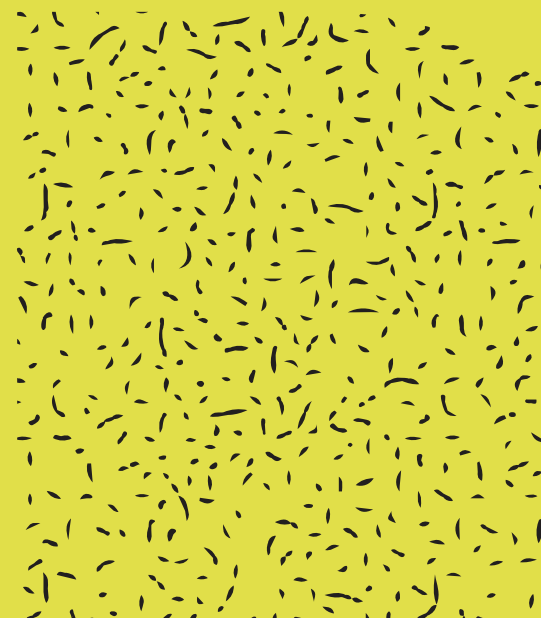




REINVENTING PARTNERSHIPS BETWEEN PHARMACEUTICAL COMPANIES AND PATIENT GROUPS



Patient Partnership
Index 2020





Jenny Ousbey
Managing Director
OVID Health

FOREWORD

Pharmaceutical companies – large and small – entered the Patient Partnership Index in 2020. What the entries all had in common was a passion for working with others to help patients. None were purely transactional – each partner had a clear role to play in achieving a joint mission. Both sides were honest and clear on what they were gaining from the partnership and how the project would help patients as well as their own organisations.

Our consultants have worked in patient advocacy and integrated campaigning for decades. In that time, we've seen partnerships move from project-based activities to longer-term

shared missions. For us, this is the key measure of a successful partnership that changes patients' lives.

Combining our insights from the entries to the Index, hints and tips shared by leaders in patient advocacy at our Patient Partnership Index Conference and our years of experience working for pharmaceutical companies and charities, we've curated this report on how to achieve 'Gold standard' patient partnerships in advocacy and communications. Together we are **reinventing healthcare communications**.





Selina McKee
Index Judge & Editor,
PharmaTimes Magazine

“The Index will provide a valuable platform for spreading best practice in meaningful patient centricity, while celebrating the companies that stand out with regard to their communications, engagement and advocacy with patient groups.”

“At the ABPI, we strongly believe that working with patients and patient organisations can bring significant public health benefits. At a time when pharma companies and patient organisations alike are working flat out to improve public health, the Index will help share best practice and foster positive, compliant collaborations in the interests of patients.”



Jill Pearcy
Index Judge & Director of Code
Engagement, ABPI





OVID Health is an independent agency specialising in healthcare public affairs, patient advocacy, campaigns and PR.

Our purpose is to increase the number of people living healthy lives and inspire good care through the power of communications.

We are an award-winning team of original thinkers who advise ambitious clients to tell their story and achieve change in the health, social care and life sciences sectors.

We bring a campaigning edge to everything we do. We build bridges between the worlds of pharma, health charities and the NHS.

Our background in politics, journalism, campaigns, policy-making, public affairs and strategic communications makes OVID stand out from the crowd.

ABOUT OVID HEALTH



ABOUT THIS REPORT

With the far-reaching impact of a global pandemic still emerging, partnerships between pharmaceutical companies and patient communities are more vital than ever. Patients' treatment and care has been disrupted, charity finances are under huge pressure and the life sciences industry is tackling its most pressing medicine and vaccine development challenge to date. We are seeing health inequalities grow and access to treatments and care being stretched.

At OVID Health, we set up the Patient Partnership Index because we share

your commitment to putting patients first. We want to support and inspire companies and patient organisations to partner together to deliver meaningful and powerful change for patients. To achieve this, the Patient Partnership Index – a first-of-its-kind benchmark for the industry – aims to share best practice and raise the bar. This report summarises what we learnt from the entries we received to the Index in its first year, combined with our expert advice on how to apply gold standard practices to your partnerships in the future.

THE PATIENT PARTNERSHIP INDEX

The Index is a ground-breaking initiative from leading industry publication PharmaTimes magazine and specialist health communications agency OVID Health.

Launched in May 2020, the Index offers pharmaceutical and biotech companies an opportunity to showcase and evaluate the quality of their communications and

advocacy with patient groups. The aim is to celebrate the companies that meet the mark, so we can raise the bar across the industry.

The Index evaluated the highest standards, based on a bespoke metric, of partnerships in communications and advocacy between pharmaceutical and biotech companies and patient communities.

OUR METRIC

Across six key themes, our bespoke metric was designed to provide a robust framework to award **GOLD**, **SILVER** and **FINALIST** standard to deserving entries.

Gold standard entries showed:

Engagement

Patient partnerships are embedded across the company from CEO or MD level down, where they regularly ask how patient needs are being met

Co-creation

Fully co-created collaborations, from concept to delivery. Company can set the parameters of concept (to be compliant) and then co-creates with patient organisations

Transparency

The company is transparent and shares knowledge and expertise relevant to the patient organisation, internally and externally

Empowerment

The company wants the patient organisations to grow and thrive to serve its community

Innovation

The company is constantly innovating in its partnerships to increase impact

Impact

The company is measuring the impact of its patient organisation activities regularly and they are evidenced clearly

“Co-creation is really key. A true pharma-patient partnership can't be transactional, it must be about sharing expertise and ideas as much as sharing resource or financially supporting the patient charity.”



Richard Davidson

Index Judge & CEO of Sarcoma UK



INGREDIENTS FOR A SUCCESSFUL PATIENT PARTNERSHIP

1. Embed Patient Partnerships at all levels of the company
2. Measure your impact
3. Be adaptive and nimble
4. Be creative to get your message noticed



1 EMBED PATIENT PARTNERSHIPS THROUGHOUT YOUR COMPANY

Achieving senior level buy-in for patient-centred advocacy within the company is essential. Having an Executive Board member or a General Manager who takes an active role in listening to patients helps the company to take a longer-term view, which in turn fosters partnerships that achieve more for patients and companies.

OVID's Framework

Our framework for engaging senior leaders in patient advocacy includes:

1. Through a full understanding of the Association of the British Pharmaceutical Industry (ABPI) Code, clearly and compliantly set out the intended advocacy impact of the patient partnership programmes – making a strong case for engaging.
2. Share case studies of previous examples of impactful partnerships, where patients, patient organisations and companies have benefitted.
3. Demonstrate the impact a high-quality patient partnership can have on reputation.
4. Relentlessly tell the human story – bring patient stories into the most corporate of settings.

OVID's Top Tips

Our top tips for embedding patient engagement at all levels of an organisation are:

1. Make it easy for everyone to hear the voice of patients! Make hearing a patient story something you don't have to carve out time in your day to do. For example, start your internal town hall meetings with a video from a patient.
2. Make employees feel like ambassadors for your patients. Roll out an internal ambassador programme, providing patient stories alongside your corporate story, so employees can tell the full story about what your company does.
3. Conduct audits with patient groups and share the results internally. This way, all employees understand their perspective.



How OVID can help

Internal audits and capacity building programmes – working across business functions to make a “patient promise” plan of action on how to embed patient-centricity.

Strategy workshops for helping patient advocacy teams plan their year ahead and get the most out of new and existing relationships at a global/national level.

Internal engagement programmes on patient advocacy.

Internal and external corporate ambassador programmes.

Pfizer UK

(Index GOLD standard)

Pfizer’s framework for engaging with patient communities is a collaborative approach that is thoughtful, benefits patients, and strengthens the company itself. Alongside senior global leadership through a Global Chief Patient Officer, Pfizer has embedded patient voices throughout the organisation to create a company culture with a rigorous focus on patient engagement.

Pfizer also demonstrates a commitment to their ongoing relationship with patient groups, involving them across projects and throughout the processes of creation, implementation and reflection.



2 MEASURE YOUR IMPACT

It's crucial both partners are honest and clear on what they want to achieve and, importantly, how they are going to measure the benefits to patients as well as to their business. Whether a partnership is trying to create policy change, behaviour change or inform healthcare professionals, it should demonstrate real value. This loops back to leadership – demonstrating value internally is important in getting patient engagement buy-in at the most senior levels of a company.

OVID's Framework

Our framework for measuring the success of an advocacy partnership project includes:

1. The stories of change. Tell stories that describe what you have evaluated in a clear and engaging way. They can set out the mechanisms and pathways by which the partnership was able to influence a particular change, or equally importantly, describe how an intervention failed and analyse the possible reasons why.
2. The progress markers. These are the steps we take towards our impact. We agree them collectively between partners at the start of the project and monitor progress throughout. When used systematically, progress markers can help gauge whether partnerships are having the desired effect in the long-term.
3. The impact assessment. At OVID we use the "Bellwether method", a tool developed by Harvard Family Research Project for the Blair Foundation. It is a qualitative survey tool that determines what "influencers" know and think about a particular policy issue before and after an advocacy programme. By interviewing bellwethers, it also gives analytical information of what type of messaging and approaches make the best impressions.



OVID's Top Tips

Our top tips for measuring impact in patient partnerships are:

1. Link KPIs compliantly to business strategies.
2. Choose a fuss-free way to collect monitoring and evaluation data with patient organisation partners.
3. Don't forget to measure impact internally too. Patient partnership can bring benefits for the business by motivating colleagues and teams.

How OVID can help

Build monitoring and evaluation frameworks for partnership projects and programmes.

Implement our three-pillar measurement framework to partnership agreements.

Advise on compliant KPIs that are linked to commercial strategies.

Track the impact of your projects by implementing the Bellwether method with policy and change makers you engage with.

Sanofi UK

(Index GOLD standard)

Sanofi regularly assesses the impact of their work with patient groups. They conduct an annual survey to identify areas where patient groups would like support upskilling, and then they evaluate the success of upskilling workshops. 24 organisations attended workshops in 2018, and 100% of attendees found value in attending.

In 2018, Sanofi partnered with the MS Trust on the 'Missing Pieces' project, where measuring impact was carefully considered. Sanofi UK developed a survey to better understand the quality of service provision in the UK and Ireland. The results highlighted a significant

difference in the quality of service and treatment rate compared to what could be expected from NHS service specifications. These were summarised in a report and an awareness campaign was launched. The report reached more than six million people (via the media and MS Trust channels) and the findings were used to redesign the endpoints of a Sanofi Genzyme study to better reflect patient preferences. Further insights from the MS community informed the development of a patient-led animation to empower and support patients in discussions with their healthcare team through education on what services are available to them.

3 BE ADAPTIVE AND NIMBLE

The pharmaceutical industry's response to supporting patients through the COVID-19 pandemic has shown how nimble and agile companies can be.

Patients unexpectedly needed to access information and services urgently across many disease areas. In response, companies created new emergency funds and updated agreements so existing grants could be repurposed to address this immediate need. And we've seen amazing results where companies and charities quickly understood what issues their patients were facing and put simple measures in place to fix them.

OVID's Framework

Our framework for forming adaptive patient partnerships includes:

1. Simplify your processes at the start of a partnership and build in scope to be agile.
2. Be clear on who the decision maker is on each project, and who has the authority to quickly change course if needed.
3. Have regular review points in a project to proactively introduce the possibility of adapting if unexpected barriers occur. Make sure the patient voice is represented at these review points.

OVID's Top Tips

Our top tips for creating nimble and agile companies:

1. Where long standard operating procedures (SOPs) are necessary for engaging with patient groups, create simple guiding principles to make the SOPs accessible to all.
2. Be ABPI Code trained and think about the spirit of the Code. If your intentions are compliant and you are confident your objectives are in the spirit of the Code, your actions are likely to be compliant too.
3. Have a clear separation between processes where grants and donations are involved vs processes where co-creation happens, including separate compliance guidance documents and contracts.
4. As always, centre around what you are trying to change for patients and your business. By being clear on this overarching objective, it will be easier to quickly agree specific tactics.



How OVID can help

Translating complicated SOPs into simple how-to guides.

Workshops to identify and simplify compliance processes that are barriers to agility.

Equality impact assessments of existing relationship and recommendations on reaching diverse groups of patients.

Gilead Sciences Ltd

(Index GOLD standard)

On 16th March the premises of many HIV patient groups were closed to their members due to the COVID-19 pandemic, so services had to adapt. Gilead agreed existing grants received by patient groups in 2020 could be repurposed to address immediate need and additional emergency funding was provided via a swift virtual Grants Review.

Two key initiatives were developed with patient groups to respond to the COVID-19 crisis and its challenges for people living with HIV. Content capsules were created to support the broader HIV community with reliable information about COVID-19, and a Pulse Survey is underway to capture the perspective and challenges of patient groups during COVID-19 as a means to reshaping services and generating future funding.



4 BE CREATIVE TO GET YOUR MESSAGE NOTICED

Be brave! Innovation – both in form and format – can lead to outstanding impacts in patient partnerships. Health communications is a crowded space. To get cut-through, everything from design to delivery has to stand out from the crowd. After all, as OVID's namesake famously wrote: "fortune and love favour the brave."

This extends beyond your message, essential though it is - it's also how you are trying to be noticed, and by whom. Creating campaigns with patient groups requires inclusivity, ensuring experiences and voices from within patient communities are understood and reflected to craft an authentic message that reaches the right people.

OVID's Framework

Our framework for creative partnerships includes:

1. Understand your audience. We spend time analysing and getting to really know your patient community and their day-to-day perspective. It inspires us to create something they haven't seen before and that connects with them.
2. Emotional resonance. This is a technique used by pollsters to assess the likely political success of a new policy. It's not about whether people agree with your message, but whether they feel it enough to act. Companies and patient organisations can together reach the right audiences, but then they must bring them along.
3. Co-creation is key. Be inspired by ideas from your patient group partner. Use their insight to co-create content – involve them from the start of planning, in choosing a creative agency partner and be inspired by what can be achieved.



OVID's Top Tips

Our top tips for embedding creativity in your communications and advocacy:

1. Compliance is not a barrier to creativity.
2. Don't lose focus on the objective. Even the most creative ideas that get you noticed can fail if they don't deliver impact.
3. There's so much noise, don't be afraid to use creativity to 'package' up messages to get them noticed by your target stakeholders.
4. Even just being creative with how you visually present something, or how you deliver a message, is what can make your programme stand out from the crowd.

How OVID can help

Award-winning creative ideas for partnership campaigns.

Strategic advice and stress-testing creative ideas to ensure they are compliant but creative enough to generate an impact.

Facilitate co-creation workshops.

Intercept

(Index SILVER standard)

In 2019, Intercept partnered with the PBC Foundation on the 'Know Your Numbers' campaign, which aimed to provide PBC (Primary Biliary Cholangitis) patients with an understanding of the results of their regular blood tests, and their importance within the patients' care. PBC is a chronic and progressive condition with few or no visible symptoms, and patients may sometimes feel isolated: both from their care pathway and others around them. Intercept and the PBC Foundation worked together on a creative multi-channel campaign to communicate scientific and medical terms in a way that is engaging and

easy to understand.

The campaign was well-received by patients. As PBC is a rare disease, if a patient doesn't live near to a liver hub, the healthcare professional treating them may not have seen many people with this condition before. Arming patients with an understanding of their liver test results so they can actively manage their condition can be absolutely vital. Patients told us that they were having more meaningful conversations with their healthcare professionals as a result of the campaign.



OVID Health's Call to Action

Embedding patient advocacy at all levels of a company and being agile are goals that companies will need to work on over the long-term, and OVID Health is here to help make it a reality, faster.

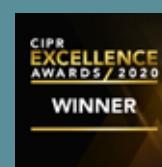
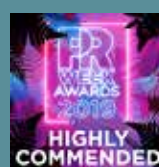
Through strong planning processes at the start of each partnership, we make sure our projects are measurable and creative.

Once a partnership has been created, ask yourself these additional questions to help steer yourselves towards a successful outcome for patients and your company.

- 1. Are we addressing a genuine need for patients?*
- 2. Are we planning on doing something authentic to who we are as a company?*
- 3. How are we going to measure success?*
- 4. Do we have buy-in across the company?*
- 5. Do we have a transparent relationship founded in trust with the patient organisation we hope to partner with?*

We have an opportunity to reinvent partnerships and a clear framework through which we can improve the way partnerships are valued and perceived. By working together, we can truly make transactional partnerships a thing of the past and make equal and impactful partnerships the key to success for every healthcare company in the future.

AWARDS



OVID Health's Patient Advocacy Services

1.

Independent audits of existing relationships (including patient group interviews).

2.

Internal audits and capacity building programmes – working across business functions to make a “patient promise” plan of action on how to embed patient centricity. This can be therapy area specific or company-wide.

3.

Match-making patient groups with a company so that you are creating communications programmes you both want to be involved in.

4.

A model for bringing patient groups together; creating a multilateral project or relationships rather than bilateral relations with lots of small organisations.

5.

Empowering patient groups to communicate with healthcare professionals.

6.

A framework for setting up and running patient advocacy councils.

7.

Supporting internal patient advocacy teams to design and deliver campaigns in partnerships with patient groups.

8.

Strategy workshops for helping patient advocacy teams plan their year ahead and how to get the most out of new and existing relationships at a global/national level.

Our Work with Patient Groups



Dr Ben Pearce

Director Paintings in Hospitals

“OVID took the time to understand the essence of our message and the communications challenges we face. OVID has been instrumental in helping us create an effective campaign strategy to raise our profile in the health sector and their expert opinion and advice has been key to making our 60th anniversary event a resounding success.”



Jess Mills

Founder ACT for Cancer and the Tessa Jowell Foundation

“OVID was a totally invaluable part of the team! Couldn't recommend their services more highly, we feel very lucky to have found them.”



Athena Lamnisis

Chief Executive The Eve Appeal

“Amazing. I would recommend OVID to anyone. Clear, strategic, very informed advice and a pleasure to work with. OVID really did make it possible to run an impactful campaign and kept us on track, focused and without panic.”



Sue Wixley

*Director of Marketing & Communications
Future Care Capital*

“We really liked OVID's approach to our brief – they hit the ground running and were strategic in their approach to internal and external stakeholders. Most crucially they delivered brilliant media coverage and really helped us to maximise our impact with the audience we wanted to reach.”



Christine Hancock

Director C3 Collaborating for Health

“OVID's insightful analysis of our messaging and helpful process guiding us to think more strategically and clearly about the way we communicate was invaluable.”



To find out more, or to partner with us on your next project, please contact Rachel Gonzaga, OVID Health's Associate Director and Patient Advocacy Lead, on:

07498 208494

rachel.gonzaga@ovidhealth.co.uk

To pre-register for entry to the Patient Partnership Index 2021 please go to:

<https://patientpartnershipindex.co.uk/enter/>



OUR CLIENT SERVICES

PUBLIC AFFAIRS

We have a grounding in public affairs and policy influencing. We can:

- Devise and deliver effective integrated public affairs campaigns.
- Advise on targeted, high-level contact programmes.
- Coach senior leaders ahead of high-profile select committee appearances.
- Conduct or support policy influencing programmes.
- Arrange roundtables, write consultation responses and facilitate advisory boards.

CAMPAIGNS

We understand where policy, politics, the media, patients, clinicians and the public intersect. We can:

- Create and deliver impactful campaigns for multiple stakeholder audiences.
- Raise the profile of an upcoming product, brand or issue through creative solutions.
- Amplify your message amongst your audiences by deploying our deep expertise of running large-scale stakeholder engagement.
- Seed a campaign across different mediums such as events, animation, video and reports.

CORPORATE REPUTATION

How others view your brand, company, product, charity or mission is critical to your success. We can:

- Develop your corporate narrative and train your senior leaders to deliver the right messages.
- Manage a communications crisis.

- Improve stakeholders' knowledge of who you are and what you do.
- Deliver and manage your social media channels with creative and timely content.
- Create and deliver corporate communications programmes.

PUBLIC RELATIONS

Our consultants have worked as journalists and heads of media in large healthcare organisations. We can:

- Develop media messaging and secure quality coverage for your product, brand or mission.
- Draft press releases, liaise with journalists and sell in stories.
- Deliver tailored media training sessions for teams or individuals.
- Support the release of a new report, product or service with an integrated media relations offer.

STRATEGY

Commitment, insight and a dash of inspiration is what makes a good strategy. We can:

- Reinvent your company purpose and external communications.
- Ensure your messages resonate with external and internal audiences.
- Plan for new brand launches or existing ones that need an injection of fresh thinking.
- Provide training sessions on healthcare policy and stakeholder influencing.

To find out more about our services go to: ovidhealth.co.uk

