

Designing Patient Services that sCALE

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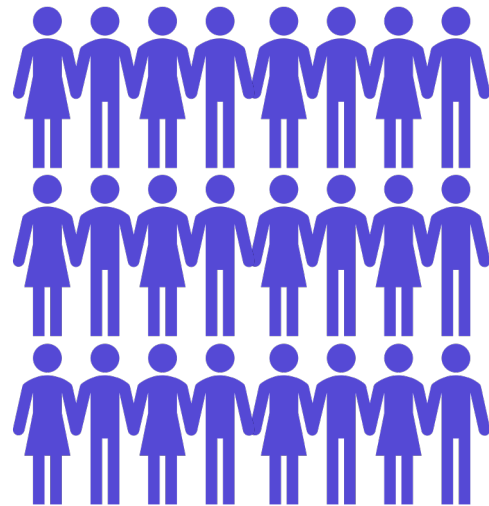


Digital Health Coalition

Why Is Scale Important for Patient Services?

Q: Help a **few** patients or **lots** of patients (and their HCPs), if the upfront effort & costs are similar?

- Gather insights from more patients across Conditions, Segments and/or Geographies to continuously improve the offering
- Amortize functionality & development costs across a larger user base
- Re-use content & functionality

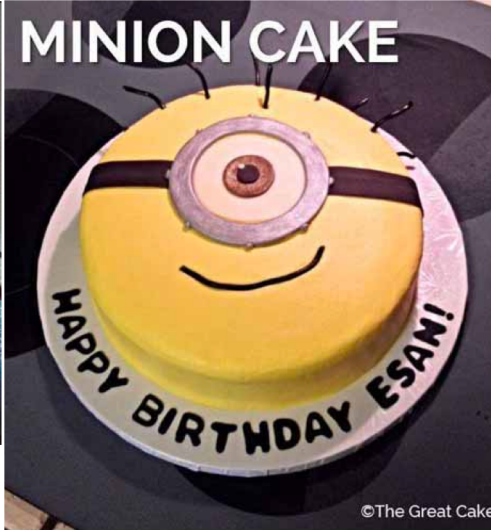


Why Is Pharma not Great at This?

- Digital services not a core competency or even a priority
 - People, process, technology, governance & incentives aligned to core medicines business
- Digital health not a legitimate BD function in most pharmas, so partnering not optimal
- Physical program elements impact COGs & distribution, i.e., sensors, devices, etc.



#NailedIt Meme: Baking



#NailedIt Meme: Pharma



#NailedIt Meme: Pharma



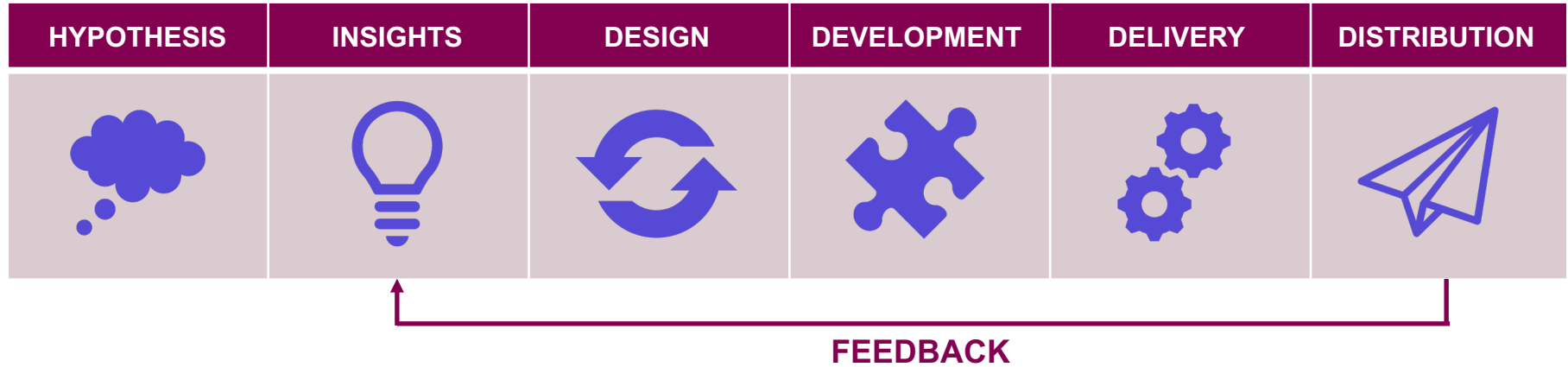
#NailedIt Meme: Pharma



#NailedIt Meme: Pharma



Refining the Process to Better Enable *Global* Scale



HYPOTHESIS: Solve the Right Problem

- Define an important problem worth solving *for the customer*
- Create a **problem hypothesis**
 - “We believe that many people with this condition are fearful about self-administration at home, because”



INSIGHTS: Validate the Problem

- Verify that the **problem**:
 - Is real
 - Has not already been solved by someone else
 - Is widespread / important / valuable to solve
 - How many markets is enough to validate?
 - Is somewhat universal & not overly market specific
 - Is measurable – how will we know if we've solved it?
- Or, have you discovered a **new** problem that needs solving?



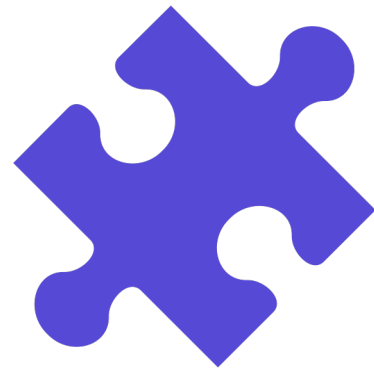
DESIGN: Create a Clear Design Target

- Clearly articulate the problem-to-be-solved
 - “A problem well stated is half solved.” - Charles Kettering, GM
- Involve **internal & external customers** from several markets throughout the design process
 - **User-Centered Design** (UCD) should include both
- Balance the need for a consistent, scalable, robust global solution with local input, local practice & local resources
- Consider using a **Target Product Profile** (TPP) to align stakeholders and get to a **User Requirements Specification** (URS) / clear design target



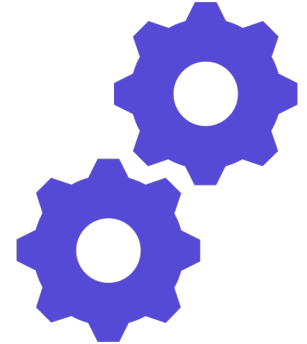
DEVELOPMENT: Modularize & Standardize

- Build on **standard company platforms** wherever possible
 - Balance tech innovation vs. ease of scaling
 - Balance global product vs. first market needs
- Think **modular** & reusable code, content & services
- **Manage stakeholders** during the process
 - Stick to URS & avoid scope creep
 - Set realistic expectations about timing, costs & local launch & ongoing support required
- Plan for **improvements** & versioning (Roadmap)



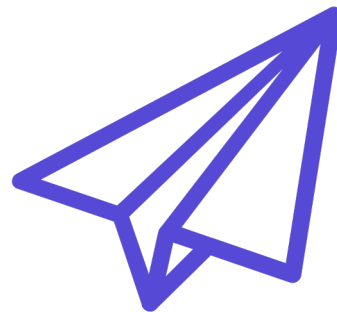
DELIVERY: Plan for *Reality*

- Version 1.0 can be a **Minimal Viable Product** (MVP)
- Refine the **Roadmap**; define the criteria & process to gather customer feedback & add new functionality
 - Timing & cadence for updates
 - Who pays for what: global or local teams?
- Different markets will likely use **different elements** of the solution (not the entire system)
 - Will likely need to engage **local suppliers** for some capabilities & services



DISTRIBUTION: Support the Capability *Long Term*

- Create a **Playbook** & training for local markets
 - ‘Recipe’ for how to assemble the components
- Ensure a successful launch in the **first few markets** with extra resources & attention
 - Enable market-to-market best practice sharing
- Set clear expectations this is a **long term capability**, not a short-burst *campaign*
 - Challenges the normal annual budgeting process, shifting priorities, stakeholder support & staff turnover



Sustaining a Successful System Takes Real Effort

- ❑ Multi-year resourcing, including local staffing
- ❑ Aligned global & local key performance indicators (KPIs)
- ❑ Technical compliance, including 3rd-party updates
- ❑ Governance & decision making
- ❑ Privacy & compliance
- ❑ Roadmap refreshes
- ❑ User feedback & insights
- ❑ Responding to competitive moves, **etc....**



A few Scaling Resources

<https://mastersofscale.com/>



Article - October 2015

How to scale your own digital disruption

By David Edelman, Nathan Marston, and Paul Willmott

<https://www.mckinsey.com/business-functions/operations/our-insights/how-to-scale-your-own-digital-disruption>



Q & A



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