

27 MARCH 2023



What's New This Quarter?



Welcome to the second 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).

Along with the launch of our newsletter, the beginning of the new year has brought many exciting changes to Waldron & Associates.

Specifically, we are excited to announce that The Cadence Learning Company has been fully acquired by Waldron & Associates!

We care about delivering best in class Patient Support Program (PSP) learning, certification, and development programs to both pharmaceutical and biotech manufacturers and PSP service providers. This acquisition will bring increased efficiency and clarity to our programs and services offered through Waldron & Associates by enabling PSP Consult™ and The Cadence Learning Company to work with one another to achieve and exceed these goals.

While we will be working on new things to enhance our PSP offerings at Waldron & Associates, we will continue to support and deliver The Cadence Learning Company's existing program offerings.

Exciting times await us, and we are looking forward to including you in our new journey. Please follow us on LinkedIn and bookmark our website at www.cadencelearning.ca.

More communications will follow in the coming months in regards to what we are working on to further support PSP Excellence across individuals and organizations operating in the PSP Life Sciences Marketplace.

Stay tuned for our June newsletter to hear more about what we have planned for the rest of 2023.

Nicole Serena
Senior Managing Director
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What's Included?

Highlighting our Expert Team

Measuring PSP Success
By Sheilagh Commeford,
Healthcare Consultant

PSP Problem Solving
By Norine Primeau-Menzies,
Healthcare Consultant

Coaching, Mentoring, & Consulting: Investing Carefully for Success
By Rania Cassar-Awe,
Executive Healthcare Consultant

What's Trending: Biosimilars
By Daanyaal Bandukwala,
Managing Director, Next Vision Healthcare Consulting

PSP Consult™ Services, Upcoming Events, and more!

VISIT OUR WEBSITE FOR MORE INFORMATION ON OUR SERVICES!

Our Mission

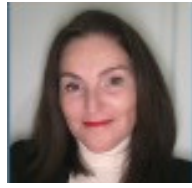
Guiding companies to design, launch, and operate best-in-class Patient Support Programs that are efficient, sustainable, and innovative.

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!



Measuring PSP Success



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. But, how does an organization actually measure for success? Some key examples are provided below, as a checklist to jumpstart your PSP success.

Establish Core Metrics/KPIs and KFLs

Show and Tell

Dashboards are a quick and easy way to demonstrate and showcase the health of a program. Create a communication plan and channel to educate at senior levels of the organization on what is being measured and how. Note: Have a PSP 101 in your back pocket to educate those who might not be as familiar with PSP value to an organization.

Share Metrics Regularly

Particularly monthly, via various formats, within your organization. Get your audience accustomed to PSP language and the impact at various stages of the patient journey.

- Product and Program Performance
- New enrolments view over time by province and even at a postal code level will provide insight to the success of aligning clinical need with a new patient start
- Time to start, can be an indicator on the quality of the staffing for the program and/or it can indicate challenges for access based on provincial/product requirements
- Enrolments by reimbursement status, public, private, cash paying. Will help understand how patient are being initiated by payor stream and if this aligns with market assumptions, will be a good indicator on assessment of FMT and may uncover tweaks or changes that will take place over time
- Coordination of benefits (COB)
- Redemption rates, card program activation
- Relationship to promotion type, channel, pharmacy group
- Financial Assistance (FA) by patient by type of stream, copay, or bridging
- FA change to FA over time and impact of program initiatives

Assess Metrics vs Phase of Product Lifecycle

Patient and HCP needs change over time as product and thus program go through different lifecycle phases. Stay ahead of this and maintain a close view of the PSP landscape for your program so you are not over or under providing of services. Data insights will vary so keep close to this with your team.

Seek Feedback

Proactively engage with cross functional colleagues to provide feedback through formal and informal channels on how relevant the data set provided is to the business. Plan to upgrade and change metrics with each additional program change.

Some tips from real world experience

When facing a challenge or a barrier, always open up the communication channels broadly to understand the various perspectives across the business; both with internal partners and the PSP partner. Conduct a deep dive to clearly gain common understanding on the issue and build solutions together as partners.

One challenge many may have experienced is: the underestimate of resource requirements at program launch. This can lead to extremely dissatisfied HCPs and patients and lead to risk of reputational harm before you are even out of the starting gates with the program.

A critical success factor is to stay very close to product assumptions and the overall product plan. The program must be established to meet expectations of internal and external customers. Ensure you as a PSP expert are asking the right question to get aligned with customer expectations and in parallel helping non-PSP experts understand what is required. Best wishes for PSP Success!

**Sheilagh Commeford
Healthcare Consultant**



PSP Problem Solving



In our December edition, we identified 2 common challenges to running the day-to-day operations of Patient Support Programs (PSPs), including both

workload challenges and time to commercialization. Read on to explore some additional barriers we often see in our program reviews.

Customer Satisfaction

Prescriber and patient feedback is immensely important to the success of a PSP and thus, quality indicators are important to collect and monitor.

Ensuring programs monitor and track customer satisfaction is often a gap we see. There are many ways to do this whether it be formally eliciting feedback through satisfaction surveys/net promoter scores; tracking compliments or complaints or setting up the opportunity through websites to provide unsolicited feedback.

"Prescriber and patient feedback is immensely important to the success of a PSP and thus, quality indicators are important to collect and monitor."

A common understanding is that if someone is unhappy with a service, they will tell between 9-15 people (some say even up to 20 people). <https://www.marketconnectionsinc.com>

The gaps we often see in PSPs are a few related to satisfaction:

- No formal mechanism in place to solicit feedback,
- Inadequate resolution of quality indicators (issues, incidents, complaints), and
- Inadequate tracking of quality indicators (issues, incidents, complaints),

When running a PSP, ensure you've got opportunities to collect quality indicators but also review the data and put actions in place to continually improve. The best PSPs are known for high quality by the prescribers and patients.

Troubleshooting Success

A common mistake that may occur when troubleshooting PSPs involves working in isolation without your provider. Manufactures often work with and feel comfortable relying on lots of data to manage their PSPs, but is it important to remember the value of partnership. Providers are the ones on the ground delivering services for their manufacturer, as well as representing them. Therefore, resolving any of these troubleshooting issues requires teamwork, collaboration, and partnership. Working in isolation without including a provider or vendor is going to be a recipe for failure. These groups have meaningful input, and at the end of the day, they are essential to execute plans and strategies outlined by the manufacturer. Working in partnership, and both owning an issue that you can troubleshoot together, is the key to success.

Wishing you the best success in troubleshooting your next PSP challenge!

Norine Primeau-Menzies
Healthcare Consultant



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.



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.

Now available, for more details contact Daanyaal at daanyaal@pspconsult.ca

Coming Soon!



PSP Masterclass™ :
PSP Finance Fundamentals!

May 30 & 31, 2023

Enhancing the knowledge and skills of experienced PSP leaders and senior managers. These workshops will be composed of two 3-hour virtual workshops.

Pre Register Today!

For more information, visit:
<https://cadencelearning.ca/psp-masterclass™>



Program Re-launch: PSPCertify™ Level 1 Certificate

Over the past few months, The Cadence Learning Company has been working diligently to restructure one of our most popular programs, PSPCertify™ Level 1.

We are thrilled to launch our new online, self-guided version of the Level 1 Certificate program. The course content is the same as our earlier program but has now been structured to allow learners flexibility in when and how they learn.

Enroll Today!

<https://cadencelearning.ca/pspcertify™>

Coaching, Mentoring, & Consulting: Investing Carefully for Success



For many organizations, the first quarter of the year is strategic objective-setting time – first for the business overall, then for individual colleagues through professional development planning (PDP). We do it every year, so why do so many of us struggle with objective-setting, especially our own PDP?

On the business side, strategic objective-setting without the heavy-lifting of cross-functional alignment or the ability to legitimately say “no” can be counter-productive: we often bite off more than we can chew. Alternatively, very involved planning exercises sometimes lead us to ambitious goals that can’t be done on the corner of an over-full desk. They require additional resources or specialized expertise for success.

One solution is to engage technically strong consulting services that can plug and play quickly to diagnose problems, and propose and implement permanent solutions. Consultants are most effective when they train staff to take control of projects before they depart, ensuring sustainability long after they’re gone.

When it comes to professional development, turning our focus to investing in ourselves and to clarifying our own situation and aspirations can be disorienting. Questions like “Where am I at?”, “What’s possible?”, and “What do I really want?” are simple to ask and hard to answer.

Often, it helps to talk things through with trusted advisors – friends, loved ones, managers and colleagues. Access to the support of an experienced coach or mentor can bring additional focus and clarity to the process.

What’s the difference between a mentor and a coach and does it matter? A great mentor is an experienced, expert practitioner skilled at imparting practical wisdom. Executed well, a mentoring relationship can be a fast lane to acquiring knowledge and learning new skills. A mentor can make connections for you, while inspiring curiosity and exploration.

A professional coach, by contrast, is intent on facilitating a process of personal discovery. A skilled professional coach helps the coachee to clarify intentions and activate energy and personal accountability to move forward in a meaningful way. By considering the whole person, the coaching process helps the coachee get out of their own way in their business and personal life, stay focused on what’s important and feel challenged. The impact can be profound, raising productivity by as much as 44% and delivering a significant return on investment, according to Harvard Business Review and International Coaching Federation (ICF) research.

“What’s the difference between a mentor and a coach and does it matter? A great mentor is an experienced, expert practitioner skilled at imparting practical wisdom.”

Which is best for you? It can help to ask yourself whose voice you need to hear more right now – other expert voices (consultant, mentor) or your own (professional coach). Your manager and HR partner are often well-equipped to identify and mobilize individuals with the experience and credentials to consult, mentor and coach you and your team effectively, to achieve your strategic objectives.

The first step is simply exploring the availability of these resources, however, securing support for investing in success ultimately depends on you, whichever path you choose. The key to success is how committed you are to engaging with supporting resources to realize the potential of the process and achieve personal learning and growth.

Best wishes for PSP Success!

Rania Cassar-Awe
Executive Healthcare Consultant



What's Trending: Biosimilars



In his most recent interview with PSP Insights, Daanyaal Bandukwala discusses biosimilars, a trending topic and quickly evolving area within

the current pharmaceutical landscape. Read on to learn more!

PSP INSIGHTS: How has the biosimilar landscape changed within the last year?

DAANYAAL: Over the last couple of years, the Canadian landscape for biosimilars has been evolving. Multiple provinces have now come out with their respective biosimilars switch policies. For example, last year Quebec came out with theirs, while just recently Ontario launched their policy. The Ontario policy is coming into implementation stages in the coming weeks, with a transition period from March to December of this year. We are therefore going to see a lot of changes, as a lot of these policies require a mandatory switch. What this means is that, if there is a biosimilar available for the reference biologic, patients will have to be switched to the biosimilar over an indicated period. We are going to start to see how these switches come to light, especially considering that some of this is happening in therapeutic areas that have never had biosimilars before. Both physicians and patients are therefore new to biosimilars, and so this is going to be a new experience for everyone, and it will take some time to adapt.

PI: Specifically for PSPs, is there a role that they play in helping to accommodate for the changes introduced by these switching policies?

DB: Yes, PSPs can help with this in a couple of ways. On the branded side, there are strategies to ensure that, if a patient decides to stay on the brand, there is an option available to support that, given the new policies. Additionally, on the biosimilar side, one big thing to keep in mind is the necessity for PSPs. For example, a lot of these large PSPs that required nursing or adherence services in the past are still necessary now, even with these policies in play which mandate switching. Patients reliant on these medications will have to undergo this transition to biosimilars, and they are therefore still likely to require some level of ongoing support.

Moreover, both physicians and communities will expect that this support is available from the biosimilar companies and that, in doing so, continuity of care is upheld. PSPs for biosimilar companies are still very much a cost of entry in many cases. For the branded companies, ensuring that patients are supported with an appropriate transition method is essential, as well as how to effectively allocate resources correctly. For example, in anticipation of a biosimilar entering the market, a company might start to scale down specific services, before turning the full program off. This is an important factor to consider because we know that these transitions just don't happen overnight. Ongoing patient access and support must be carefully considered before taking a program offline.

PI: From a patient perspective, how cohesive are these organizational transition timelines with governmental switch policies?

Transition timelines for the switch policies vary province to province. For example, in Quebec the transition timeline was approximately six months, while in Ontario it was closer to nine months. It is important to keep in mind that when the government is coming up with these policies, each province and their respective departments are examining biosimilars very generally. They are not considering very specific therapeutic areas where patients might be variably compliant. This is the risky part right now, because in some therapeutic areas we know that patients are less compliant, they miss appointments, etc. Therefore, when each of the provincial payers come up with these policies, they are taking a leap of faith hoping that a transition will be completed within their respective timelines. However, there is a chance that there is going to be stragglers, who will eventually get switched, but perhaps not within the timeline. This really varies therapeutic area to therapeutic area, where the patient journey is not the same for each one, and as a result does not conform necessarily with the timelines that the government puts out.

Stay tuned for Part 2 of What's Trending Biosimilars, coming in our June issue!

Daanyaal Bandukwala
 Managing Director,
 Next Vision Healthcare Consulting

Stay Tuned!

Stay tuned for additional Masterclass workshops scheduled throughout this year!

- PSP Masterclass™ : Governance – September 27th – 28th 2023
- PSP Masterclass™ : Financial Due Diligence & PSP Forecasting – November 7th – 8th 2023

For more information visit:
<https://cadencelearning.ca/psp-masterclass™>



PSP Roadmap™

Do you want to build a plan for success?

Managing PSPs can be time-consuming, leaving you with little time to plan and prepare for the future. Our team assists you in developing a Roadmap for your program(s) to identify and manage current issues, while also looking into the near future for possible risks that may impact your program and its success.

The PSP Roadmap™ supports you by identifying:

1. Current pain points – 3 areas to fix with a Simple Action Plan.
2. Areas of future risk – 3 ways to protect for the future.
3. Areas for improvement and opportunity for the next operating cycle.

Enquire today, at
info@pspconsult.ca



Our PSP Consult™ 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.

Featuring our Newest Addition!

The Cadence Learning Company

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



What's Next?

Stay Tuned for Our Upcoming PSP Inner Circle™ Events!

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

The Future of PSPs: Guest Speaker
Sept 15, 2023

PSP Strategic Planning
Oct 13, 2023

Audit Readiness
Nov 17, 2023

And more!

Stay tuned for our next newsletter to learn more about how we are working to seamlessly deliver PSP Solutions™ to meet all of your PSP needs!