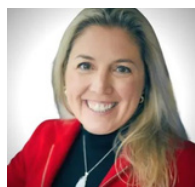


25 SEPTEMBER 2023

**Currently at PSP Solutions™**

Welcome to the latest edition of PSP Insights Newsletter™ by PSP Solutions™, where we aim 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 we begin to head into the final few months of 2023, we thought we'd take this time to reflect on all the learnings this past year has brought us, as well as what to look forward to in 2024. The last quarter was a very exciting time for us at PSP Solutions™, as we announced the relaunch of our new Waldron & Associates PSP business structure, and settled into this new transition.

Our new structure enables us to assist our clients in three different ways depending on their preference: We can **work collaboratively** with clients to identify and deliver solutions, clients may choose to have us **do the work for them**, or clients can opt to utilize our programs and tools to **do the work themselves**. Our unique working model provides options for clients to determine how we can best partner to meet their PSP needs. With our extensive experience we understand that every organization is different and requires a customized approach to their PSPs.

Stay tuned in Q4 for some upcoming events and program announcements. Look for me at the upcoming PSP Summit (Nov 22), where we will be offering two PSP Essentials™ workshops (see our upcoming events on Page 6 for more details)!

Moreover, we hope to open registration to our first PSP Fundamentals™ program, PSP Finance, in early winter (Q4) with the launch of two additional programs under PSP Fundamentals™ to be staggered throughout early 2024 (Q1 & Q2).

As we start to plan for 2024, now is the time to consider contacting our team to conduct a PSP Landscape Review™. This fundamental step is imperative in understanding ongoing and upcoming trends in the current market, as well as a full analysis of any risks or benefits on the horizon. This process is essential when setting your organization up for success in the coming year. Contact us today for more information on this service!

Additionally, key industry hot topics to pay attention to in 2024 include: sustainability of the healthcare system and your PSPs, managing your costs and staffing, and evaluation of the current risk environment.

As a special call to action, 2023 has been a particularly busy year thus far, so please remember to check-in with your staff to ensure your people are feeling supported. A small gesture can go a long way in boosting employee wellbeing.

As always, contact us today to learn more about how we can help you achieve your PSP goals. We look forward to hearing from you!

Best wishes for a successful final quarter of 2023!

Nicole Serena
Senior Managing Director
nicole@pspsolutions.ca

**What's Included?**

Highlighting our Expert Team

PSP Strategic Planning
By Sheilagh Commeford,
Healthcare Consultant

Defining PSP Support™
By Daanyaal Bandukwala,
Managing Director, Next
Vision Healthcare Consulting

The Power of Feedback
By Rania Cassar-Awe,
Executive Healthcare
Consultant

**Best Practices to Build a
Governance Model for PSPs**
By Norine Primeau-Menzies,
Healthcare Consultant

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

VISIT OUR WEBSITE FOR MORE INFORMATION ON OUR SERVICES!

Our Mission

To empower and enable leadership teams, Patient Support Program (PSP) professionals, and organizations within the pharmaceutical and biotech industries to deliver exceptional programs.

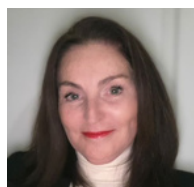
Stay Up-to-Date!

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!

Visit us on LinkedIn at:
<https://www.linkedin.com/company/psp-solutions-inc/>



PSP Strategic Planning



In our last issue, we reviewed the definition of a PSP strategic plan, as well as some essential tips to get your planning started. Read on to learn more

about next steps in the strategic planning process!

The Process

Once you have buy-in with senior leadership, look to align to the company strategic planning process. As this is an annual process, it may not be possible in Year 1. Don't wait to start the plan if you are ready, start when it's right for PSP and you can align with corporate calendar in Year 2. Keep in mind while most of this description applies to building an overall strategic plan for the department or a single program – the same process is used to solve a one-off issue or challenge the PSP is facing.

Step 1: Where are we now?

This is a current state assessment. This is a significant piece of work that should happen before you bring participants to the table. It is often referred to as landscape assessment (internal and external) and considers internal and external factors/aspects that will impact the business.

If the strategic planning is aligned to a specific product already launched, then collaborate with internal team members to leverage the product. The PSP should align with the product strategic plan.

Once all this information is in hand – bring the team together for a first look. As a tip – send meeting participants the landscape assessment as a pre-read.

At the first meeting the team can collaborate to develop the SWOT analysis. (An assessment of your programs Strengths, Weaknesses, Opportunities, Threats).

Step 2: Where Are We Going?

Now that you have a common understanding of the landscape, in this step it's time to start to create the vision for the program by answering this question.

Where are we going? This is typically a second meeting when the team will review and realign on the SWOT and then begin to identify where you need as PSP to go in the future to be successful.

Keep in mind the audience as how or where you are going will likely be customized to the target audience. (Patient, payer, HCPs, internal company, competitor, PSP lifecycle event)

Answering this question will help identify where the program needs to go in the future. As you build strategies for PSP it is important to maintain the focus on the patient, who we uniquely serve in our functional area. Consider what the patient needs and how the program can evolve to meet those needs.

The outcome at this stage are 3 to 5 well defined strategic initiatives or imperatives that clearly map the future, what must be done to be successful.

Step 3: How Do We Get There?

With strategies identified as what must be done to be successful, at this stage you start to build out the HOW – THE GOALS vs each strategy. The goals are a specific road map outlining how to achieve the strategy.

The answers to this question help you outline the many routes you can take to achieve your vision and match your strengths with opportunities in the market. A Gantt chart can help you map out and keep track of these initiatives.

The goals are articulated using the SMART structure:
SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC AND TIME BOUND.

Seek to understand your goals by working to: Define your goals, identify your target audience, develop your strategy, create your tactics, build your team, establish your metrics, launch your program, monitor your progress, and evaluate your results.

With this process in mind, you should have the adequate tools for PSP strategic planning success!

Sheilagh Commeford
Healthcare Consultant

Defining PSP Support™



PSP Insights™ sat down with Daanyaal Bandukwala to discuss the PSP Support™ program, including its services and offerings. Read on to learn more:

PSP INSIGHTS: What is PSP Support™?

PSP Support™ is a service that can support gaps within a PSP team.

As an example, if you have a PSP manager or PSP lead that your team does not have head count for currently, this is where PSP Support can come in. We offer a solution where one of our PSP Support™ colleagues can integrate within your team to fill an identified gap. This support can apply to both short or long-term instances, including if someone is on leave or if there is an unfilled vacancy within a team.

PI: Who is PSP Support™ offered to?

PSP Support™ is offered to any client. This program really is supportive in the sense that, from PSP solutions™, we provide a resource that integrates into the PSP team. More specifically, the PSP Support™ function can fit into many different areas, including market access function, commercial marketing function, etc. Simply put, wherever the PSP function fits within the pharmaceutical organization, that is the target market for the PSP Support™ program.

PI: How does the PSP Support™ service work?

Our PSP Support™ service is client specific. More generally, what our team has found is that filling positional gaps is often a difficult challenge for many of our clients, and we have been approached about this barrier frequently.

When there is a gap in a team, this opening often comes up unexpectedly. For example, situations like employees leaving an organization, going on a leave of absence, or being promoted can all result in an integral position going unfilled. This means that our clients are often left in a lurch and need support in covering these gaps. In these situations, our PSP Support™ team can act to fill the missing role, such as acting as a PSP Manager, Director, Team Lead, etc.

In doing so, we can provide the right resource or person to integrate within an organization's team.

As I mentioned, this can often happen in the situation when a person is leaving an organization. However, positions can also go unfilled while a new organization is building a PSP team or may not have headcount allocated to them yet. As a result, our service can help new organizations from A to Z by helping to set up a PSP, being there in-house, and acting as an in-house expert for our clients.

Therefore, the PSP Support™ service can function to serve both existing teams looking to fill a missing role or new organizations in the process of building their PSP team.

PI: Why is this service offering beneficial for clients?

From experience working with organizations, we generally see a typical pattern that occurs when clients experience a period of vacancy. If clients do not have someone internally to hold them over during a vacancy period, much of the unfilled work tends to fall on the team Lead. As we know, PSPs have become much more complex over the last 5 or 10 years, particularly logistically. As a result, we are starting to see how demanding and time consuming it can be for one team member to take on much more work while alleviating a gap. Our solution of PSP Support™ therefore allows for the lead of a team or organization to sit back and let the work happen under their watch. Ultimately, team Leads then do not have to worry about the intricacies and items of the PSP that are in the weeds, and therefore the PSP function can be taken care of.

PI: What short- and long-term impacts might PSP Support™ have on participating organizations?

The PSP Support™ service can have both long and short-term impacts on organizations.

From a short-term perspective, the PSP Support™ service offers immediate relief to teams. Getting someone onto a team as quickly as possible can help to relieve some of the tactical or strategical work that is going unfilled.

This in turn can set a team up to ensure that they do not stagnate and that they can act on key decisions as they arise. In summary, in the short-term we can provide immediate assistance that keep a team on track and moving forwards.

From a long-term perspective, having someone there and available is necessary for longitudinal success of a team. From a PSP perspective, given that a team will eventually hire someone to replace a vacant role, it is often nice to have someone that is able to provide that transition appropriately. PSP Support™ does not just disappear when a role is filled. We therefore continue to provide end-to-end onboarding and training for the person who is hired to permanently fill the missing role.

Additionally, given the diverse team of consultants that are part of the PSP Support™ program who have had significant experience both within and outside of these types of roles, the resources that we provide are able to integrate into teams seamlessly. For example, there does not tend to be any onboarding necessary for our PSP Support™ service.

PI: Is there anything else you think interested clients should know about this service?

Our PSP Support™ service is an extension of your team. It provides an end-to-end service that starts from the beginning, including taking on a role, and filling that gap. The service then goes on to offer whatever is necessary for your team, including recommendations for any potential candidates to fill vacancies. If and when this new headcount is achieved, we offer onboarding and transitioning of that new person, making sure that the team has a candidate who is comfortable with all the functions of their role. PSP Support™ is therefore a service that offers more than just a small piece, it takes care of the full journey.

For more information visit our website: <https://pspsolutions.ca/psp-support>

Daanyaal Bandukwala
Managing Director,
Next Vision Healthcare Consulting

Featuring PSP Support™

Do you have a gap to fill in your team or talent?



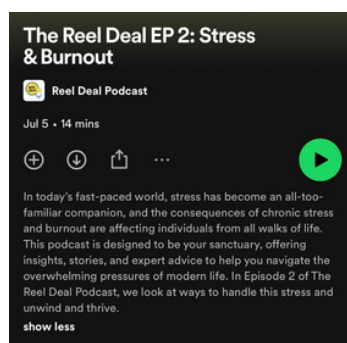
We can provide valuable support to a manufacturer or provider to run their patient support program(s) by helping them design, implement, and evaluate their program so that it meets the needs of patients and provides value to the company.

Designed to help meet the needs of you and your team while managing a talent gap. Our team has valuable expertise and experience, including acting at Director level leadership.

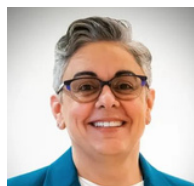
For more information, go to <https://pspsolutions.ca/psp-support>

Need Some New Listening?

Announcing the latest episode of the **Reel Deal Podcast**, hosted by our very own Daanyaal Bandukwala and Nicole Serena! Join our hosts as they discuss managing Stress & Burnout in today's corporate environment, available now on Spotify.



The Power of Feedback



How often do you wonder how you're doing at work? How your colleagues feel about working with you? How managers and leaders perceive

your contribution and whether your customers are satisfied? If we strive to be great at PSP, these are helpful questions that invite deeper understanding and focus.

However, as the multi-stakeholder reality of PSP work grows with more providers, internal functional teams and diverse customer audiences, it gets harder to confidently assess how we're doing at a point in time or identify where best to focus our efforts. One tool available to individuals seeking personal insights is the formal 360° feedback survey process (aka, multi-rater assessment) which has been around for over 30 years and is now very familiar to most of us.

360's as they are affectionately called are an institutionalized HR practice in many organizations. They promise objective, quantifiable feedback from direct reports, peers, managers and customers on individual behaviours that are of value to the organization. The modern 360° process is digitally enabled and designed to facilitate comparisons of individual behaviour over time, as well as between individuals at a point in time.

Healthy debate continues about whether 360's should be used for performance assessment, in addition to personal development, because of known risks in the process: competitiveness, confidentiality, data reliability/context, balance of focus on weaknesses vs. strengths, time/effort required, cost... to name a few. Despite these drawbacks, 360's can be an effective way to raise self-awareness and open a conversation that nurtures personal development.

An alternative to the traditional 360° feedback survey process is a facilitated multi-stakeholder interview process, which is often paired with a coaching mandate. The interview process is typically more compact (executed within a couple of weeks) while diving deeper into underlying perceptions of an individual and the context for the feedback.

By creating a safe space for the interviewees and the individual being assessed, the interviewer can get to the heart of things, reconcile differing perceptions and provide aggregate, anonymous feedback in a constructive way to the individual and their manager.

"360's can be an effective way to raise self-awareness and open a conversation that nurtures personal development."

My experience with the interview feedback process is that interviewees feel heard and are often relieved that they don't have to go through a long, on-line survey or worry about the specific words they use being recognized or misinterpreted. It also sets the table for deeper, more meaningful dialogue with the person being assessed about their strengths and areas of opportunity, promoting confidence in action planning.

Whether conducted by survey or by interview, the effectiveness of a comprehensive feedback process depends on how engaged stakeholders are and how well the process is executed. Transparent communication, sharing context, and providing customized recommendations all help build credibility in the process.

As a leader on the hook for the investment, if you're worried about the feedback report catching dust on a shelf after the initial sharing of results, consider being actively involved in action planning and follow-up, or tagging in a coach to support accountability. That can supercharge trust and engagement and elevate the value of the process: from generating self-awareness to achieving sustained behaviour change that's good for PSP colleagues, customers, and the company.

Because it takes courage, the very act of asking transparently for feedback through a formal process can change how people see you. And what you do with honest feedback given freely and generously? That can be career changing.

We can support you with Sentisco customized coaching and multi-stakeholder feedback packages. To know more, drop me a line at rania@pspsolutions.ca.

Rania Cassar-Awe
Executive Healthcare Coach & Consultant

Best Practices to Build a Governance Model for PSPs



Launching a Patient Support Program (PSP) is all about the design, the logistics of getting a program up and running, and of course, the paper

work: contracts, SOWs and work instructions. Once the PSP is operational, and the initial kinks are all worked out, the work evolves into the day-to-day running of a PSP while ensuring operations meet customer expectations, and planning for the future. Here are a few areas for you to contemplate as you move into this critical long-term stage of the business.

Governance Structure

Governance structure includes roles and responsibilities as well as meeting structure and cadence.

With respect to roles, the manufacturer needs to have a few key roles:

- The PSP Manager, who is the person, designated as the day-to-day operations lead for the program, and
- The PSP Director (if the PSP is large enough).

The provider delivering the PSP services similarly has operational managers and strategic directors who connect with the manufacturer leads on a regular basis.

The meeting structure generally consists of three levels depending on program size and need. Large programs with lots of moving parts and people will have all of these, and smaller programs may operate quite effectively with less.

Weekly operational meetings between the managers where day to day operational issues are discussed, actioned, and resolved. These meetings are often booked in calendars but less 'formal' without agendas or presentations.

Monthly operational meetings between managers, and possibly directors, is where the monthly performance is discussed (KPIs) and other urgent or serious operational issues.

These meetings are booked in calendars, usually have a standing agenda, and have action items as a result.

Quarterly business reviews (QBRs) occur quarterly or biannually depending on need, and include directors, managers and often other key interested personnel from the manufacturer side (data/analytics, brand, etc.) These meetings are an opportunity to discuss performance results (KPIs) at a deeper level, update on strategic and operational projects, and discuss new and innovative projects. These meetings are usually 1.5-2 hours in length and include presentations from the provider. They can also include presentations from the manufacturer on new and innovative projects. Agendas are agreed upon prior to the meeting to ensure expectations are met on both sides.

Governance Logistics

Governance structure and meeting cadence becomes less effective if there is not adequate commitment, documentation and follow up. In order to maximize the value of the time invested, there are a few best practices for both parties to employ.

For the manufacturer:

- Book calendars early.
- Make the meetings a priority.
- In other words, attend if you are a key contributor on the invite list or move the meeting if you cannot attend.
- Clearly define the meeting cadence and expectations in the program SOW.
- Plan standing agendas for operational meetings and set the agenda for QBR meetings.

For the provider:

- Ensure key contributors are invited and attending.
- Prepare decks ahead of time and be prepared to discuss root cause of any anomalies.
- There is nothing more frustrating than having a discussion on an issue and no one can speak to the root cause!
- Prepare updates on any key projects or initiatives underway.
- Document the action items and ensure follow-up on any actions.
- Carry action items forward from meeting to meeting.

Program Strategy

Finally, effective PSPs are innovative, dynamic, and continually evolving based on need.

Annual strategic planning sessions are where this work happens but all too often are forgotten or don't occur regularly. At these meetings, the directors and managers are present, but also may include Vice President level staff on both sides. These meetings are an opportunity for both companies to share strategic information that is relevant to the PSP and assist in planning and forecasting for the upcoming year(s). Both companies can bring innovative solutions to the table for discussion. When done right, these sessions are the secret sauce to keeping the PSP relevant and competitive in the market.

PSP Solutions can help you with any of the above. If you feel your program is not operating as well as you'd like, or not evolving with the market, it may be that it's time to reevaluate your governance structure. A few tweaks in operations or a strategy session might be all that's needed.

Best wishes for PSP success!

Norine Primeau-Menzies
Healthcare Consultant





Sneak Peak: PSP Learning Pathway™

Throughout the month of September PSP Solutions™ ran a 'Back-to-School' media campaign to remind our clients about the importance of continuing to invest in their PSP professional development.

Knowing that there is a large array of PSP learning programs and tools to choose from, on our website, we want to help take the guess work out of which ones are a best fit for you.

This fall we are excited to be introducing our PSP Learning Pathway™ developed by the PSP Learning Institute™.

Designed as a simple interactive guide, the PSP Learning Pathway™ can help to pinpoint which of our offered programs and tools best align to you/your team's level of experience. We understand that whether you are a PSP Master™, PSP Apprentice™, PSP Novice™ etc. (as outlined in the pathway) it is important to continue learning throughout your career!

Our PSP Learning Pathway™ can take the guess work out of program and tool selection. We look forward to supporting your PSP learning journey and career development at every stage. Stay tuned via our website for this new offering!

PSP Solutions™ Unique Offerings!



Patient Support Program and
Specialty Pharma Consulting



Driving best-in-class
capabilities for PSP leaders,
managers and teams



Innovative resources for PSP
Success!

What's Next?

***Stay tuned for our
upcoming events!***

**PSP Inner Circle™: PSP
Strategic Planning**
Oct 13, 2023

**PSP Masters™: Financial Due
Diligence & PSP Forecasting
Masterclass**
November 7-8, 2023

**PSP Inner Circle™: Audit
Readiness**
Nov 17, 2023

**PSP Summit - PSP Solutions™
Workshops:**

1. PSP Essentials™ -
Governance, Compliance &
Privacy - Keeping you and
your boss out of trouble!
2. PSP Essentials™ - Hot
Topics in PSPs - Insights
into the Changing Canadian
Landscape

Nov 22, 2023

**PSP Inner Circle™: Preparing
for the Year Ahead - 2024**
December 15, 2023

**PSP Fundamentals™: PSP
Finance**
Early Winter, 2023 (Q4)

**PSP Fundamentals™: PSP
Governance**
Early 2024 (Q1)

PSP Fundamentals™: PSP Data
Spring, 2024 (Q2)

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!***

WWW.PSPSOLUTIONS.CA