

By Robin Robinson

THE Patient Journey: MOMENTS OF CARE

A successful patient-centric plan requires two elements: knowing the patient and collaboration across all stakeholders.

We've all seen them: the patient-centric diagrams that represent as many as seven or even up to 20 stakeholders per patient, all of whom are somehow involved in that patient's care. From drug and device manufacturers, to healthcare providers, to social media sites and even fitness centers, there are so many points of care that need to coordinate around one patient, and getting them all on the same page seems impossible. Our experts agree that true patient-centricity is a huge challenge, but as one of those stakeholders, the pharma industry should play a central role.



Effective patient-support program design depends on an understanding of the underlying factors, including people's needs, beliefs, and perceptions regarding their illness.

DR. LAURA MOORE
Atlantis Healthcare

Keith Riddiford, head, customer strategy and operations, Novartis Pharmaceuticals, says social media channels are mobilizing patients to share information and support with others. As a result, patients expect more from the healthcare industry and want to have the ability to choose what type of treatments they receive and how.

"In theory, patient-centricity makes sense as a core focus for pharma," says Jessica Brueggeman, senior VP, health behavior group, MicroMass. "The challenge is that there is no single definition for patient-centricity, making alignment with key stakeholders difficult. And stakeholders, including pharma companies, deliver on patient-centricity in diverse ways."

But alignment of stakeholders is not impossible, she says.

"With access to payers, providers, patients, and technology companies, the pharma industry can lead the way and develop patient-engagement solutions that go beyond product and disease information," Ms. Brueggeman

Patient-centricity requires a strong single point of contact for both the patient and all entities that play a role in the treatment protocol.

MOLLY STALLINGS
TrialCard



FAST FACT

ACCORDING TO ABI RESEARCH, THE MARKET FOR WEARABLE DEVICES THAT MEET DEMAND FOR REAL-TIME DATA, INCLUDING PERSONAL HEALTH INFORMATION, WILL SOAR TO \$160 MILLION BY 2017.

says. "Pharma companies should leverage evidence-based techniques — shared decision-making, motivational interviewing, and problem solving — that impact motivation, help build skills, and demonstrate results that optimize patient outcomes."

The only constants in this paradigm are the patients, and they also play a role in aligning the stakeholders in their own care. Therefore, the pharma industry should rely heavily on their input to determine how best to contribute to the patients' needs.

"Pharma needs to work with other stakeholders to provide a platform that facilitates cooperation and interaction to motivate patients to engage with their services," says Tim Davis, CEO and founder, Exco InTouch. "A truly patient-centric model should work from the center — where the patient is — outwards, not from the outside in."

Achieving patient-centricity in today's healthcare landscape, where stakeholders are undoubtedly greater in not only number but also diversity of function, requires a strong single point of contact for both the patient and all entities that play a role in the treatment plan.

"This group must have both an under-

3 Ways Novartis Uses Technology to Engage Patients

1. Novartis has run a number of trials that included the use of wirelessly connected medical devices to monitor patients remotely, such as blood pressure cuffs, scales, continuous glucose monitors, monitoring patches, and peak flow meters.
2. Novartis has developed treatment and symptom tracker apps used by patients taking TOBI Podhaler, an inhaled medication for certain patients with cystic fibrosis. Similar apps are under development for other disease states.
3. Novartis recently launched AskNow, an on-demand, virtual sales and service platform for healthcare providers to accompany its new drug Entresto, for the treatment of heart failure. Customers can connect immediately with a brand specialist on any device in multiple ways, including video chat, email, voice-over, or automated Q&A.

standing of patient needs, goals, desired outcomes, and effective communication strategies as well as the subject-matter expertise to be the behind-the-scenes facilitators of an efficient process that ensures rapid starts and continued adherence to therapy,” says Molly Stallings, patient access services, TrialCard. “A truly effective hub must strike a balance between being able to work both on the patient’s behalf in terms of administrative matters such as benefits investigation and verification, prior authorization and appeals management, specialty pharmacy triage, and HCP staff assistance and directly with the patient through engaging, individualized interventions that educate and support the individual on his or her journey.”

By hub, Ms. Stallings is referring to positioning the right talent in critical areas. Nursing staff, reimbursement specialists, and case managers are just a few of the roles that factor prominently into an organization’s ability to provide this level of support and drive true patient-centricity that can produce demonstrated positive outcomes, she says.

“Without all of these functions under one umbrella there will be a gap in any hub provider’s capacity to fully serve as this single point of contact,” Ms. Stallings continues.



Pharma companies need to change their perception about patients, and show them the value of using their services.

TIM DAVIS
Exco InTouch



Providing content that explains the implications of data and what actions to take, coupled with content that encourages behavior change, is essential.

ELISA DEL GALDO
Blue Latitude



To truly promote a patient-centric healthcare system, we need to start recognizing that patients are consumers who are making decisions.

FAISAL MUSHTAQ
Allscripts

“The most dangerous thing the industry can do is to maintain the status quo, and many senior leaders have already acknowledged the need to move toward more patient-centricity,” says David Zaritsky, president, PulseCX. “Once everybody embraces the idea that all roads lead to the patient we will see marketing improve.”

Reports say this shift has begun, with 85% of pharmaceutical executives having piloted patient-centric models and 51% having widely adopted this approach. A Strategy& report in April of this year says that 83% of executives expect to further restructure their commercial model in the next two to three years.

At Novartis, leaders have

In the future, business models will shift further away from selling and these will have us gravitate toward proactive long-term relationship management, especially with patients.

DAVID DAVENPORT-FIRTH
Ogilvy CommonHealth
Worldwide



found that gathering diverse perspectives from varying stakeholders is critical to obtaining a deep understanding of the needs of patients and developing innovative solutions to help people live longer, healthier lives. As a leader in the industry, the company feels a responsibility to help foster dialogue and collaboration among stakeholders around critical needs facing patients today.

“For example, we convened a multidisciplinary panel of thought leaders at the 2015 BIO International Conference where we led a conversation about enhancing greater patient access to innovative medicines,” says Cathryn Clary, M.D., head of U.S. clinical development and medical affairs, Novartis Pharmaceuticals. “As a group, we discussed the greatest challenges standing in the way of ensuring patients

get the full benefit of innovative therapies entering the market, and talked about ways we all could better collaborate to create solutions for patients.”

The company also hosts the annual Power of Partnering Summit, which brings together about 200 nonprofit leaders from patient advocacy groups and community organizations. As a result of the workshops led by academia,

Sound Bites

Our experts shed light on what the pharma industry can be doing today to improve its outreach to consumers in a more patient-centric model.



DAN BOBEAR
Principal and Managing Director, The Patient Experience Project

It is readily apparent that companies want to focus on the patient. In most boardrooms there are mission statements that include some language about patient centricity. The good news is that the desire for authenticity and connection to patients is real. The problem is that old habits die hard and companies often revert to what they have done in the past: focus almost exclusively on sales reps detailing to physicians. To truly be patient-centric, companies need to partner with patients, as they are the ultimate experts. Patients can be phenomenal strategic partners to co-create powerful strategy, programs, and content that are both authentic and meaningful.



JAMIE COBB
Partner and Creative Brand Strategist Epic Brand Group

Patient-centricity starts with the clinical trials. If a brand is attempting to enable patient-centricity as part of a product launch, then it's already too late. Trial designs and careful monitoring of patient data become the foundation for the scientific, clinical, and commercial stories to come. These therapeutic micro-environments are the perfect place and time to gain very specific patient insights and practice patient-centricity. They're also a great opportunity to build a little muscle memory for the commercialization down

the road. For decades, we've devoted huge volumes of time and dollars getting inside physicians' heads and understanding what they need and want. But do we truly understand patients? Do we know what motivates their healthcare decisions? Are we giving them enough of the right information at the right time and place? Do they have access to Brand X? Can they afford it? Will they take it? Only when we start asking these kinds of questions and factoring the responses into our marketing strategies will the needle move.



JIM CURTIS
Chief Strategy Officer and Chief Revenue Officer Remedy Health Media

To cultivate closer connections and a deeper focus with patients via consumer outreach, the pharma industry must continue to collaborate with and support patients at the community level. By enhancing relationships with partners who have a deep rapport with patient communities, the pharma industry can foster human engagement to support patients beyond the pill by understanding patients' emotional needs. Patients emotionally connect and are inspired by connecting with people like them. Delivering stories from patients living with their condition has greater impact and engagement. Outreach that is personal inspires, connects, and ultimately, generates trust with patients must be continued and enhanced.

DR. JOHN DOYLE
Senior VP, Managing Director Quintiles Advisory Services

I think the pharma industry recognizes that con-



sumerism is accelerating due to the cascade of market responses to health reform. For example, most of the health insurance exchanges appear to orient around consumer-driven plan design. How pharma companies respond, in turn, will be key to their success in establishing an effective dialogue and ultimately loyalty among patients who are increasingly acting as informed consumers in a value-based market.

Life-sciences companies could benefit from focusing on listening, capturing, and amplifying the patient voice to better understand the patients' clinical, economic, social, and humanistic needs as they progress on their healthcare journey.

Life-sciences companies should now consider the principles of consumerism in their go-to-market strategy. Marketing and sales teams have the ability to segment patient consumers by factors such as their healthcare-seeking behavior, buying habits, and local healthcare system dynamics in an effort to better appraise their customers' needs.

Accordingly, they can use a multi-channel approach, including social media, to actively reach patients with appropriate materials tailored to differentiate their products based on individual preferences. Life-sciences firms are in a unique position to construct a population health compass for all market stakeholders to help guide the appropriate use of their products in a way that maximizes benefit and minimizes risk to the patient. After all, balancing benefits, risks, and costs is a practice every consumer weighs in their daily decision making.

robust discussion, and networking, the insights gleaned from these summits have led to a number of innovative educational and support programs for patients, as well as collaborations benefiting the patient and caregiver communities, Dr. Clary says.

Mr. Zaritsky says Mead Johnson is another company whose senior leaders are coming together across franchises to move the organization toward costumer-centric experiences.

“Mead Johnson leaders spend a lot of time working with marketing, supply chain, sales managers, and other leaders to understand what an excellent patient experience would look like,” he says. “They are creating experiential programs that sales people are delivering to physicians, and physicians are delivering to the patient. This work has earned Mead Johnson the reputation of being very patient-centric.”

What Patients Want

A company that doesn't correctly know or understand the patients it serves will have a difficult time becoming successfully patient-centric. All the collaboration across stakeholders will not do any good unless the services and programs being offered actually resonate with patients.

“Patient-centricity is best approached by considering patients' different experiences at different points along the healthcare continuum,” says David Davenport-Firth, executive VP of health behavior strategy and intervention, Ogilvy CommonHealth Worldwide.

One of the mistakes the industry makes is to assume it knows what patients want and need.

“It's not complicated,” Mr. Zaritsky says. “The first step starts with listening to patients.”

Even when building a program designed for the physician, pharma companies must

include patient needs in the equation, he says.

“The industry is still in the early stages of engaging patients in their care,” says Faisal Mushtaq, president of payer/life sciences business, Allscripts. “To truly promote a patient-centric healthcare system, we need to start recognizing that patients are consumers who are making decisions — even when they're not directly interacting with providers. The healthcare community needs to empower them to make informed decisions, and help them understand the effects of those decisions over time.”

Mr. Mushtaq believes that the pharmaceutical industry knows its patients as consumers better than any other segment of healthcare.

“Pharma companies understand what makes the consumer tick and how to impact behavior, which is why they are successful at attracting consumers,” he says. “Leveraging this knowledge on engaging consumers in driving adherence to health and life-style choices would have quite an impact across patient populations, especially those patients with chronic diseases.”

The challenge remains however, that even with all of this expertise, pharmaceutical companies haven't taken a seat at the value-based-care table today and the industry is also limited because of so many of the regulatory issues, Mr. Mushtaq adds.

Mr. Zaritsky applauds several progressive companies in the industry that have started to focus on experiential marketing and are moving away from brand-focused campaigns.



Novartis has invested significantly in developing new ways to connect directly with patients.

KEITH RIDDIFORD
Novartis Pharmaceuticals



Once everybody embraces the idea that all roads lead to the patient, we will see marketing improve.

DAVID ZARITSKY
PulseCX

But some companies have misinterpreted what being patient-centric means to patients.

“Many companies have interpreted patient-centric as creating more material and more information that they throw at patients, such as brochures, educational material, and such, without once considering what gaps they need to fill for the patient,” Mr. Zaritsky says. “Patients don't necessarily want nor need more information; what they want is an experience with the product similar to what other brands outside the industry are offering.”

Patient-centricity is critical to successful medication adherence, but, for patient-centricity to be truly meaningful, healthcare stakeholders — especially pharma companies — need to really understand each patient beyond the generic categorizations of gender, socio-economics, age, and disease state, says

Pharma can lead the way and develop patient-engagement solutions that go beyond product and disease information.

JESSICA BRUEGGEMAN
MicroMass



Novartis hosts an annual Power of Partnering Summit, which brings together nearly 200 nonprofit leaders from patient advocacy groups and community organizations. The insights gleaned from these summits have led to a number of innovative educational and support programs for patients.

DR. CATHRYN CLARY
Novartis Pharmaceuticals



(c) PharmaLinx LLC. Rights do not include promotional use. For distribution or printing rights, contact mwals@pharmavoices.com

Laura Moore, Ed.D., lead health psychology specialist at Atlantis Healthcare.

“Effective patient-support program design, for example, depends more on an understanding of underlying factors, including a person’s needs, beliefs, and perceptions regarding their illness,” she says. “Health psychology frameworks reveal that treatment nonadherence is multi-factorial and complex, influenced by factors such as beliefs about illness and treatment coherence, social support, HCP communication, and medical access.”

Without understanding why people are nonadherent, segmenting them just by other demographics is unlikely to be helpful. However, by focusing on the belief-based nature of nonadherence, pharma can help lead the way to establish more effective, relevant, personalized approaches to empowering people to better self-manage their condition for the long-term, Dr. Moore says.

According to Elisa del Galdo, head of customer experience, Blue Latitude, her company’s research with patients shows that they

want to be partners in the decisions that are made concerning their care.

“To facilitate patient-centricity, where patients actually have a role in the decisions that affect their treatment, the system must address the needs of the patient, support health literacy and decision making, and make the system easy to navigate,” Ms. del Galdo says. **PV**



FOR BONUS CONTENT
USE YOUR QR CODE READER
OR GO TO
bit.ly/PV0915-PatientJourney



Sound Bites Continued



BOB HOGAN
Director, Consumer Services, TripleThreat

First, companies need to stop talking. Pharma companies can’t wait to tell consumers what they think they need to hear. Companies step up to the lectern and spout away, like some tired old professors in love with the sound of their own voice.

Second, companies need to start listening. Not for what they want to hear, but to what consumers are telling them they could really use to take better care of themselves. It’s not about information, which we, as marketers, are all too willing to give them. It’s about making it just a little easier for patients to get, take, and stay on their medicines.



LISA HUNT
Senior VP/Director, Patient Engagement Natrel

Effectively changing patient behavior requires a deep understanding of the patient’s unique treatment journey. This helps drive relevant, meaningful interventions that provide critical support along the way. Marketers must reach all key players along the journey, including nurse practitioners, physician assistants, and other physician extenders who are part of the patient-care circle. Innovative educational interventions such as wearables, mobile apps, and online coaches can help patients manage difficult treatment and side effects.

A key consideration is employing health literacy and educational design principles for maximum



RICHARD NORDSTROM
CEO and President Liberate Health

comprehension so patients are able to take appropriate actions to help improve outcomes.

I think many people in pharma believe they are already patient-centric, as they develop drugs for unmet medical needs.

We have done a great deal of research on the patient decision journey over the last several years and have developed a thorough understanding of how the HCP and the patient interact and communicate.

The biggest change I have seen in healthcare practice is in HCP workflow. Penetration of EHR has increased acceptance of digital tools in the clinic. HCPs recognize the need to increase patient engagement but lack the tools to enable them to engage within their evolved workflow.

Engagement begins with communication and at the core of communication is knowledge and understanding. Pharma is uniquely positioned to provide HCPs with the tools necessary to engage and educate patients within HCP digital workflow. Pharma has been slow to move beyond advertising in this new environment and address the needs of both HCPs and their patients with meaningful content that can help improve health outcomes.



JIM O’DEA
President, Rx Edge

Putting patients at the center of care means gaining an understanding of their experiences in all potential healthcare settings. Care is certainly not the exclu-

sive purview of physicians’ offices or hospitals any longer. Staffed by nurse practitioners, retail clinics are playing a large role in primary care and chronic disease management. Pharmacists are now routinely delivering immunizations, as well as wellness and preventive care services. Even the home is emerging as a care site, with the availability of advanced monitoring services and telehealth devices. The delivery of healthcare is changing and so is the way health information is accessed. Patients now seek out information from multiple points of contact — in the pharmacy, through online support communities, and via innumerable digital resources. Connecting with patients across the spectrum of care and information-gathering environments is a critical aspect of patient-centric consumer outreach.



MATT RAMONDOS
Executive VP, Director of Operations Remind-A-Cap

Ditch the celebrity spokesperson, the digital banner ads, and pricey direct mailers, marketers need to ask themselves this question: when was the last time the HCP and the patient were marketed the same message? Too often integrated brand teams’ KPIs are not in alignment. If we are promoting side effects to the HCP, we should be carrying that same message to the patient simultaneously. Thinking along the same lines, the pharmacist, now more than ever, plays a vital role in the patient journey and must be fused into the outreach. Tools and messages that remain consistent among these three groups will provide the best possible outcomes.

(c) PharmaLinx LLC. Rights do not include promotional use. For distribution or printing rights, contact mwals@pharmavoices.com

WE BELIEVE...

a transformation must occur to make our communications more effective—a change in focus from selling features/benefits to creating a positive Customer Experience (CX) that produces better health outcomes and greater business results.

INFUSED
with
COURAGE

IMPACT MOMENT #201

Impact moments happen when emotional connections occur; when our target audience is so receptive to our marketing and sales communications, they want more; when hemophilia B patients told our client, “you get me”.

A series of “key impact moments” creates a positive Customer Experience (CX) that allows us to deliver brand value, influence decisions, and positively affect behavior.

ENGAGE with PulseCX to map the customer journey and identify key moments of impact.

CREATE the most effective marketing and sales communications.

GO to www.PulseCX.com.

Actual hemophilia B patient



By Robin Robinson

Wearables and Mobile Devices Provide Pathway to **PATIENT-CENTRICITY**



Technology continues to change the way pharma interacts with its consumers

Just as the rapid growth in healthcare professionals' use of smartphones several years ago changed the way pharma interacted with physicians, today's proliferation of consumer technology, as well as consumer demand, is paving the way for the industry to connect with its non-HCP consumers. While technology facilitates this transition, this change in modus operandi is a tough one for the industry, as it has not had to focus specifically on the patient in terms of its marketing efforts until recently. As we all know, the focus has for years been predominantly on the physician. But today's consumers expect the same kind of interaction and service they receive from other industries from their healthcare companies, including pharma. To meet these expectations, pharma companies are starting to leverage new technologies to improve patient experiences and outcomes.

"New technologies and wearable devices are empowering patients to manage their health in partnership with their doctors, other healthcare providers, and pharma," says Keith Riddiford, head, customer strategy and operations, Novartis Pharmaceuticals.

Novartis has implemented several programs to enhance its interaction with patient consumers and to provide important touch points along the patient journey.

"At Novartis, we are incorporating wearable technology into our work, in a variety of ways," Mr. Riddiford says. "For example, in clinical trials new technology is helping us make studies more efficient and more convenient for patients to take part in with the aim of increased recruitment and retention of participants, decreased timelines, and strengthened trial outcomes."

Programs such as these enable the industry

to connect with patients along all stages of the condition or disease from pre-diagnosis to post treatment. In this way, technology, and in particular wearable devices, have and will continue to change the way pharma interacts with its consumers.

"Tomorrow's wearable devices and technologies will provide us with an intimate understanding of any individual patient's response to a particular course of treatment," says David Davenport-Firth, executive VP of health behavior strategy and intervention, at Ogilvy Healthcare Worldwide.

Companies will need to shift away from product selling strategies and focus more on building consumer relations. For example, Mr. Davenport-Firth points out, the customer service at Apple stores is taken for granted today, but when the stores first opened in May 2001, the initiative, particularly the Genius Bar, was seen as revolutionary and served as the gateway for very different, far more personal, and mutually beneficial relationships with its customers. Pharma needs to embrace the role of being an enthusiastic ally instead of being a purveyor of pills.

"In the future, business models will have shifted further and further away from selling and will have gravitated toward proactive long-term relationship management, especially with patients," Mr. Davenport-Firth says. "Some companies are starting to make inroads along this axis, and for these corporations, continued advances in technology will firmly position them among the peloton of progressive pharma."

Juniper Research expects 130 million devices to ship by 2018. 130 million devices are going to generate a lot of data, and not all of it crucial to improving health outcomes.

This "explosion of data," as Faisal Mushtaq, Allscripts' president of payer/life sciences business, puts it, represents both a challenge and an opportunity for the industry.

"As an industry, we face challenges in sharing data across our current systems and electronic health records, let alone understanding the relevance in the exponential increase in data points provided by wearable technologies," he says. "However, opportunity lies in pharma's ability to attract patients who need motivation and guidance to use these tools. For example, partnerships with providers, using gamification or other behavior-encouragement tools, to help motivate the chronically ill consumer to change their behavior."

Novartis has also recognized the important role that social media plays in engaging with patients and its value as a channel where patients want to receive information. "Novartis has invested significantly in developing new ways to connect directly with patients and healthcare providers using social media to provide information and engage in real time," Mr. Riddiford says.

For example, Novartis has supplemented its traditional patient support for those taking its multiple sclerosis drug Gilenya with a robust social media ecosystem.

The program provides customer service, product information, and educational resources in real time through social channels to patients who have been prescribed Gilenya and those prospective patients who might be.

In another effort to connect with its patient consumers, Novartis also developed a website

Clearing the Hurdles to True Patient-Centricity

Experts provide best practices that will enable the industry to pave the way to total patient-centricity.



JESSICA BRUEGEMAN
Senior VP,
Health Behavior Group
MicroMass

Fear is the biggest hurdle when it comes to patient-centricity — fear of being different, fear of failure, fear of regulation. For decades, the pharma business model has been product-focused instead of patient-focused. While there are pockets of innovation, in order for a meaningful transition to patient-centricity to occur, there needs to be an organizational shift — a shift in culture, capabilities, and processes.

The movement can't start with just a singular brand or brand tactic. It needs to originate from the C-suite and reverberate throughout the entire organization — one brand at a time, reaching one patient at a time.



CATHRYN CLARY, M.D.
Head of U.S. Clinical
Development and
Medical Affairs
Novartis
Pharmaceuticals

The healthcare industry should continue to work toward moving beyond patient-centricity to patient inclusion. By actively and empathetically listening to what patients have to say we can all understand the patient journey better, which is critical to developing solutions that truly meet patient needs. At Novartis, we are always looking for new ways we can engage with patients — whether it's through asking for insights on how to better design clinical trials to improve the patient experience, or getting their feedback on the tools and resources we offer.

One example of our patient inclusive approach is that our clinical team has invited a heart failure patient to serve on the steering committee for an observational study. This patient meets regularly with the Novartis clinical team and academic experts who advise on the design and execution of this study.

Patients can offer tremendous insights into

how to best assess their health conditions, and measure the impact of a new medication, to ensure that our therapies produce outcomes that are meaningful to them.



DAVID DAVENPORT-FIRTH
Executive VP of Health
Behavior Strategy
and Intervention
Ogilvy CommonHealth
Worldwide

Many of today's pharma companies still organize themselves around a biomedical model where pathophysiology, pharmacotherapy, and technology are emphasized and become prominent when intervening in disease and illness. But this biomedical model doesn't serve patient-centricity at all well. It reduces the patient to a disease and fails to acknowledge the psychological and social dimensions of the illness experience. It most certainly fails to acknowledge the expert patient. In the late 1970s, George Engle conceived a different model that integrates biological, psychological, and social aspects into illness, its diagnosis, treatment and recovery, or adaptation, in the case of chronic illness. This biopsychosocial model implies that industry needs to equip itself not only with staff qualified in medicine and biological sciences but also with those who have attained postgraduate qualifications in health psychology and allied behavioral sciences. This is likely to be unfamiliar territory for many, as is the associated need to reconsider ways of working so that patient needs and perspectives are truly at the heart of the business, as opposed to on the sidelines.



TIM DAVIS
CEO and Founder
Exco InTouch

Put simply, it is patient buy-in. Patients can't be part of the patient-centricity equation if they don't see the value and benefits of the services provided to them. Those services cannot be static, they need to evolve with the patients and their needs and they need to be continually

updated to keep the patients engaged in using them. Pharma companies need to remember that it is the patient who is central and in control, not the other way round. Some pharma companies have started to do this, but others need to take it on board. Pharma companies need to be consumer champions, patient champions, and put the patient at the heart of their core services.



ELISA DEL GALDO
Head of Customer
Experience
Blue Latitude

Pharma companies and healthcare providers must look from the outside in and stop viewing the patient from their own internal bias. They must understand the barriers and stumbling blocks that patients face, as well as their requirements to support behavior change for better outcomes. The saying "to know someone you must walk a mile in their shoes" sums up what is required to be able to deliver true patient-centricity. Just providing more content, more tools, apps and services, will not solve the problem. The problems to be solved are convoluted, interrelated, long-standing, and complicated. Solutions must be founded on research that explores the needs of the patient, the healthcare practitioner, and the system and delivers insights to drive solutions.



LAURA MOORE, ED.D.
Lead Health
Psychology Specialist
Atlantis Healthcare

The industry has a long history of dividing populations into segments based on standard demographic descriptors, diagnosis, or treatment protocol. This is a one-dimensional approach that doesn't consider the individual's beliefs, experiences, and perceptions that each person brings to his or her particular situation. For example, a group of people of the same age, with the same condition, and on the same med-

called More to Psoriasis that gives patients living with psoriasis the opportunity to post and share their personal stories on coping with the disease, which in turn can be shared through Facebook, Twitter, or Pinterest.

This effort was designed specifically to provide emotional support for patients with psoriasis as they have reported they often feel others trivialize the impact of the disease, Mr. Riddiford says.

The industry, with the help of population stratification tools, could potentially help the

provider industry engage at-risk consumers and help them change their behavior before they even became chronically ill, Mr. Mushtaq says.

“Just 10 months ago, I would have said that the biggest technology influencing pharma was wearables, since so many diabetes franchises are using them for patient adherence and compliance,” says David Zaritsky, president, PulseCx. “However, technology is moving toward something even more intelligent. For instance, we are working with a large

pharma company right now on packaging for a smart pill. This technology will leapfrog over any other method of self reporting, to the point where soon we can wear something that reads the level of a drug in our systems and its efficacy as well.”

The live-time feedback capability of mobile devices is a crucial factor in patient-centricity, says Laura Moore, Ed.D., lead health psychology specialist at Atlantis Healthcare.

“Patient-centricity is really about engaging individuals where they are, and the field will

Sound Bites Continued

ication can have very different reasons for being nonadherent to their prescribed treatment.

Each patient has an individual journey, and pharma companies and other stakeholders are merely guides. Once we acknowledge the personalized nature of treatment nonadherence, and engage the patient, where they are in their journey, we can be better guides and make greater strides in achieving authentic patient-centricity across the healthcare ecosystem.



FAISAL MUSHTAQ
President of Payer/Life Sciences Business, Allscripts

First, we need to make significant changes in how we collect and share data as an industry. The industry is making progress, and programs such as meaningful use are helping drive it. Organizations such as Allscripts are founded on a model of being open and sharing data. That said, there is still much work to be done.

Second, we need to embrace the pharma industry as a partner in the care continuum. Some skeptics may react and say pharma companies are in it for the money, but the industry is driving radical improvements in treatments. Even though some treatments may appear more expensive up front, the industry needs to consider the long-term return on investment for the consumer.

As an example, type 2 diabetes is now an epidemic in the United States, and there are some recently introduced molecules that are branded diabetic pharmaceuticals. These branded choices are shown to be more effective for certain patients than the generic alternatives, yet payers will opt to

include the generic drugs in more attractive formula positions because of cost considerations. What if the data could be used by the pharmaceutical industry to prove better financial and clinical outcomes over time and demonstrate a higher quality of life, such as fewer readmissions? If we, as an industry, can figure out a way to collect and share data across the continuum of care, we can begin to change the image of pharmaceutical companies and they too can be part of the value-based care solution.



MOLLY STALLINGS
Patient Access Service, TrialCard

The single-greatest hurdle the industry must overcome to achieve genuine patient-centricity is finding a way to view each individual patient's case as a unique situation in need of personalized interventions. The reality is, and always will be, that no two patients are facing the same circumstances. Some are dealing with financial barriers preventing them from gaining access to therapy while others who suffer from asymptomatic conditions fail to place the proper level of importance on taking their medication regularly. Yet another segment of patients discontinue therapy because they aren't able stay committed on their own, lacking a support system and motivation. All of these factors point to a need for more than the garden-variety patient support that has long been the norm. Patient-centricity in its ultimate form involves reaching patients at the right times and with the right tools and resources to truly bring about the positive outcomes that have become so heavily touted in the industry of late. Again, herein lies the value of organizations that can provide a vast array of

services and solutions executed by experienced healthcare professionals with the requisite skill sets to produce positive results.



DAVID ZARITSKY
President, PulseCx

There is one thing that the industry needs to get over and that is thinking that it can't adopt experiential marketing because “that is not who we are.” We hear that so often, from marketers in some companies, who say they prefer to focus more on the brand and healthcare providers and they continue to believe that a brand focus will move the needle faster. The problem is that the patients are so used to other consumer brands creating an experience or a relationship with them, such as Apple or Starbucks, that they don't understand a pharma message centered around features and benefits. Consumers say, “I don't get it. That's not my world.”

But the industry must think about patients and patient-centricity, and start by thinking of them as characters of a story. Patients want and need different things both emotionally and functionally, but so often pharma companies try to cast a very wide net of offerings and hope that most patients will be covered by that single message. We recently had a project where we had to focus on different types of mothers: the concerned mother, questioning mother, doting mother, etc. We figured out how to break down and determine what their individual needs were so we could feed communications back to them appropriately. This is the way patient-centricity is done.

evolve as technology improves and becomes more intuitive about what wearers want and need,” Dr. Moore says.

She says, however, the industry must recognize that the true value of sharing the information recorded by these devices will depend on the consumer being able to understand and constructively use the data to improve his or her outcomes.

“Technology for the sake of technology can be innovative, engaging, and fun but to make a difference in treatment, adherence, and well being will require helping to shape how each individual uses that information to change behaviors related to his or her treatment,” Dr. Moore says.

Mr. Zaritsky issues the proverbial new shiny thing warning to the industry: do not use technology for the sake of using it.

“One mistake that companies do in using technology is to create a sexiness to the treat-

ment,” he says. “If the technology does not provide value to the consumer, don’t bother; it will only be viewed as a tool or a cool toy.”

With Technology Comes Data

Data are as important to patient-centricity as the smart devices that provide the information. Data can help the company identify and understand patients’ behaviors and their reactions to their disease. Data can be used to offer appropriate supportive health information to improve health management, as well as provide insights on which treatments work best for which patients. The possibilities are endless and unfortunately, so are the data. This is where organizations will be challenged to determine accuracy, value, and meaning.

“The challenge is to understand where the data obtained will add value,” says Tim Davis, CEO and founder, Exco InTouch. “Consumer

wearables and technologies often seem attractive to patients, and the data can be used as secondary indicators of health and activity in real-world studies and digital health programs, which will enable pharma companies to learn more about the patient journey through the management of their health.”

Technologies, such as wearable devices, are terrific for measuring, counting, and tracking people’s clinical data and their activities. What the vast majority of devices are not good at is providing the data in a way that is actionable by the wearer with the intention of encouraging and maintaining good behavior change.

“Just counting is not good enough,” says Elisa del Galdo, head of customer experience, Blue Latitude. “Providing content that explains the implications of the data, what actions to take coupled with content that encourages and maintains an action or behavior change is essential.” ^{PV}

Searching for the right audience for your next e-mail campaign?

Target PharmaVOICE Readers with your E-mail Marketing Campaign

- Segment our opt-in e-mail database of 65,000+
- 20% off multiple emails
- 50% off all resends
- Best practices for better ROI
- Design and html coding available

Call 215-321-8656 or e-mail mwalsh@pharmavoice.com to discuss your next email promotion with Marah Walsh.

Pharma**VOICE**

