

Assessing the Impact of Medical Affairs

Embrace new measurement strategies to promote your value story, increase impact, and gain resources

Medical Affairs Benchmarking Research

Best Practices, LLC



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BUSINESS ISSUE

In our previous year's study on this topic, many Medical Affairs teams still relied on execution-based metrics to convey their impact and value to the organization. However, over the past 12 months, a shift towards outcomes-based measures has rapidly emerged in order for Medical leaders to better relate their activities to business success.

This study explores how Medical Affairs groups are redefining what “impact” means and embracing new measures to associate their value to real-world outcomes, care gaps, and stakeholder engagements.



RESEARCH METHODOLOGY

Best Practices LLC engaged a total of 34 Medical Affairs leaders from 23 leading biopharma companies and conducted deep-dive interviews with participating Medical Affairs leaders to capture additional insights and nuances of impact.

Key Questions probed in this study include:

- What new or innovative measures have you adopted in the last 12 months to better show Medical Affairs' value and impact?
- What specific insights has your Medical Affairs org uncovered and positively impacted your company or its external stakeholders?
- How important are key “impact” metrics (diagnostic, treatment, adherence, etc.) for showing Med impact within your organization?
- Do you link impact to HCP behavior? Patient Outcomes? ROI?
- What are the major hurdles to your ability to measure Medical's external impact?
- Have Commercial groups allocated funds to co-sponsor Medical initiatives? Which ones?
- What lessons have you learned for telling a strong Medical value story to leadership?

SELECT KEY INSIGHTS

Detailed findings are available in the full report.

- **Impact defined through 4 lenses:**
 - Focus on the outcomes, not just activities;
 - Address care gaps & greater patient-centricity;
 - Engage stakeholders that deliver real clinical change;
 - Embrace a data-driven approach
- **Measuring Impact with Key Indicators:** Improved outcomes (52%), reach (44%), influenced guidelines (29%), and activated clinicians / advocates (25%) are among the critical metrics which best indicate Medical impact within benchmark organizations.
- **Impact Measurement Hurdles:** Impact Measurement Hurdles: Resource limitations (such as access to funding and data) are the biggest impediments to impact measurement.

Universe of Learning: This study is powered by insights from 34 Medical Affairs leaders who are improving Medical impact across 23 top biopharma organizations

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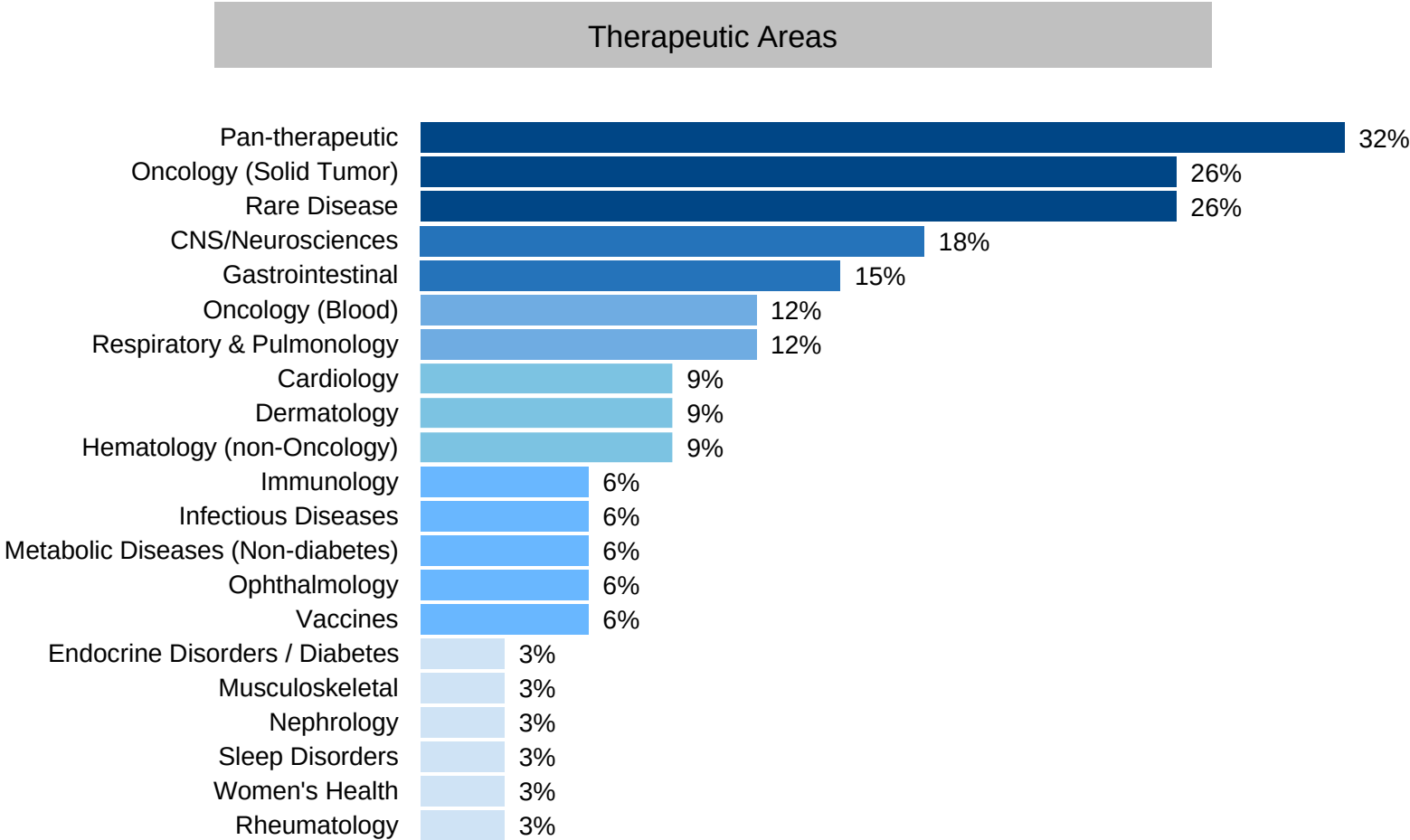
scPharmaceuticals



 VERTEX

 VIATRIS

Therapeutic Areas: This study represents insights from a variety of therapeutic area focuses

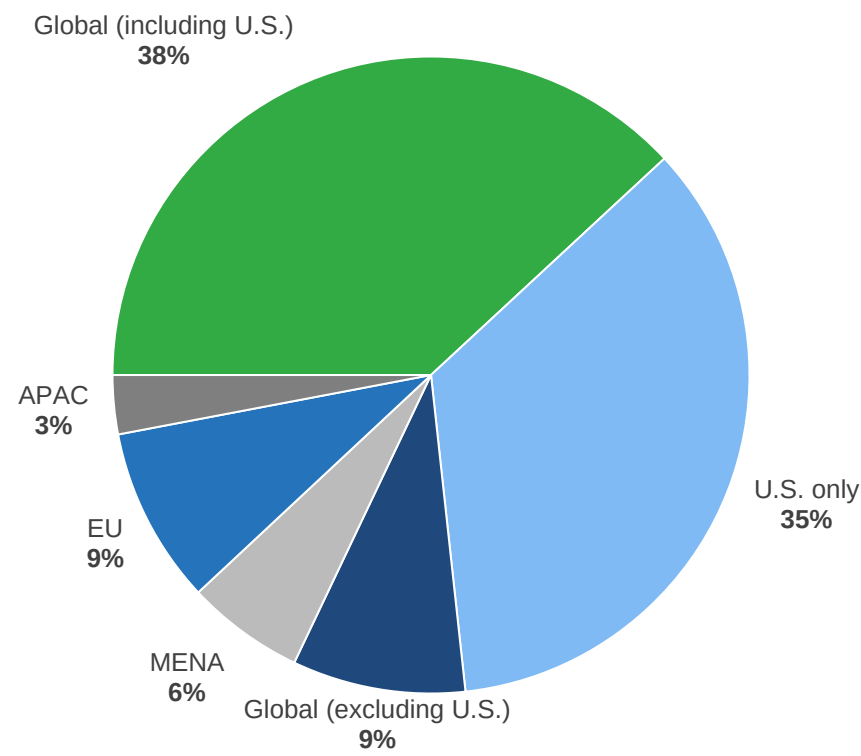


N = 34

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

Geographic Responsibilities: Global and US-based organizations are most-represented

Geographical Responsibilities



N = 34

What region or country do you currently support?

Tracking Medical Affairs Growth:

Progress has been made in showing impact currently

How have Medical Affairs impact measurement capabilities evolved since last year?

Pushing the boundaries of what is measured (Outcomes, Dx/Tx, etc.)



Aligning Medical's strategy with the organizational strategy



Using data to identify care gaps and guide Medical tactics

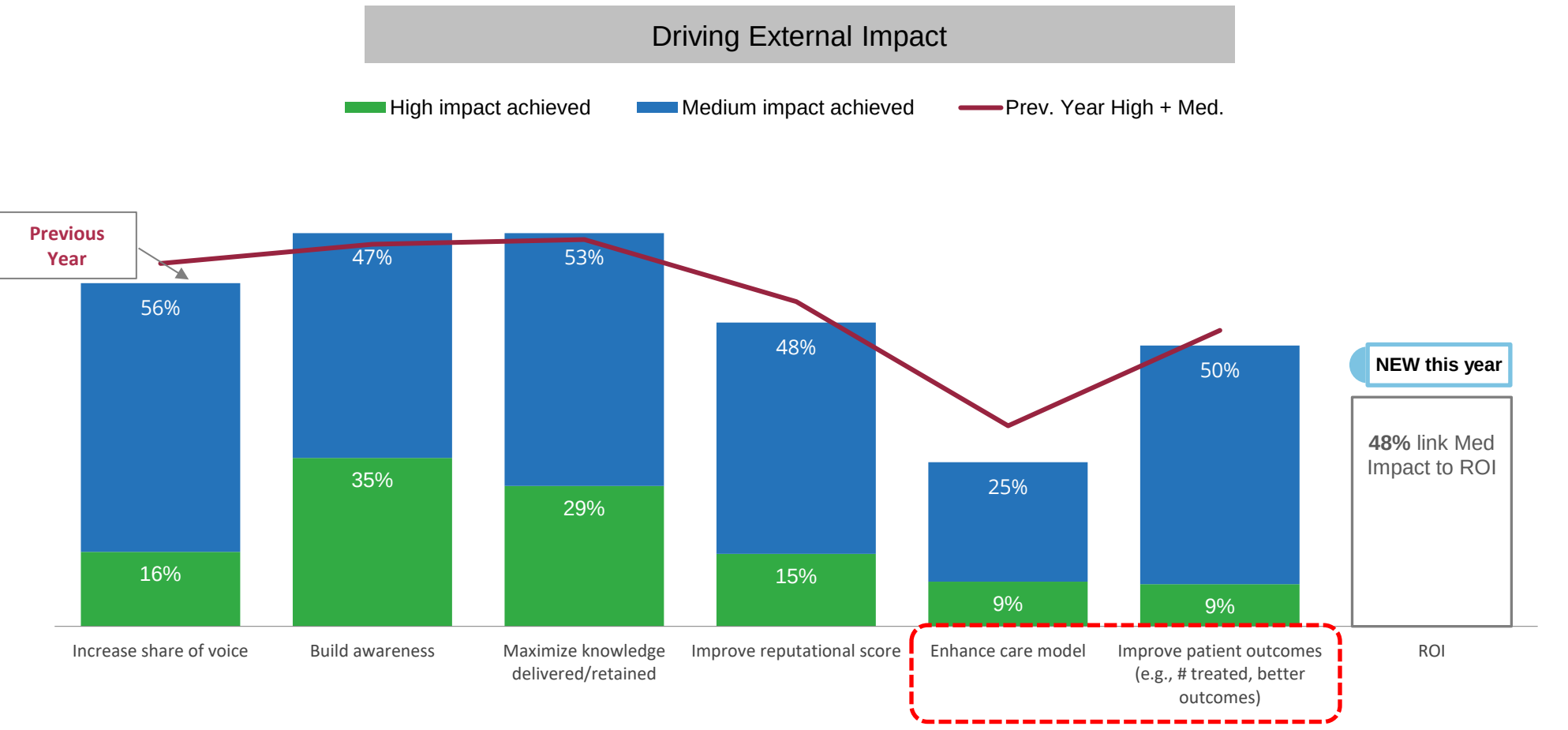


Connecting all the dots to ensure Medical value is understood



Per benchmark survey and industry interviews

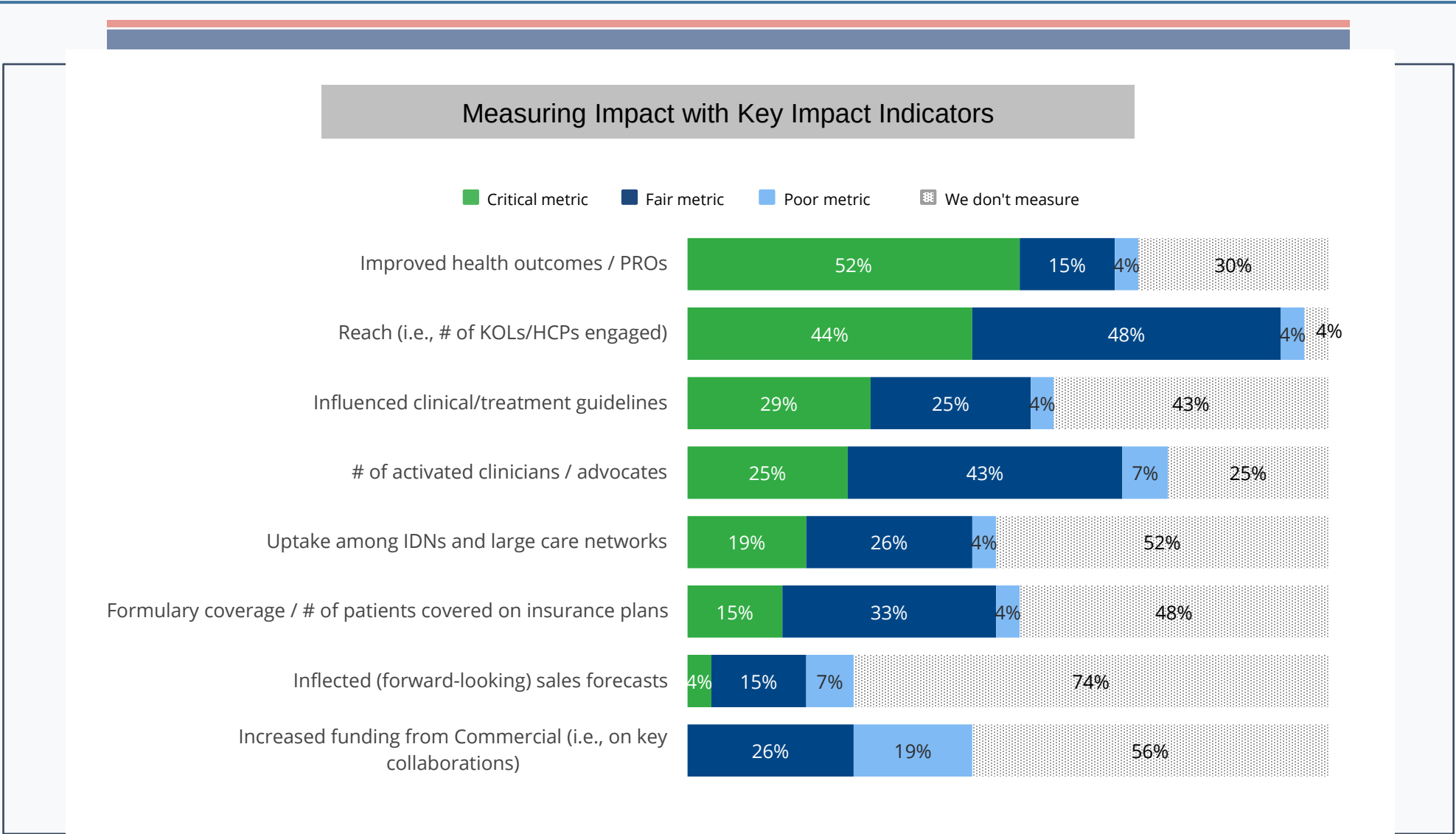
Impact Scorecard: Few Medical Affairs groups report “very high impact” currently, but the mix of metrics being used is evolving and growing



N = 34

Over the last 12 months, how successful has your Medical Affairs organization been in actually generating measurable impact across each of the following external stakeholder objectives?

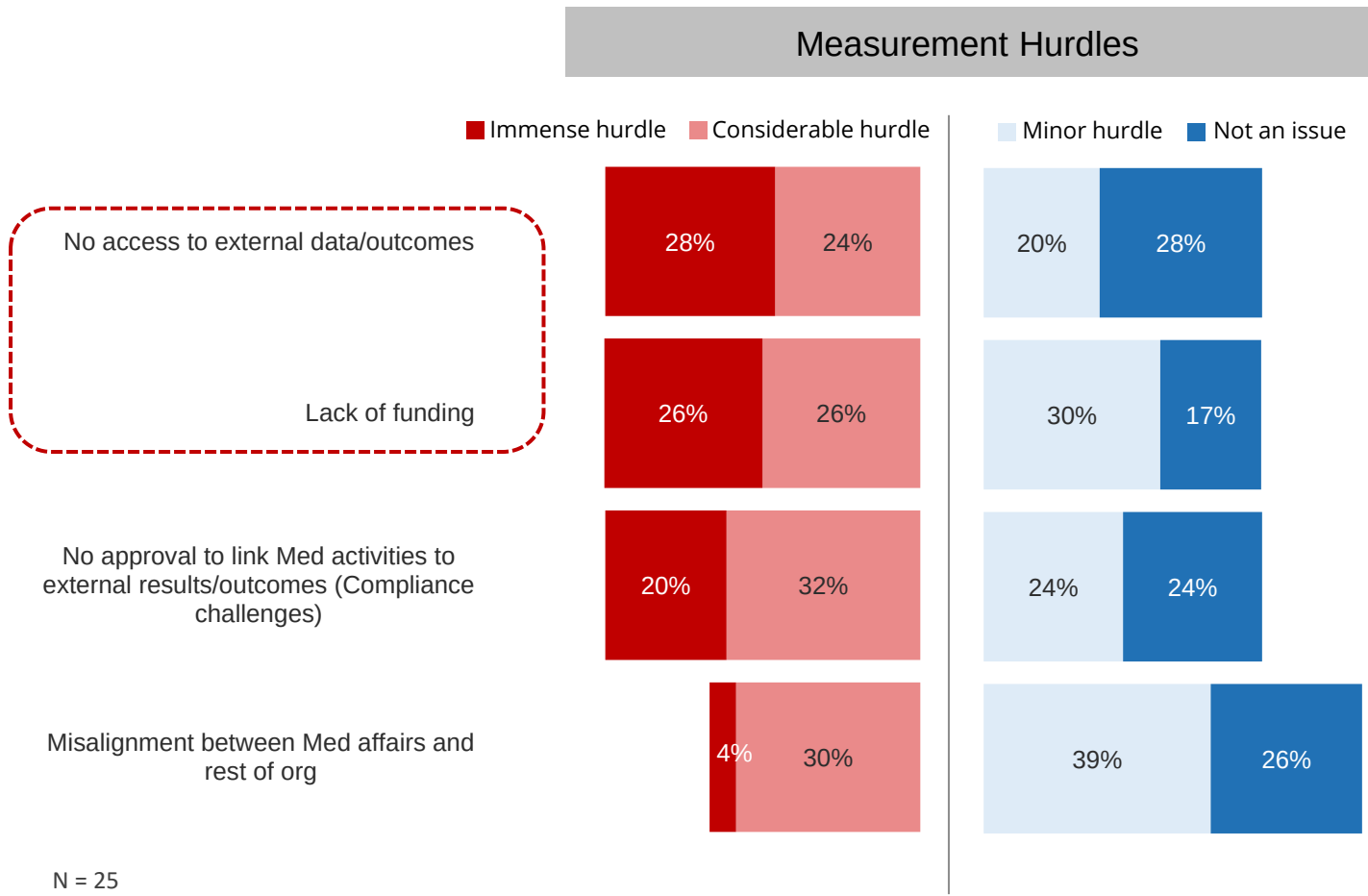
Key Impact Indicators: Improved outcomes, reach, guidelines, and activated clinicians are among the metrics which best indicate Medical impact



How important are each of the following metrics for showing Medical impact within your organization?

N = 28

Measurement Hurdles: Resource limitations (such as access to funding and data) are the biggest impediments to impact measurement, NOT compliance and alignment limitations



YoY Comparison:

Significant hurdle for 84% last year.
Significant hurdle for 52% this year.

See next slide

Significant challenge for 88% of survey respondents last year.

How significant are the following hurdles to your Medical Affairs organization’s ability to measure external impact and tell a compelling value story?



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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