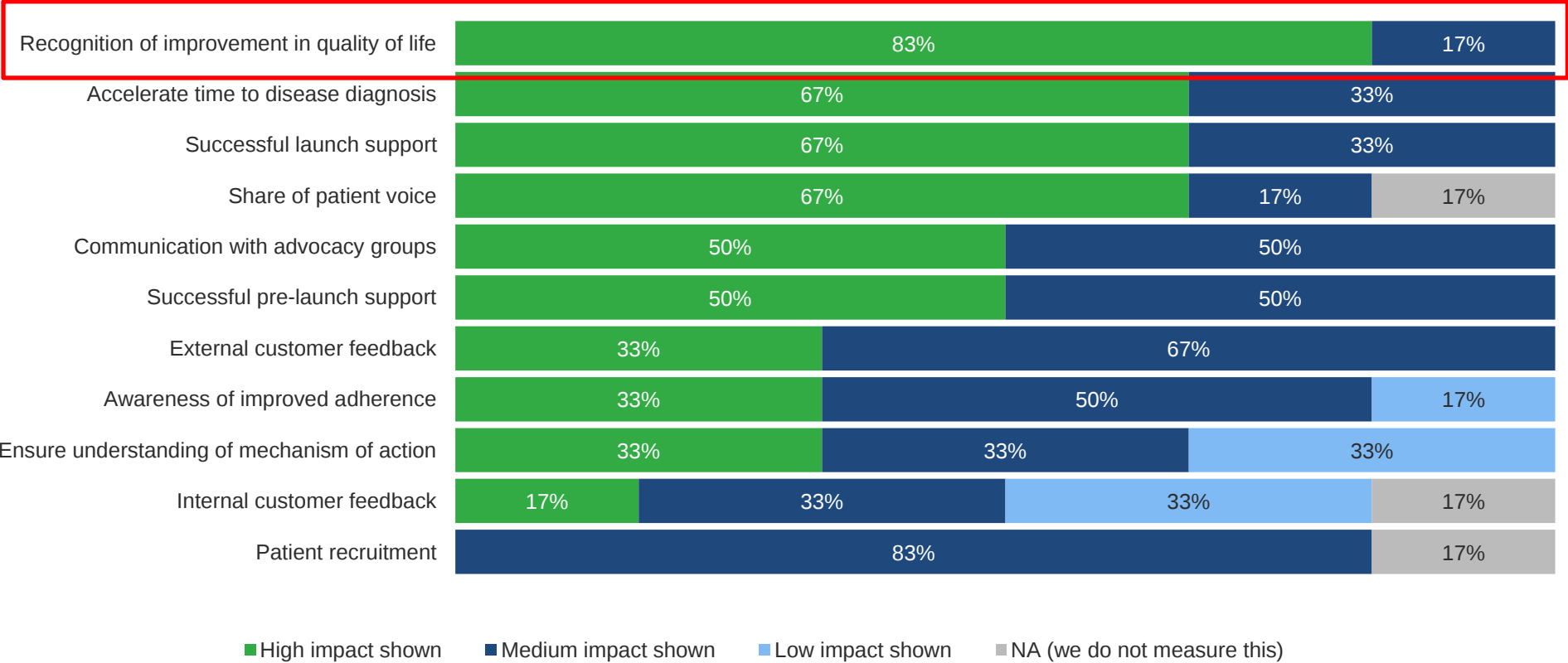


N = 8

How valuable are each of the following activities to the organization?

Patient-Focused Impact Metrics: A key performance indicator of “improvement in quality of life” demonstrates the highest impact of patient-centric Medical groups

Patient-Focused Impact Metrics



N = 6

How have you used the following KPIs to demonstrate the impact of your activities among external stakeholders?



Our company is an internationally recognized thought leader in the field of best practice benchmarking®. We provide research, consulting, benchmark database, publishing and advisory services to the biopharmaceutical and medical device sectors. We work closely with business intelligence groups. Our work is based on the simple yet profound principle that organizations can chart a course to superior economic performance by leveraging the best business practices, operating tactics and winning strategies of world-class companies.

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