

Are You Getting the Most of Your Specialty Channel Data?

Written By:
Tom Hannigan
Life Sciences

Content

- 01.** Gaining Visibility Into the Patient Journey
- 02.** Patient Journey – Why it is Important for Driving Patient Engagement
- 03.** Optimizing the Patient Journey
- 04.** Data Quality
- 05.** 4 Key Steps to Getting the Complete Patient Journey
- 06.** Contracting is the Key for Data Quality
- 07.** Specialty Channel Assessment
- 08.** Specialty Data Aggregation



01

Gaining Visibility Into The Patient Journey

Understanding the Life Sciences Specialty Market can be a challenge. Gaining the right insights into the patient journey through data obtained from caregivers, medical professionals, and healthcare providers is critical to providing better patient engagement. These insights also help companies engage with the entire channel including pharmacies, patients, support hubs, distributors, wholesalers, and other constituents to drive both tactical and strategic business decision making. However, the ability to link patients across the channel is a challenge for Manufacturers as the data is fragmented across channels.

This whitepaper will focus on how accurately tracking the patient journey through quality contracted data can help drive patient engagement and increase revenue for Pharmaceutical Manufacturers.



Patient Journey – Why It Is Important For Driving Patient Engagement

Understanding the patient journey is critical for driving better patient engagement. It presents strategic opportunities for life sciences organizations, providers, and payers to engage with the patient community at the right time, provide value-based care, and keep overall costs low.

The healthcare channel provides a wealth of both structured and unstructured data from which the patient journey can be measured. It includes information on the various activities that occur when trying to help patients get on therapy, and stay compliant with their treatment plans.

Accurate data across the patient journey enables organizations to identify patterns in order to predict challenges, engage patients throughout the stages of the journey (early education and awareness, physician interaction, and appointment follow-ups and reminders for continued care), and to help patients when circumstances change. Data trends can help organizations predict why and when some patients stop their treatment regimen, which is a challenge especially in the specialty markets, where patients are dealing with acute and/or life-threatening conditions.

Manufacturers and their partners play a vital role throughout a patient's therapeutic journey – from providing disease education to patients and caregivers, through support during the process to get on therapy, to nursing and other support services that help patients stay adherent. Successfully gathering and integrating data from all of these activities help Manufacturers to better understand, and optimize the experience of that patient as they go through their journey. However, this process can have blind spots when a Manufacturer, or data provider, is ineffectively capturing data.



03

Optimizing The Patient Journey

Specialty Pharmacies and Patient Services Hubs are critical components of the process, and allow the Manufacturer to provide patients with a full range of services, including financial support, as well as training and other support services. When data is fully captured and integrated across these data partners, the manufacturer can use predictive models to analyze how to better support those patients. Access issues can be identified early and market trends become more readily apparent, allowing field teams to intervene on behalf of the patient. Only by measuring this journey can the Manufacturer take steps to optimize and ensure patients are having a frictionless experience.

Leakage is an issue for all specialty brands. Patients that start the process of getting on a specific therapy and do not complete the process are often not understood by the Manufacturer. Whether it is due to access issues or financial constraints, or maybe the patient was injection naive, Manufacturers want to do everything they can to understand what occurred, and provide support for patients that have decided on a course of therapy with their physician.



Confidence in the data received and validation is crucial to gaining visibility into the patient journey. Often, companies try to manage data using spreadsheets and other manual reports, which often leads to incorrect conclusions.

Data quality can greatly affect your organization. Here are a few of the **symptoms** to help you identify poor data quality:

- Status codes from data providers do not make sense in the context of a patient journey (i.e. cancels after dispenses)
- Loss of confidence from business users in the data, especially when it comes to accurate patient counts
- Loss of confidence from patients & healthcare providers (i.e. calling to schedule a shipment that has already occurred)
- Changes in trends are not recognized as a true market event because of lack of trust in the data
- End users piece together disparate sources of information because they don't have everything they need in one place
- Conflicting numbers come from different providers (i.e. the hub reports a different triage count than a pharmacy)
- Users start to question why they are spending so much money on data when they are not seeing the benefits from that data



The **impact** of poor data quality can be very harmful to a brand. Some of the things we see include:

- Inability to quickly recognize market conditions and activate home office and field based teams to help resolve
- Inability to accurately forecast brand demand
- Inability to have performance based contracts with pharmacies and other channel partners
- Inability of timely intervention leading to lost patients

4 Key Steps To Getting The Complete Patient Journey

- 1. Standardized data sets** - When receiving data feeds from multiple providers it can be a challenge to piece the data together and obtain a cohesive picture of the patient journey. Contracting using a well-defined data specification, including detailed definitions of status and reason codes, and service level agreements are required to effectively view the journey of a patient trying to get onto therapy.
- 2. Patient mastering** - Unless a Manufacturer is able to link all of the activities for a patient, it becomes impossible to truly understand that patient as they move through the journey. When consent has been granted this dataset allows Manufacturers to use the data in an operational manner, and intervene directly on the patient's behalf. Oftentimes organizations do not utilize a fully de-identified data set including patients that have not provided authorization. Using predictive models on cohorts of de-identified patients, the brand is able to understand the patient experience at a macro level, and improve programs based on that learning.
- 3. Efficient utilization of the data**

This data is only useful when it is timely and accurate so that business users can react quickly to patient challenges. The fact that this data is available daily, and realtime from certain partners, truly allows the brand to take a proactive approach to managing their business.
- 4. Integrated data flow** - Data often flows in through multiple entry points. A single point of entry for all the specialty data helps centralize data flow through the platform for efficient management. This also allows Manufacturers to hold the data provider accountable for the data.



The primary goal of Specialty Pharmacies is to quickly service the patient and get them on therapy. That sometimes comes at the expense of capturing high quality data about that process. By working closely with the SP network, manufacturers can ensure that the data captured is accurate without impacting their ability to service a patient. Data needs to be able to tell the patient story analytically across the network. To do this efficiently requires the following:

- Decouple of product contracts from data contracts. The intended goal is to simplify and enforce data contracting requirements and strategy without interfering with terms on the product distribution agreement. Of course, this primarily works with new drugs but can be employed when contracts are being redesigned for a master agreement across multiple products.
- Specifications in contract (and contractual language) drive compliance and must match technical implementation guidelines. Data specifications should be built with all stakeholders needs in mind including the data aggregator, analytics team, brand teams, patient services, and others that may utilize the data.
- Data contracts at a high level must address Service Level Agreements (SLAs) and compensation metrics around timeliness, completeness, and accuracy of the data. Ideally, if the program is designed and executed correctly the contract should never need to be re-opened but placing SLAs in place reinforces the spirit of getting data that is usable. Efficiency in achieving these goals within the data.
- Contracts must have a measurable compensation model that can be easily built into a financial calculation for data received and also be able to calculate penalties for data not received. In many cases, we see contracts that are too vague and create a compensation structure that is almost impossible to administer. For example, if record level payouts (90% of all mandatory data needs to be provided) are to be calculated than the key metric to measure must be at the record level and not the file level.
- It's always best to contract for multiple products within a therapeutic area for data related to those particular products. As such a master agreement and more importantly a single data specification should be developed to meet the needs of stakeholders across the analytics, brand management, and patient services teams. Alignment of metrics across the business is a key requirement as you think through the contract.
- Data that enables well-defined KPIs, which can be measured, tracked, and monitored. This allows organizations to gain different perspectives, identify issues, measure baselines, quantify improvement, and build an engagement program. For this, contracted data should be stable, consistent, and well defined.

Case Study: A Large Biotech Firm

Capgemini Invent was engaged by a large biotech firm that was unhappy with their current methods of aggregating and reporting on specialty channel data. Capgemini Invent performed a channel assessment and identified a number of breakdown areas. One finding was that data being provided was not living up to contracted requirements, which is a potential compliance issue. Our consultants worked with the contracting teams to refine language and data specifications to ensure expectations were being correctly set. In addition, the way data was being processed and reported was based on a retail product model that left gaps in the data and allowed users and executives to lose trust in the results. By implementing our specialty channel insights platform and our data quality framework, we were able to identify and resolve issues before the data made it into the hands of users. Our industry experts helped define a set of metrics that were used to manage the business based on a well defined set of key performance indicators.

Once the challenges have been identified, assessment for aggregation, processing, and validation is the next step. Some organizations attempt to do this internally, but often fall short. At Capgemini Invent, we offer an assessment that evaluates a manufacturer's existing model using experts from different disciplines such as contracting, operations, data management, and data privacy and security. The evaluation of business parameters includes channel and sourcing metrics, insights processing and operations scorecarding, quality security, and privacy. The assessment ensures that a well designed environment is available for taking in data from various specialty channel partners, optimizing the processing and validation of that data, and providing end users with the information they need to support strategic and tactical decision-making.



Case Study: A Multi-National Biotech Company

The Manufacturer of a therapy in the MS space was looking to increase their understanding of the patient population in order to drive improvements across the patient journey. Starting with a clear vision for how the data would be used, Capgemini Invent supported the contracting efforts to ensure the right level of data was being captured for every interaction with patients across the network.

Using our Patient Mastering and De-identification process, we were able to create a single view of the patient, and their activities in a HIPAA compliant manner that could be used for both operational as well as analytical purposes. We were able to ensure that data being pushed to business end-users has been validated and can be trusted.

In summary, our specialty data aggregation platform is designed to meet challenges such as data quality, reporting, patient journey visibility, and contracting. We work with over 80 brands and 150 specialty data partners to provide data solutions to organizations of varied network sizes and complexity, across a wide array of brands and therapeutic classes. Our platform uses an encryption technology to de-identify patient level data and provide advanced patient longitudinal analytics. This enables better visibility into the entire patient journey—without access to any patient level data—as they move through the process of gaining access to therapy.

80

BRANDS

21

LAUNCHES

150

SPECIALTY DATA PARTNERS



Want to learn more?



About the Author:

Thomas Hannigan is a Partner of Capgemini Invent, a Capgemini Company, and their Life Sciences practice focused on delivering business solutions for our life sciences clients. Tom is a respected IT and business professional with over 18 years of consulting and industry experience.

About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 10 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini Invent enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini Invent is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion. People matter, results count.

Learn more about us at

www.capgemini.com/invent