

13 DECEMBER 2022



Introducing PSP Insights™



Welcome to the first edition of PSP Insights™, a newsletter by PSP Consult™ that aims to keep past, current, and potential future clients up to date

on our team, services, and current hot topics in the industry that relate to Patient Support Programs (PSPs).

As 2022 draws to a close, we thought that this newsletter would prove valuable in featuring both our team members and the insights and experiences that they have to offer within the PSP space. Be sure to stay tuned for future editions, as we hope to deep dive on relevant PSP hot topics, as well as feature expert guest writers on specific industry areas important to you!

We hope this newsletter will bring value to our clients by highlighting the type of support that is out there when you have a question or are struggling with your PSPs.

As well, we hope to offer easy and accessible insight into the top current industry trends, particularly for those who may not have the time to navigate this ever-changing field on their own.

Our vision for PSP Insights™ is to gather feedback from our clients (you!) on the areas of interest that you would like to learn about further. In doing so, we hope to give back to our clients as value from our knowledge and experience.

The PSP Consult™ mission is guiding companies to design, launch, and operate best in-class Patient Support Programs that are efficient, sustainable, and innovative.

The PSP Insights™ newsletter is guided by this mission, and we hope that you gain some ideas and gems from our experts to achieve best in-class results for your programs.

As we head into 2023, a key industry trend to highlight is the *ever-increasing impact of inflation*. If you have attended any of our recent events, some of you may have already heard me stressing the importance of this issue. However, (before I get off my soapbox!) inflation will have a key impact not only on patients and the general Canadian population, but also on the companies running PSPs, including both providers and manufacturers. In 2023, we are expecting to see increasing costs and this may drastically impact capacity in continuing the same services of the past year. As prices continue to rise everywhere, it is important to keep inflation on our radars.

As a final call to action, please continue to investigate your service agreements (MSA), statement of works (SOW), or fee schedules. Newer contracts may have Consumer Price Index (CPI) clauses that may be impacted by inflation, as these are often built into these contracts now.

Trends indicate that this has been growing over the last few months, so it is imperative to be prepared to navigate this unprecedented issue in early 2023. Stay tuned for much more information to come on this in 2023!

Best wishes for a happy and healthy 2023!

Nicole Serena
Senior Managing Director
nicole@pspconsult.ca



What's Included?

Highlighting our Expert Team

Year End Planning
By Rania Cassar-Awe,
Executive Healthcare
Consultant

Troubleshooting Your PSP
By Norine Primeau-Menzies,
Healthcare Consultant

PSP Tips for Success
By Sheilagh Commeford,
Healthcare Consultant

Landscape Reviews
By Daanyaal Bandukwala,
Managing Director, Next
Vision Healthcare Consulting

**PSP Consult™ Services,
Upcoming Events, and more!**

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Our Unique Offering

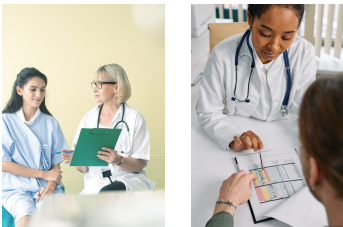
PSP Consult™ services are a unique offering within the industry.

Our team of experienced PSP professionals come from both the manufacturer and vendor side.

We have an in-depth experience in Patient Support Programs, having worked with over 25 Pharmaceutical Clients to assist with their programs.

Stay Up-to-Date!

Want to know what we are up to? Visit our website or follow us on LinkedIn to stay up-to-date with our latest offerings and events!



Year End Planning



2023 promises to be a year like no other - with mixed messages generated by an imminent recession, soaring inflation, and record-breaking

employment rates. This means uncertainty and ambiguity will be high once again in our year-end planning. I like to think about year-end planning as both a "closing" and an "opening" exercise that requires a balanced focus on people and tasks.

Closing the current year well is akin to bringing the train carefully into the station. The focus is on urgency and accuracy.

Pressing tasks include putting remaining budgets to good use before they're lost and booking accruals to avoid expense carry-overs into 2023. It's also important to mind supply forecasts, working with PSP vendors and their pharmacies to ensure product is on hand for PSP patients through the holiday closures. Remember, the snowbirds are lifting off again!

Anticipation is key to opening the new fiscal year on the right foot. 2023 budget amounts may be determined already but getting the phasing right is essential. A critical success factor is having an explicit process for working closely and transparently with providers to model and align on plan inputs as they shift throughout the year (patient volumes, assumed listing dates, competition, resourcing, etc.).

It may be wise to buffer staffing and business continuity plans in a year like this by recruiting earlier than needed and creating a welcoming environment for remote on-boarding. Planning discretionary spend for early in the new year may also be prudent to minimize the risk of losing funds mid-year to financial belt-tightening and environmental factors.

In both closing and opening activities, make sure to put people first by celebrating achievements, communicating gratitude authentically and personally, and mining learnings. One of my favourite year-end activities is having teams send in a short list of "headlines" to create a news highlight reel of the broader team's accomplishments. Colleagues and managers brim with pride and learn about new things each other.

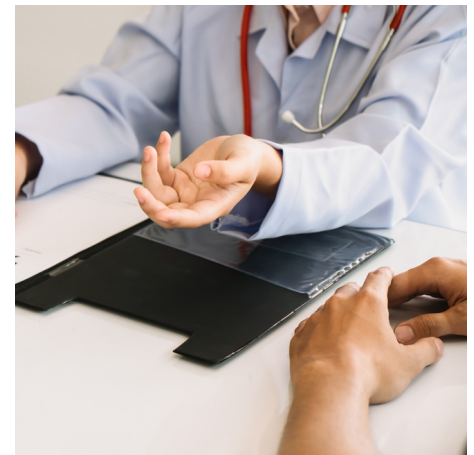
"Closing the current year well is akin to bringing the train carefully into the station. The focus is on urgency and accuracy."

Workshopping learnings and insights to refine 2023 goal setting can help colleagues feel heard and understood. Pre-planning personalized learning activities with colleagues for the year sends a message that you're invested in retaining them and helping them grow and advance.

Lastly, we can invigorate our teams to face the new fiscal year by planning for rest and family time over the holidays for every team member - from the call center to the c-suite. With almost every business experiencing short staffing in 2022, staffing back-up plans have never been more important.

Wishing all a healthy and rejuvenating holiday season and an energized start to 2023!

Rania Cassar-Awe
Executive Healthcare Consultant



Troubleshooting Your PSP



When running the day-to-day operations of Patient Support Programs (PSPs), there can be many challenges. We've identified two common ones we often see in our program reviews.

Workload Challenges

Adequate staffing with the right skill set and the right volume of people is a common PSP challenge. Volume growth can be difficult to manage, especially when it is unexpected. Here are some reasons why PSPs would have unexpected volume or lag behind in staffing:

- The growth related to the program drug is higher than expected (projections were off),
- Plan historical volume and the growth curve together,
- There could be new conditions the drug is covering that weren't adequately planned for,
- There could be unexpected staff attrition, or
- Staff hiring/training could take longer than anticipated.

The best advice in thinking about all of this is to adequately plan. Benjamin Franklin was quoted "If you fail to plan, you are planning to fail." Understand where your drug is in the life cycle; what new conditions for your drug might be coming; where the PSP staff are at with advancement and promotions or life events like maternity/paternity leaves; and finally, how long the onboarding process usually takes. All of this will help you contribute to developing an adequate human resource plan to support the PSP.



Time to Commercialization

Effectively getting through the reimbursement process is another common challenge. A core component of many PSPs is drug reimbursement, as patients often require assistance getting their drugs paid for. Getting through the bottlenecks of this process in a reasonable time frame, so that patients can get on commercial therapy quickly, also called 'time to commercialization', is a key PSP indicator, but a big challenge.

The process is complex with many payors (both private and public), many different provinces, many steps to complete and requires specific knowledge of the drug therapeutic area.

The best way to troubleshoot issues regarding time to commercialization involves working closely with your data and understanding what your data is telling you. As you build your PSP ensure you have a data model that adequately collects all the data fields that you are interested in tracking. Map out the entire patient journey; understand the expected time frame for each step in this journey; and flag processes that are not meeting these timeframes to help highlight areas of concern within a program. Investigating these bottlenecks in a consistent and constant method can help to breakdown and address any opportunities. Getting ahead of these bottlenecks, for example by providing comprehensive information to a payor at the front end of a submission, ensures that all the necessary information is accounted for and therefore can speed up the entire reimbursement process.

Time to commercialization by province or payor type can be key indicators for comparison. If you collect data on time to commercialization by payor, private versus public, province, etc. you can start to understand what is working, as well as where areas for opportunity exist. This information may then allow you to break down the barriers.

Stay tuned for our next edition for more PSP troubleshooting tips!

Norine Primeau-Menzies
Healthcare Consultant

Did You Know?

We have been featured on a podcast!

If you haven't yet heard, check out our episode on The Pharma Podcast, as we discuss BioSimilar and the need for Patient Support Programs to support them.

Listen at:
<https://www.thepharmapodcasts.ca/772298/8273801>

The Pharma Podcast

Do BioSimilar Need a Patient Support Program?

APRIL 04, 2022 NICOLE SERENA SEASON 2 EPISODE 6



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PSP FFAST™

New Service in 2023!

Do you have time to do your monthly PSP invoice reconciliation?

We realize that copay and back up documentation checks are time-consuming, but also very important.

If you don't have the resources or time, why not hire us to help you?

Introducing PSP FFAST™ :
A SAAS (Software As a Service) tool that assists teams in reviewing copay backup documentation to uncover errors, duplications and outliers to ensure accurate invoice reconciliation.

Launching in 2023, stay tuned for more information to come!

Our Mission

Guiding companies to design, launch, and operate best in-class Patient Support Programs that are efficient, sustainable, and innovative.

The Future of PSPs

According to the Waldron & Associates September 2020 white paper, titled *The Impact of COVID-19 on Patient Support Programs*, "industries such as pharmaceuticals and healthcare have been challenged to re-evaluate traditional modes of operation as a way to innovate and adjust. For example, when asked if COVID-19 has impacted the role that PSPs play in the Pharmaceutical Industry, a staggering 85% of September survey respondents answered in agreement (Figure 10a). Moreover, over 95% of respondents reported that these PSP changes will continue throughout the new normal and beyond (Figure 10b)."

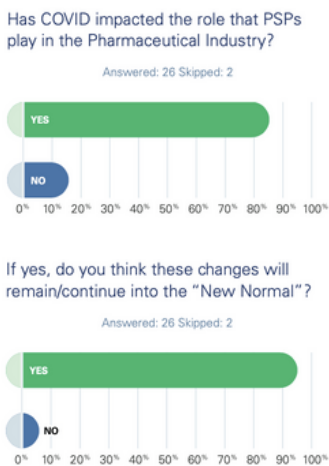


Figure 10: (a) 85% of September survey respondents reported that COVID-19 has impacted the role of PSPs in the Pharmaceutical Industry. (b) Over 95% of respondents reported that these PSP changes will continue throughout the new normal.

PSP Tips for Success



Patient Support Programs in Canada play a significant role in supporting patients and health care providers as they navigate through an often complex and

cumbersome system. As such, it is rare for any new product launch team to not consider and assess the impact of launching a PSP program to accompany the product launch. PSP in Canada is considered and now widely accepted as a cornerstone in the offering to secure patient access to medication.

Over the last 15 years the design and offerings of these programs has become increasingly sophisticated and is no longer solely focused on securing reimbursement. This level of expanded offering garners investment and is the eye to further understanding the impact of new medications on patients. With this high level of engagement and investment associated through a PSP; taking the pulse of the Patient Support Program and gaining insight through measurement will provide guidance on its success and is an absolute *MUST DO*.

"Taking the pulse of the Patient Support Program and gaining insight through measurement will provide guidance on its success and is an absolute MUST DO."

Planning to measure success is a key element to every launch plan. As a first step, what are the big questions one needs to answer? Typically, these questions are linked to the established program goals, the medication and the therapeutic area. Set program goals as the overarching guideposts and purpose of the program. Once completed, identifying what you need to measure will easily follow.

As an example, consider a patient with a newly diagnosed chronic illness that requires a start on treatment immediately following receipt of a prescription. In this case, the program goal may be to, measure time to treatment start and adherence to medication. As the program is designed, it will be highly important that the CRM can collect and capture this data.

Over the course of the patient journey through data collection and measurement; patient outcomes can be assessed, and interventions established to support adherence.

When it comes to measuring success have a clear plan in sight that is developed in collaboration with cross functional partners. Establish a core group of metrics, align as a team, and communicate, communicate, communicate. Manufacturer Business Analysts and PSP vendors who partner with manufacturers will support and guide on the best way to showcase outcomes albeit an online dashboard with active charts/graph or a simple excel with manual data entry.

Measurement and ability to capture data is based on patient engagement with the program and the payer, therefore the hallmark metrics are based on patient enrollment, patient engagement during lifecycle and claims data.

Create an exhaustive list that fall out of these categories relative to your program design. Then ruthlessly prioritize with your cross functional colleagues.

The data set should include core metrics that are reviewed on a regular basis. In addition to this core data set include report and discussion on program Key Program Indicators (KPIs) and Key Financial Indicators (KFIs).

Stay tuned for our next edition to learn more PSP tips for success!

Sheilagh Commeford
Healthcare Consultant



Landscape Reviews



PSP Insights sat down with Daanyaal Bandukwala to better understand PSP landscape reviews and the

value of this service to organizations. Read on to learn more!

PSP INSIGHTS: What is a PSP landscape review and why is it important for an organization?

DAANYAAL: A PSP landscape review gives you an overview of external and internal factors currently at hand that may affect your Patient Support Programs (PSPs). A PSP landscape review specifically investigates the following areas: economic, political, technology, regulatory, and governmental factors. Therefore, the review encompasses a full evaluation of the risks and benefits, as well as a detailed analysis of what might be happening in the current market.

PSP landscape reviews are therefore important because PSPs are a high dollar spend in many cases.

Additionally, there are often image implications for PSPs. For example, it goes without saying that PSPs which support patients are a core focus for many companies. It is extremely valuable then to understand potential risks and to be aware of what is going on in the current market that may affect a program. Whether it be policy, pricing, or a variety of other external factors that can't be controlled, it is essential to be aware of these issues and adjust the program accordingly, to maintain the same seamless level of service for patients.

PI: What is the process that you undertake when completing a landscape review?

DB: The process begins by working with a company to understand: 1) what programs they have at hand, and 2) identifying key questions posed by the company regarding the external market. Once we have identified these questions and have a better understanding of a company's desired areas of focus, then we can take this information back to our wider team of experts who can then analyse the market with respect to the client.

This allows us to really zoom in on the product lifecycle, program, external factors currently at play, etc. that are relevant to the client. These insights can then be consolidated and presented back to the client to inform their strategic decision making.

PI: Are there any key themes or challenges that tend to arise when undergoing this process?

DB: There are some key themes, particularly when you look at external factors across both Canada and certain provinces. New policies coming out, for example regarding biosimilars, is a big thing right now, particularly when it comes to government spending and resource allocation. There are many biosimilar companies who are trying to navigate this, especially those who haven't played in the space before. Similarly, originator branded companies are looking at this from a different lens.

Another big theme we are currently seeing involves the combination of different vendors, who are coming together to create larger companies or offering different services. This is creating a new dynamic for pharmaceutical companies when navigating vendor selection. There are also new vendors in the market who we haven't seen before. Traditionally, there has been a big three or four, but now you are seeing many new vendors, who may be doing things a little differently. For example, changes are seen in service offerings, new forms of collaboration, and pharmacy partners, which is creating a shift. Pharmaceutical manufacturers are looking at this shift from a cost saving perspective, so that they can understand how to allocate time and resources accordingly.

Finally, digitalization is a huge shift seen in recent times. Although digital solutions and projects in this space were likely inevitable, over the last 2.5 years COVID-19 has expedited the introduction of digital in many ways. We are now at a point of settling in, so that we can best see where these services or programs can be leveraged with respect to PSPs. For example, finding the right mix of completely digital solutions versus hybrid models will be key. This year, these themes have started to come to light, and we are seeing more and more discussions around what really makes sense from a digital perspective.

Our Expert Advice

PSPs are not always straight forward – They are quite complex and there are a lot of pieces to consider, including Government and healthcare spending.

Not only provincially, but federally, there has been huge spend over the last 2.5 years with COVID-19 and its implications.

For example, there are services that were provincially or federally offered which now might be privatized. This may change the dynamic for pharmaceutical manufacturers in terms of cost pressures, patient initiation and continuity of care, among many other considerations.

PI: Speaking broadly, do you have any examples of a landscape review success story?

DB: Yes, speaking at a high level the landscape review starts to give companies a better idea of what they are dealing with. All companies go through strategic planning; therefore, it is important to know what is happening externally in the market right now. Some companies may have some idea about this, but it is often easy to get stuck in your own bubble and therefore not have a broad perspective across the industry.

Providing this missing information is where we aim to help. Furthermore, market trends regarding digitalization, governmental spending, pricing, policy, etc. can be very valuable. By providing information about the direction of these broad categories, we can ensure that clients have a good understanding of where things are going, and they can therefore plan accordingly. From a strategic planning perspective, there are then less surprises when you are fully informed about the directions the market is heading. For example, once a client has these insights, they can then make better decisions on resourcing, such as the need for extra headcount or additional budget. These are the types of decisions that manufacturers are more readily available to make after getting a landscape review done.

Daanyaal Bandukwala
Managing Director,
Next Vision Healthcare Consulting



Our PSP Services



PSP Landscape Review™
Our team of PSP Experts do an indepth review of the current landscape to help identify areas of risk and opportunity.



PSP Roadmap™
PSP Roadmap™ helps to build out the plans for post-COVID-19 and how to transition and identify issues and opportunities that may come up.



PSP Spotcheck™
Try our PSP Spotcheck™ to identify areas of top performance and areas for improvement.



PSP Report Card™
PSP Report Card™ is an in-depth review and assessment of your Patient Support Programs.



PSP Rescue™
If you find yourself in a place where you need some help, contact us to help you “Rescue” your Patient Support Program.



PSP Insight™
By reviewing your PSP Data Reports we can suggest areas for improvement and transparency.



PSP Best Practice™
We provide insights into Industry Best Practices within Patient Support Programs.



PSP Mentor™
We offer a PSP Mentoring service supporting you with weekly, bi-weekly or monthly coaching calls.



PSP Launch™
Launching a Patient Support Program can be daunting, having an experienced partner along the way helps to guide you.

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Cadence Learning Company
Committed to driving best-in-class capabilities for leaders, managers and teams. Visit us at: cadencelearning.ca



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Jan 13, 2023

PSP Data & Analytics
Feb 10, 2023

PSP Operations - Best Practices
Mar 24, 2023

PSP Professional Wellness
Apr 14, 2023

Leading the PSP Function & Performance Coaching
May 12, 2023

The Future of PSPs
Jun 12, 2023

PSP Finances: Invoice Reconciliation
Jul 17, 2023

Market Access: Guest Speaker
Aug 14, 2023

And more!