

A word cloud background featuring various healthcare and business terms in shades of grey. The most prominent words are 'Place', 'NHS', 'Marketing, Market Access, HEOR, Team Player', 'Neighbourhood', 'ICS', 'NHS Right Care', 'PCN', 'System', 'CQC', 'CSU', 'ICB', 'PLICS', 'Fund', 'Annex B Investment and Impact', 'Working together at scale', 'voluntary community', 'Social Care', 'Specialist Commissioning', 'Network', 'Blended Integrated Care Systems', 'Annex', 'ICB', 'PLICS', 'Fund', 'GIBFT', 'UK Health Security Agency', 'Better Care Fund Policy Framework', 'Plan', 'Payments', 'Office For Health Improvement', 'Collaborative', 'Accelerated Access', 'Social Care', 'ICS implementation guidance systems design framework', 'Primary Care', 'Academic Health Science Network', 'IFF', 'Building strong integrated care systems', 'Patient Pathway', 'Community Care Services', 'Directed Enhanced Services', 'social enterprise sector', 'Elective Care Recovery', 'Cardiac Network', and 'NHS Right Care'.

social enterprise sector Directed Enhanced Services
Elective Care Recovery Patient Pathway Community Care Services
Cardiac Network Place Building strong integrated care systems
Primary Care Academic Health Science Network IFF
ICS implementation guidance systems design framework
NHS Right Care Social Care
Office For Health Improvement Collaborative NHS
PCN Intergrated Care Board AHSN
System Plan Better Care Fund Policy Framework
Payments UK Health Security Agency GIBFT Fund
CQC CSU Impact ICB PLICS
Network Blended Integrated Care Systems
Specialist Commissioning Neighbourhood
ICS voluntary community Social Care
Working together at scale
Annex B Investment and Impact

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Figure 1NHS Policies 2026

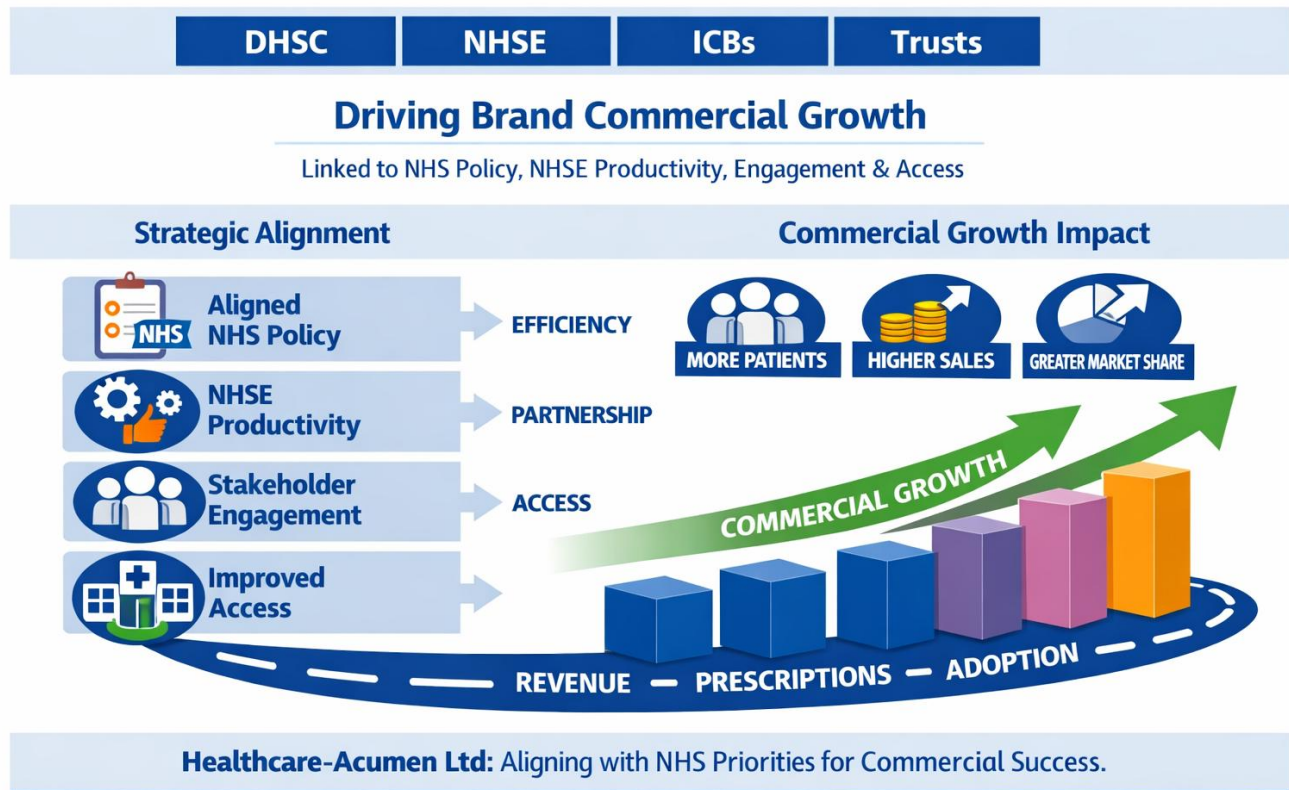
1 Steve Meadows Why I am Successful. A Market Access Commercial Growth Model

I have often been described as having *“Insight”*, which is the ability to achieve a clear, profound, and occasionally sudden comprehension of complex problems or situations. This involves perceiving the inner nature of things or intuitively grasping the true essence of a matter. Insight frequently results in new perspectives, breakthroughs, and a deeper appreciation of intricate issues. For example, when someone gains insight into human relationships, they develop a more profound understanding of the dynamics involved, illuminating various aspects of life, science, and human behaviour.

Similarly, in my professional life, my insight elucidates the structures, functions, policies, and payment systems that drive the function and change within the NHS. By offering these perspectives, NHS managers recognize that I understand their pressures and priorities. This shared understanding creates an environment where my brand's contributions to addressing these pressures and priorities are framed effectively, fostering shared engagement, brand adoption, patient access, improved patient care, and commercial success.

These are the core of my **Commercial Growth Market Access Model**

1.1 Commercial Growth Market Access Model

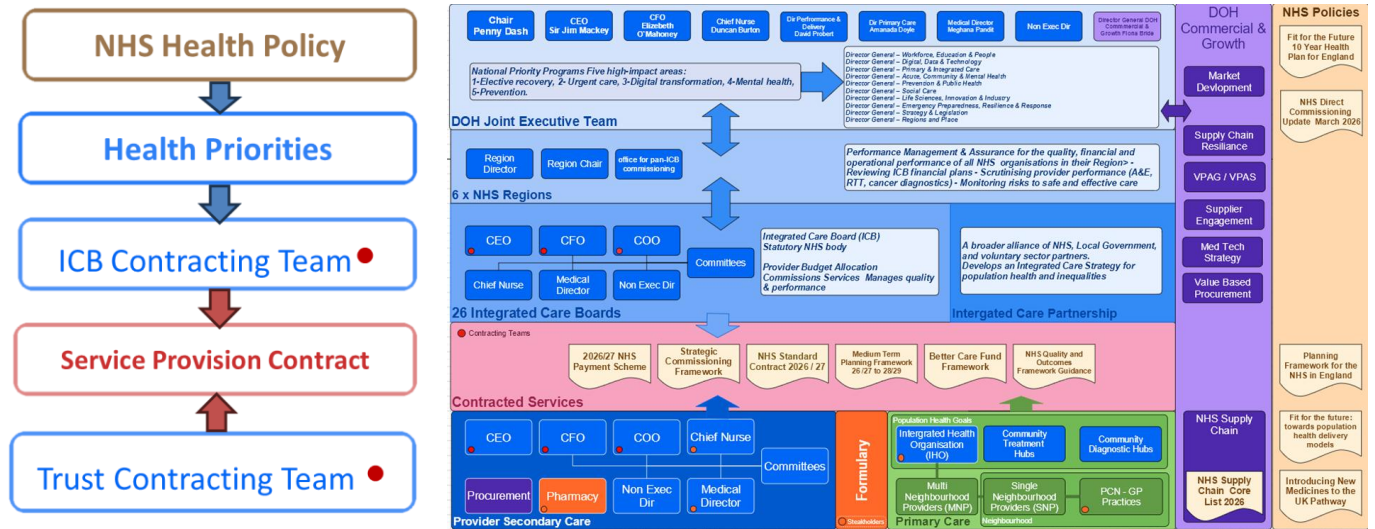


The Commercial Growth model insights drive innovation and success by:

- Sharing ideas in matrix environments.
- Engaging in quality internal & customer conversations, both 1:1 and online.
- Using storytelling to connect concepts memorably.
- Thriving with autonomy to think, problem-solve, and experiment.

2 Steve Meadows - Deep NHS Knowledge

Figure 2 NHS 2026 Post Abolition of NHS England



Understanding its function, payment systems, policies, and priorities provides valuable insights into the costs, efficiency, and effectiveness of clinical services. This information can highlight service capacity, admissions, and demonstrate how a brand can contribute positively to the NHS.

3 Steve Meadows - The Marketeer

I have acquired extensive knowledge of the NHS, including its structure, function, payment systems, and policy objectives. This understanding was developed through years of attending meetings with NHS England, CCGs, ICS, Hospital Trusts, and Local Authority Boards, allowing me to see various NHS issues from different organisational perspectives.

- Their organisational interactions and hierarchy, and how they collaborate.
 - **Who has authority over whom?**
- The procedures they follow.
- The priorities they establish and implement.
- How their finances are structured, and costs and return on investment are accounted for.
- Their relationship with pharmaceutical companies.
- What value means across their organisations and collectively for the healthcare system.
- How they interpret and implement NHS policy.

This insight has contributed to my role as a Market Access Manager, where I have extensive experience in project leadership, value proposition development, and material approval. Over the last three years, I have applied this knowledge to support brand value delivery into NHS services, making me an effective marketer.

I use this insight to align my brands' clinical and service outcomes with determinants that aid in communication of value propositions in the NHS's language, fostering collaboration, commercial success, and optimal patient care.

3.1 From August 2023 to Jan 2024 - Associate Director Marketing (CNS) Teva

Like the NHS this is a complex process but can be summarised in the graphic below. This singularly builds the value proposition & associated promotional materials allowing the resulting [Brand Patient Access Plan](#) to be communicated both to the NHS to deliver improved patient care, policy delivery and value for money and the internal company matrix showing how they contribute to its instruction and their roles in its implementation.



I was the strategic foundation of the fremanezumab Brand Plan it being adopted after two months in role and presented to & approved by Teva Europe

Teva Europe

Early Success with KOL, Parliamentary and Patient Support Group Access & Collaboration

- Agreement from two Walton Migraine Specialist Centres national KOLs and the leadership of the Migraine Trust charity to collaborate on Migraine Costed Integrated Pathway Scenario HEOR publication.
- **Teva Stars Award**, for meeting with Rob Butler MP. “Steve drove engagement by describing the burden of Migraine, the patient pathways, and failures in the NHS system. How NHS data could be mapped to parliamentary constituency enabling the MP who suffers from Migraine to generate informed debate on Migraine services in the house.

3.2 Payor Profiling

| Payor Role | Clinical Evidence | NHS Policy Delivery | Policy Creation | NHS Finance | NHS Service Performance | Contracting | Brand Cost | Deprivation | Clinical Safety | Service Outcomes | Supply Chain Resilience |
|-------------------------|-------------------|---------------------|-----------------|-------------|-------------------------|-------------|------------|-------------|-----------------|------------------|-------------------------|
| | | | | | | | | | | | |
| Medicine Management | Green | Orange | Light Blue | Light Blue | Light Blue | Light Blue | Green | Light Blue | Green | Light Blue | Orange |
| CEO | Light Blue | Green | Light Blue | Green | Green | Green | Light Blue | Orange | Light Blue | Green | Light Blue |
| Finance Director | Light Blue | Green | Light Blue | Green | Green | Green | Orange | Orange | Light Blue | Green | Light Blue |
| Chief Nurse | Light Blue | Orange | Light Blue | Light Blue | Light Blue | Light Blue | Light Blue | Light Blue | Green | Orange | Light Blue |
| Chief Operating Officer | Light Blue | Light Blue | Light Blue | Orange | Orange | Orange | Light Blue | Light Blue | Light Blue | Green | Light Blue |
| Risk & Audit Chair | Green | Light Blue | Light Blue | Orange | Light Blue | Light Blue | Orange | Light Blue | Green | Orange | Light Blue |
| NHS Supply Chain | Orange | Orange | Light Blue | Green | Light Blue | Orange | Green | Light Blue | Green | Light Blue | Orange |
| MHRA | Green | Light Blue | Light Blue | Orange | Light Blue | Light Blue | Orange | Light Blue | Green | Light Blue | Light Blue |
| Commercial & Growth | Green | Light Blue | Green | Orange | Orange | Green | Orange | Light Blue | Light Blue | Orange | Green |
| NICE | Green | Light Blue | Light Blue | Light Blue | Light Blue | Light Blue | Green | Orange | Light Blue | Light Blue | Light Blue |

In any established or new NHS Management System A market access plan should offer insight into the key drivers for each Payor Role tailoring comms to each Payor Role showing:

- Understanding their role
- Their challenges
- By talking their language, become trusted
- Offer them service solutions
- Show how my Brand delivers
 - Patient Outcomes
 - Service Outcomes
 - Financial Outcomes
 - NHS Policy Delivery

This enables access & engagement leading to Brand Patient Access and Sales success in any Health Economy without relying on redundant existing contacts

I have demonstrated this multiple times in Market Access Plans

4 Steve Meadows - The Market Access Specialist

4.1 NHS England Engagement to Drive Brand Uptake (Hydrex Surgical Hand Scrub)

Board Question “Phase one of the NHS Core List, which was launched in February of this year, introduced nationally agreed pricing frameworks to improve uptake and savings through the NHS supply chain.

Can the board set out how learning from phase one will inform the prioritisation and design of future Core List categories, including the role that ease of implementation will play

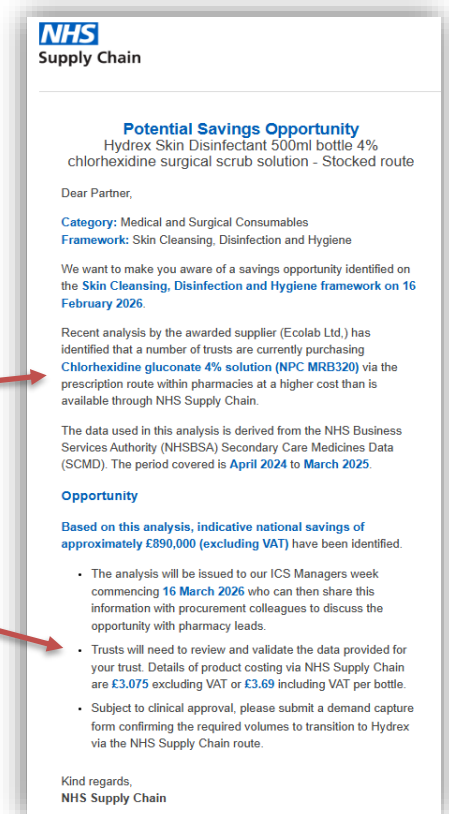


*Initiating **reciprocated communication** regarding the unimplemented £2.3 million Hydrex of NHS Supply Chain (NHSSC) savings and those NHS Trusts most responsible for it with NHS England CEO Jim Mackey, Finance Director General Elizabeth O’Mahony, for further implementation and action by Commercial & Growth Director General Fiona Bride*

Resulting in direction In March 2026 to NHS Supply Chain (NHSSC) to issue communications re: £890K savings opportunity (recognising and validating our analysis of business services authority prescription data by NHS Trust) for Hydrex 500ml bottle firstly to the pharmacy community (Chief Pharmacists Network)

Secondly to NHS Trust procurement colleagues asking at the monthly procurement teams meetings for their submission to NHSSC of demand capture forms confirming the required volumes to transition to Hydrex via the NHSSC purchase route for each NHS Trust.

Also, advance sight of Core List Inclusion Criteria with Invitation to discuss. A great opportunity for Ecolabs to review product portfolio core list suitability



4.2 Delivering NHSE Board endorsement for Licensed Surgical Skin Preparation

Board Question “How NHS England assures that cost driven product choices, including those used for preoperative skin preparation. Continue to meet the appropriate regulatory, licencing, and patient safety standards?”

“Specifically, around products that contain active antiseptic ingredients that are intended for preoperative skin preparation.

These are defined as medical products and therefore they must hold the appropriate medicines and healthcare products regulatory agency approval and authorization for that purpose.

We work closely with the Royal College of Surgeons, and the MHRA joint statement on how these products can be used clearly and signposted and licensed for their intent.

Therefore, NHS England provides system level assurance. Through the NHS standard contract, national infection prevention standards, clinical guidance, and procurement frameworks, all of which set clear expectations that NHS trusts use clinical products that are safe, clinically appropriate, and compliant with regulatory requirements”.

4.3 June 2024 to March 2025 Colonis Hydrocortisone Specialist Formulation for Adrenal Insufficiency in Paediatric Endocrine Tertiary Care

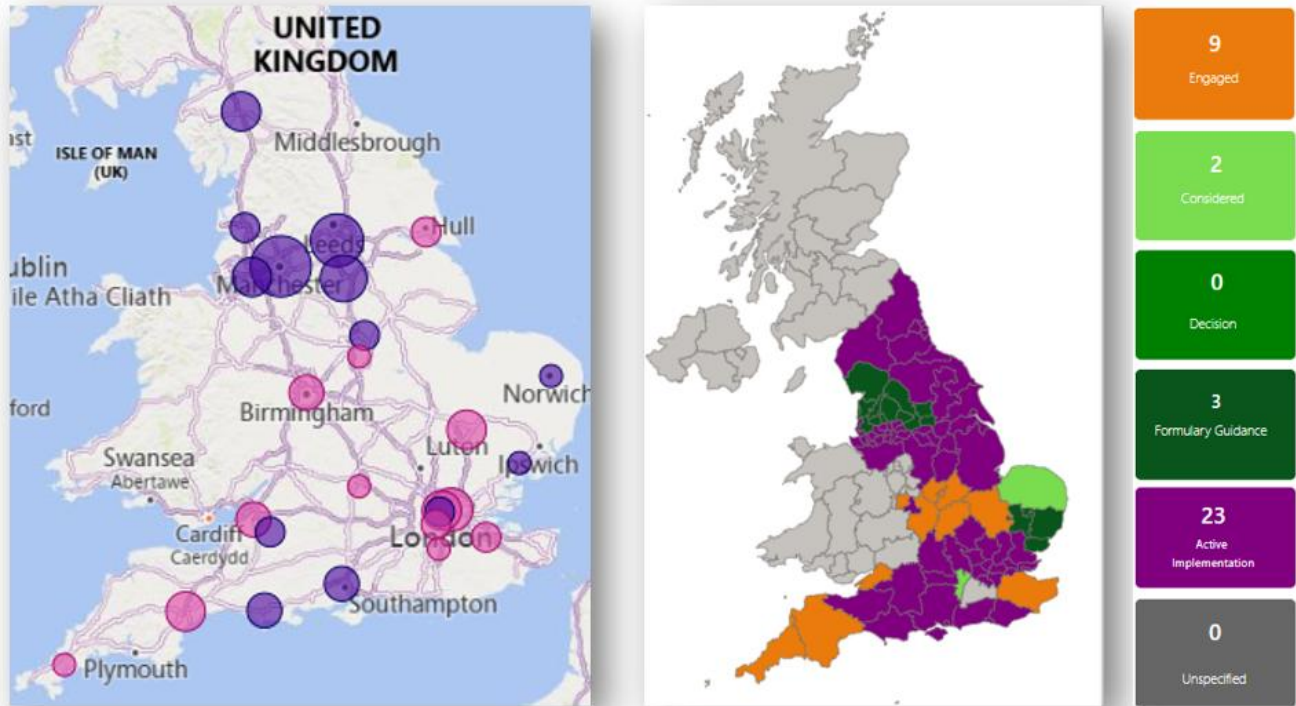
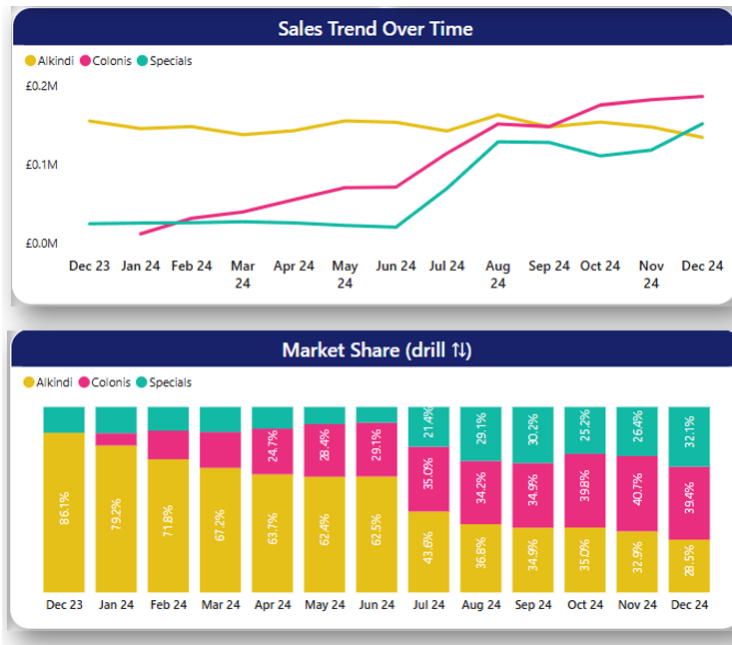


Figure 3 Focused Tertiary Care Action Delivered ICS Patient Access and Usage at Scale

- Market Share growth 0 to 39% Sales 0 - £1.4m
- Runner up Uniphar Europe 2024/25 Project Awards for Colonis Hydrocortisone



Hi All

I just wanted to drop you all a line to both thank you and congratulate you on a great job for us. I know I've only sat in on a couple of the review meetings, but what struck me right from the start was the expertise, professionalism, knowledge and commitment that you all displayed. This has all been borne out with great results on formulary inclusion and subsequent sales. We've been really delighted with what you've achieved for us. In addition, your use of data combined with great customer knowledge has allowed for an efficient targeted approach. We weren't able to put a lot of resource behind this project, but what you have delivered for us has been great. You should be proud of what you've done.

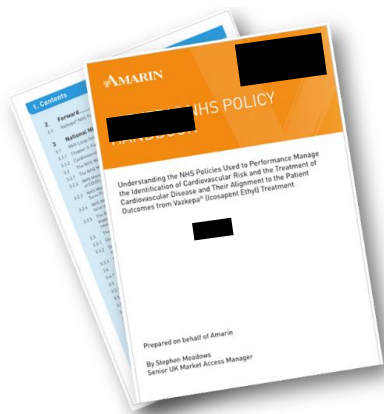
So, I wish you all the best in your next project and thanks again for all you've done in helping make the launch of our hydrocortisone solution such a success.

Best wishes

Andy

4.4 Feb 2021 to August 2023 - Associate Director of Market Access Amarin UK Ltd

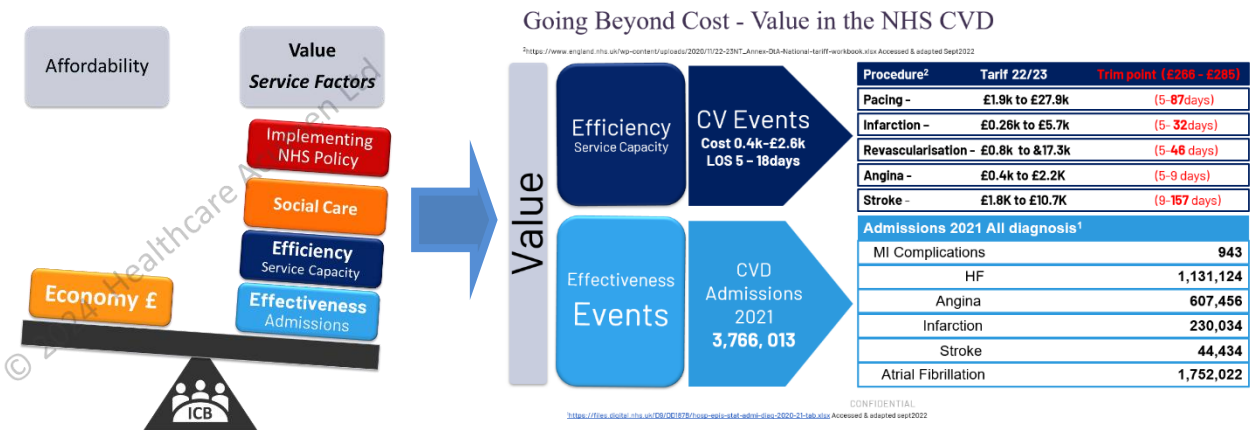
- NHS Policy Functional lead for CVD Pathways, Value Commercialisation Analysis & Strategy Development.
- Matrix working across, Medical, Marketing, Commercial, Digital leadership, and Charitable organisations.
- Author & project lead for Icosapent Ethyl *NHS Policy Handbook*



| | |
|------------------------------------|---|
| Long Term Plan | • Priorities for NHS England • Secondary CVD Prevention No1 Priority |
| NHS Mandate | • Annual Gov't Instruction to NHS England • Secondary CVD Prevention No1 Priority |
| NHS England Board Meeting Dec 2021 | • Secondary CVD Prevention • No1 Priority until 2025 |
| NHS Outcomes Framework | • Measuring Mandate Performance e.g CVD Mortality, Avoidable CVD Admissions |
| Directed Enhanced Services | • PCN CVD Risk Management Instruction |
| Quality Outcomes Framework | • Incentivising CVD Risk Management |
| Better Care Fund | • Local Authority - Reducing Avoidable admissions & Social Care Utilisation |
| Elective Recovery Plan | • Freeing up 25% of Hospital Consultations |

- Aligned NHS Policies that Icosapent Ethyl CVD Secondary Prevention Patient Outcomes Support, a cornerstone of 2023 Health Comms Strategy

Sales Conference 2022 Secondary CVD Prevention Presentation - Value in the NHS



4.5 NHS Lincolnshire CVD Secondary Prevention Population Health - Commercial Partnership

- Successful in NHSE Board level Engagement for CVD secondary prevention policy to drive ICB & PCN leadership support for Finding, Reviewing, and treating CVD secondary prevention patients in primary care.
- Incorporating Icosapent ethyl CVD secondary prevention reductions as seen in the Reduce IT study in CV death, nonfatal myocardial infarction (MI), stroke, coronary revascularization, or unstable angina, in addition to established CVD secondary prevention risk reduction.
- Leadership in coordinating Commercial / Medical / Legal / Finance / Approval on aligning NHSE population health CVD policy.
- United Lincolnshire Hospital Trust (ULHT) Lincolnshire CVD **collaborative working**, Advanced Coronary Practitioner (ACP) funding and QIPP.
- For ULHT facilitated additional NHSE application for Prof Alun Roebuck Cardiologist to NHSE Further & Faster CVD secondary Prevention £100k funding

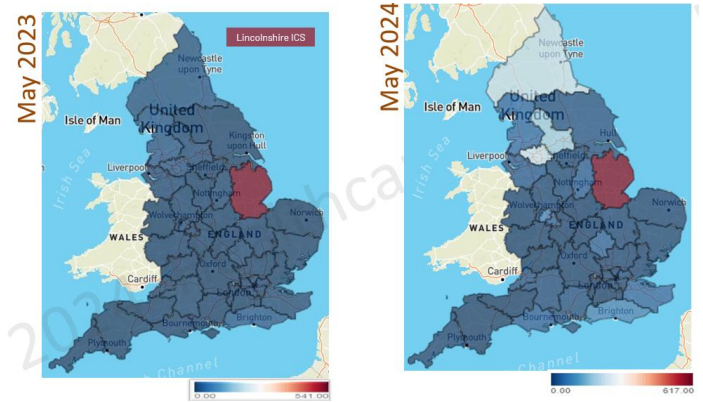
Lincolnshire ICS Secondary CVD Prevention Clinical Service Map

Planned CVD Pathway
Current CVD Pathway

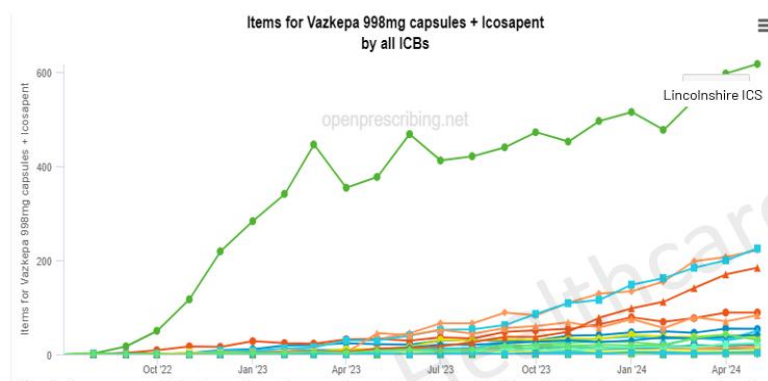


4.5.1 Lincolnshire ICS Population Health Outcome Partnership

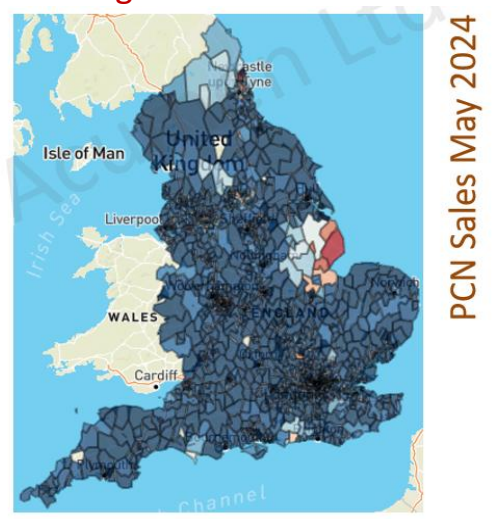
- Growth outside of Lincolnshire aligned with Market Access Advisory Board members.
- After one year Lincolnshire sales are still five times that of the nearest competing ICS



4.5.2 Value in the NHS Driving Population Health Gains - Finding / Reviewing & Treating in PCNs



"In Primary care CVD Secondary Prevention proactively Finding, Reviewing & Treating in primary care piloted in Meridian PCN & adopted by Lincolnshire ICS at Scale for Every PCN avoiding relying on secondary care initiation because more patient could be treated than would be possible if treatment was limited to capacity limited CVD outpatients. This is an example of integrated selling combining NHS Policy, Health service value outcomes and adherence to NICE TAs with local KOL / PCN support to implement population Health Gains

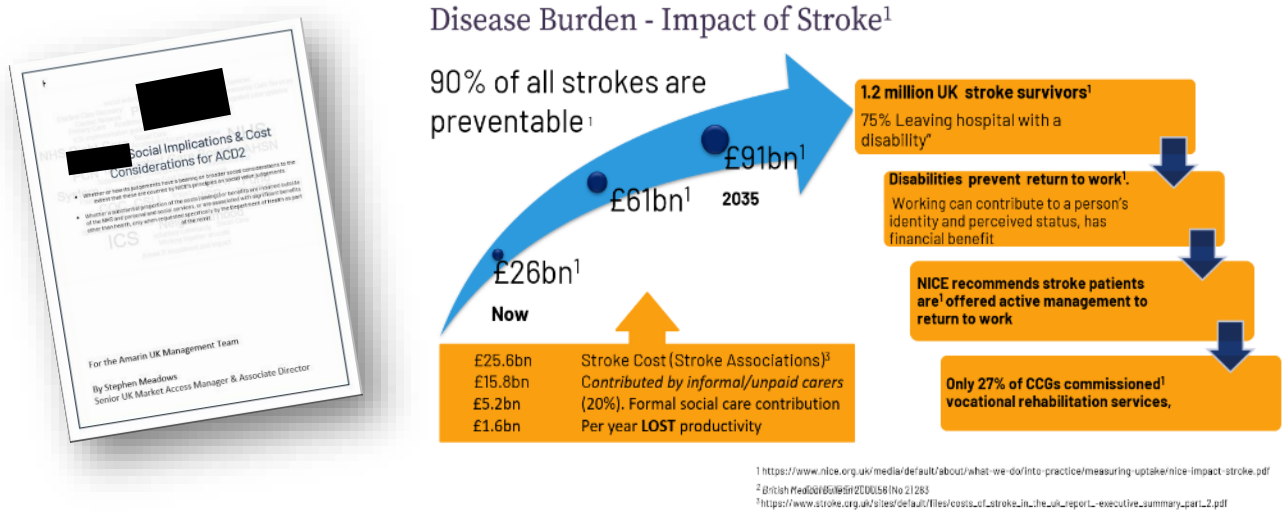


4.6 Market Access Materials Creation, Review, Approval (Veeva) & training:

- New product Notification,
- Formulary Implementation Support Pack,
- Rx Guidelines into Practice NICE TA805 Report Card and Formulary Decision Guide
- Market access Advisory Board July 2022 Post NICE implementation challenges for Vazkepa
- Market Access / Marketing collaboration on sourcing Hospital Episode Statistics- Agency selection process
- Author & Host of the KAM Teams monthly *Market Access Forum* companywide Education / Training to strengthen relationship between all parts of the company and Market Access

4.7 Development of the Icosapent ethyl HTA Value Proposition

- NICE HTA Application Support: NICE TA805 & CG181 Submission – Authored a Review of Health Economic Impact of Stroke



4.8 Heart UK - Alignment & Engagement

Heart UK Amarin Contact Group - Facilitated support for Heart UK: Jules Payne CEO Heart UK

- Prof A Roebuck advising Heart UK in the development and deployment of Heart UK Nurses
- Dr Carl Deaney Lincs Meridian PCN Best Practice CVD Find Review & Treat Audit Publication

4.9 1998 – July 2011 Novartis Pharmaceuticals East Midlands (Multiple Sclerosis)



1st Fingolimod (First Oral MS treatment) Business case submitted 4 months prior to launch.

Following meeting with QMC Trust CEO Peter Holmer Established Fingolimod Business Case Stakeholder Group from Pharmacy, MS Dept, Notts City PCT and Hospital Finance tasked with identifying the service productivity gains by the introduction of oral MS therapy (Fingolimod)

Nottingham Fingolimod Business model for Multiple Sclerosis Developed across senior Nottingham Providers and Commissioners accepted as national template for Fingolimod pre-launch activities.

Secured East Midlands pre-NICE funding and use of Fingolimod 1st oral treatment for Multiple Sclerosis 4 months prior to launch.

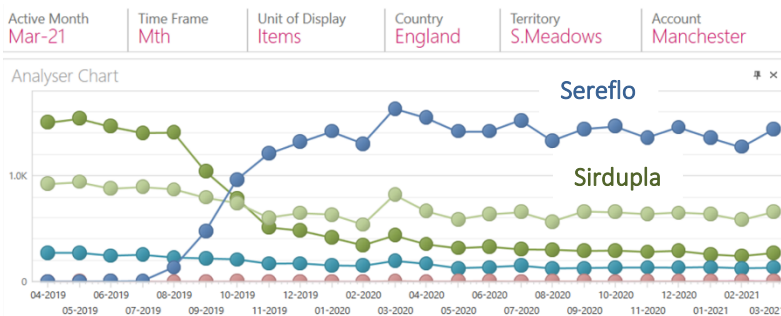
National Market Access Project Lead for:

- Fingolimod– Mapping Multiple Sclerosis CCG Funding pathways nationally.
- Nottingham Identification of productivity gains by the introduction of oral MS therapy.
- NHS Lincolnshire - Business 2 Business CEO Agreement 2010
- HSJ Awards Finalist Grosvenor House for building partnership with Notts. City PCT Happy Heart Project
- 2005 Novartis Victory Club Winner Steve Meadows Innovative Market Access Commercial Success



4.10 Star Outco Asthma Branded Generic CFO Access Success

CCG Finance Director Board Meeting engagement and commercial savings proposal resulting in:



- Formulary Inclusion of Sereflo across ALL Manchester Hospitals
- Manchester CCG Medicines management active substitution of Sereflo in primary care.
- Bolton and Bury CCG adopted the same policy.
- Manchester, Bolton & Bury CCGs Branded generic Asthma Inhaler Prescription Share grew from 0% to 61% in 6 months through innovative board level engagement (Chief Finance Director) in CCGs that traditionally do not engage with industry

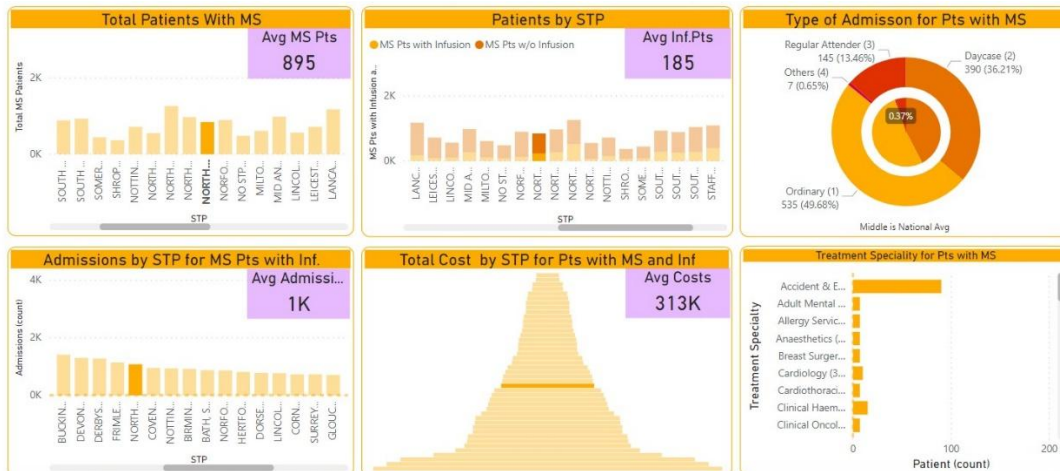


5 Steve Meadows The NHS Data Specialist

5 years at Harvey Walsh (a Hospital Episode Statistics License holder from NHS Digital) It was there that I matched my insight into NHS services, marrying up the burden of disease with brand outcomes to generate the data to support brand HEOR value propositions that resulted in commercial success.

5.1 April 2019 to Jan 2021 - Multi-Channel Manager StarOutico

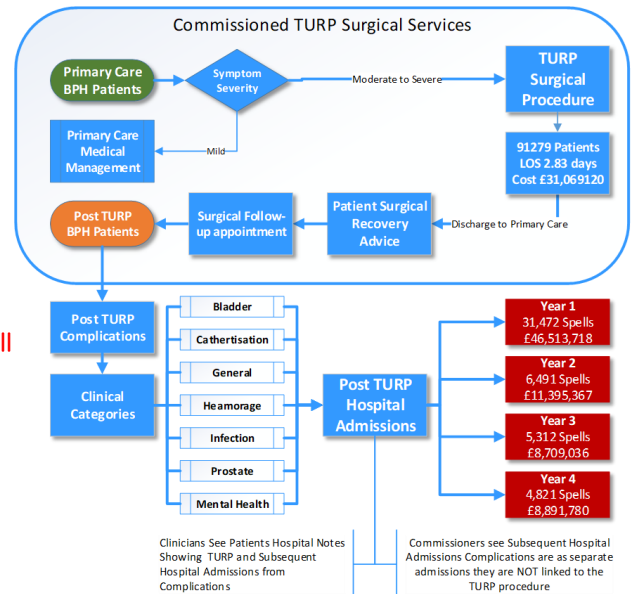
- March 2019 to March 2020 Multiple Sclerosis, Market Access, Mapping and supporting with the key customers in the **NHS Accelerated Access Collaborative program** to increase patient access to *Mavenclad* for Merck Pharmaceutical
- I Designed Multiple Sclerosis Hospital Episode statistics tool to reveal insights into MS treatment & referral patterns earning Star Outico an additional £12,000 on top existing contract.



5.2 Harvey Walsh Ltd 2011 -2016 - NHS Services Data Analysis Tools for the Pharma Industry

- £400,836 of on target sales 2015 across Roche, Boehringer Ingelheim, Allergan, Grünenthal and Gedeon Richter
- Project Leadership (Translating Customer Brief through Data tool design & build to successful implementation)
 - Roche – Designed HES Analysis & Project Management of Idiopathic Pulmonary Fibrosis – Complex referral to Tertiary Providers
 - Allergan – Designed Impact on A&E Admission of the implementation of NICE TAG 260 for the treatment of Migraine with Botulinum Toxin Type A project management and HES Analysis Design
- Neotract – Urolift Project
 - HES Analysis Design for Patient Numbers and Costs of short / long-term complications following Transurethral Resection procedure for the treatment of Benign Prostatic Hyperplasia

- Cost of Complications from TURP over the five years following the procedure far outweighed the extra cost of the Urolift procedure compared to the TURP itself that CCGs were not prepared to pay.
- *My work earned Urolift the FIRST NHS Accelerated Access Review and awarded Innovation and Technology Tariff April 2017 enabling adoption across all the Urology Surgical Units in England which was a case study in the AHSN Network Impact Report 2017*



- These projects of mine were the only Harvey Walsh projects that met the entry standards for submission for the British Healthcare Business Intelligence Association BOBI (Best of Business Intelligence) Awards 2015 with Roche - Idiopathic Pulmonary Fibrosis Dashboard shortlisted for the Final in the Excellence in Business Analytics category.

6 Team Player

With the team recruited and completed the ITC at the Company Launch Conference Amarin undertook a feedback exercise so that everyone could learn what everyone was like to work with.

Feedback from whole Cross Functional Team – KAMS, Market Access, Medical and Management

Kerry Prentice
KAM
Cambridgeshire

Randomly chosen to collate feedback from the cross functional team on me



AMARIN

Approachable

- Really nice guy
- Will take the time to speak to you
- Down to earth
- Friendly disposition

Knowledgeable

- Industry leading knowledge of the NHS and makes it relevant to the business

Personable

- Engaging
- Disseminates information in a relevant & non patronising way
- Very engaging with customers
- Interesting

Fun

- Amusing
- Funny
- Charismatic
- Not boring!

Passionate

- Passion for what he does &
- Passion for NHS

Helpful

- Pro active
- Gets stuck in
- More than willing to assist colleagues

CONFIDENTIAL

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7 Summary

Steve Meadows
*Insightful, Innovative, Collaborative & Successful
Marketeer, Market Access, NHS Data Specialist &
Team Player.*
