

## ► Payer Relationships and Marketing

**TRENDING NOW:** In today's complex healthcare environment, pharma and payers want the same thing: communication.

### Humana and Lilly Form Research Collaboration to Improve Healthcare Outcomes

In August, Humana and Lilly entered a joint-research collaboration aimed at improving the healthcare of their members and patients. Under the partnership, the companies will identify and analyze data and information with a focus on improving healthcare quality and outcomes.

The partnership reflects a shared commitment by both companies to address the challenges of improving quality of care and reducing treatment costs in today's complex and changing healthcare environment. The companies will conduct a range of studies related to various disease states. The study will look at the impact of interventions on outcomes, adherence programs, disease management, and pharmacoeconomics.

The initial project is aimed at investigating patient characteristics associated with increased healthcare costs in people with type 2 diabetes. This retrospective analysis uses de-identified medical, pharmacy and laboratory claims data, in addition to research algorithms focused on exploring patient attitudes and behaviors. Future studies may use this information to identify modifiable characteristics that can be targeted with behavioral and other therapeutic interventions.

Source: Lilly. For more information, visit [newsroom.lilly.com/releasedetail.cfm?releaseid=787849](http://newsroom.lilly.com/releasedetail.cfm?releaseid=787849)

### Payers Are Key Customers



**ELIZABETH BROOKS, PH.D.**

President  
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A huge misperception is that industry can't or shouldn't market to payers. Payers are key industry customers. Of course they should receive targeted product marketing efforts; the focus of effective payer marketing, however, must be on providing evidence of product value in actual use. So for payers, forget the logos and the taglines, but don't just roll out standard presentations of clinical safety and efficacy, or even standard health economics assessments, either.

Tell payers what happens to their budgets and to their patients' health if physicians over-prescribe or if patients are noncompliant. Don't have these data at product launch? Present the efficacy and safety data you do have, but also provide simulated payer cost and patient health consequences under realistic, imperfect use scenarios. Finally, show payers you value them as customers by sharing your plans for continued collection of data you know they need to confidently cover your product.

### Payer Marketing Requires New Strategy



**JOHN GUARINO**

Executive VP, Managed Markets and Global Payer Access  
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The biggest misperception the industry makes is thinking there is no difference between traditional marketing and payer marketing. It is amazing to me that in this day of increased payer influence, healthcare reform, and the Affordable Care Act, we still see companies leveraging branded, physician-centric messages into the payer space.

Open a managed care journal and at least half of the ads posted are clearly brand-centric ads directed at physicians. It's the same for their sales resources.

At its center, physician-centric marketing focuses on features and benefits: product does this; this is the clinical benefit of that feature. When I trained, it was called the "so what." Payers need that information; they need clinical information. They also need what we call "the other so what." Payers need to know how that benefit will impact their organization financially. How does that outcome affect their bottom line? Tell them the other "so what" and you have a good payer message.

### Successful Outcomes-Based Partnerships

**PHILIP SCLAFANI**

Director, Health Industries  
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### What Payers Want

**According to a report by Deloitte, What Payers**

**Want:** Viewing Payers as Customers, in the new healthcare environment payers are primarily seeking three things from pharma:

- » Demonstration of pharmaceutical products' real value
- » Assistance with cost management
- » Less contentious relationship with pharma

**To meet these needs and serve the payer as a customer, pharma companies will need to develop capabilities that include:**

- » Improved information
- » Exceptional service
- » Advanced contracting

In combination, these capabilities should enable pharma companies to develop a broad set of value-added services that address payers' needs, Deloitte concludes.



A critical step in establishing outcomes partnerships is agreeing on the right metrics and real-world data tailored to each manufacturer's therapeutic areas and payer values. In competitive classes, drug costs will remain the primary driver. Partnerships may focus on financial outcomes with features that offer price predictability and impact per member per month costs.

For other conditions, such as those with high failure rates or co-morbidities, it is crucial that partnerships include specific clinical metrics, consider the cost per responder, and tie clinical results to quality improvement and cost reduction. It is also critical in some disease states to offer value beyond the pill with features to drive compliance, reduce hospitalizations or ER visits, and manage overall costs. In addition, it is important to remember that providers have a significant role as they partner with payers to share risk or become payers themselves. All partners must commit to realizing outcomes value in treating diseases rather than receiving rebates. **PV**

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