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**BUILDING PATIENT SERVICES
PROGRAMS TO DELIVER BETTER
EXPERIENCES, THERAPY
ADHERENCE, AND IMPROVED
HEALTH OUTCOMES**



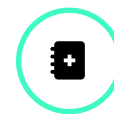
Lead the industry revolution around patient services programs

PATIENT SERVICES PROGRAMS ARE MANAGED BY LIFE SCIENCES ORGANIZATIONS FOR EACH THERAPY ON THE MARKET. A COMPREHENSIVE PROGRAM GENERALLY INCLUDES SERVICES IN FIVE AREAS: FINANCIAL, CLINICAL, ENGAGEMENT, EDUCATION, ACCESS TO THERAPY.

Aligning the right patient services with each therapy is critical to improving adherence, and in turn, generating better health outcomes. And, the data gathered through patient interactions may inform the right service interventions and improve patient experience.

Consumers generally welcome these support programs, especially as they continue to take a more active role in their own health care. In fact, the Salesforce 2019 Connected Health Care Consumer Report found that consumers largely agree on the importance of pharmaceutical companies providing education on how to get the most from a medication (93 percent), sharing advice or resources to help ensure a medication is taken properly (91 percent), and following up on progress and outcomes (83 percent).

This white paper will describe how to select and scale a business model for your patient services program, and how Deloitte's ConvergeHEALTH™ Connect for Life Sciences (CHC) combined with Salesforce Health Cloud can enable your organization to deliver effective support that patients now expect.



59%

of patients are somewhat, very, or extremely interested in patient support programs, apps, or technology.

*Deloitte Center for Health Solutions,
Deloitte 2018 Health Care Consumer
Survey, September 2018*

ConvergeHEALTH™

Determining the best business model

LIFE SCIENCES ORGANIZATIONS HAVE TRADITIONALLY OUTSOURCED PATIENT SERVICES PROGRAMS - BUT MANY ARE NOW CONSIDERING IF AND HOW TO BRING THESE PROGRAMS IN-HOUSE AS THEY ADAPT TO INDUSTRY CONSIDERATIONS INCLUDING:

- The ability to demonstrate that products are delivering value and meaningful improvements to patient outcomes.
- The need to build deeper relationships with patients to facilitate access to products and drive therapy adherence.
- The increase in specialty products and personalized therapies that require more integrated patient services.

The decision-making process is complex as organizations weigh in providing best patient and service delivery experience against the right operating model for building technology platforms and structuring business operations.



PATIENT SERVICES PROGRAMS BUSINESS MODEL OPTIONS INCLUDE:



Managing the entire program in-house, including the technology and associated business operations.



A hybrid model - for example, an organization may choose to have its own technology platform, and outsource the business operations.



Outsourcing the entire program to a hub vendor.



While there isn't a single best answer, the argument for investing in an in-house technology platform is getting stronger. Patient Services are evolving – from point workflows focused on on-boarding and access to a more holistic models of engaging a patient. Influenced by their general consumer experience of digital technologies, patients have increasingly come to expect a digital experience that protects data that they provide, which is leveraged responsibly to optimize their health outcomes. Manufacturers owning their patient platforms, and consequently patient data, is becoming critical for effective service delivery as well as providing best patient experience.

When considering a business model, traditional decision-making criteria like, how much control an organization wants over service delivery, and the transactional activity involved are still relevant. However the imperative of delivering best patient experience and owning patient data requires manufacturers to view technology cost as a long term investment.

Select the right business model to deliver services to patients, which doesn't view technology as a point in time cost is essential to realize Patient Services' potential benefits that include:

- A simpler path for patients to learn about programs and enroll
- A differentiated therapy in a competitive environment.
- Increased medication adherence, and as a result, improved health outcomes.
- Improved overall therapy experience.
- Increased brand market share.

Scaling a patient services program

AS ORGANIZATIONS CONSIDER BRINGING THEIR PATIENT SERVICES PLATFORM IN-HOUSE, THE QUESTION OF SCALING FOR VALUE IS KEY.

How can manufacturers develop cost-effective foundation of an enterprise platform, which is right-sized for support services offered for therapies currently in market, and can scale to support growth as they add new therapies?

Starting small with one or few therapies, and proving value for in-house patient services platform is an important first step. An iterative approach to build capabilities as business services on top of available packaged technology platforms further mitigates the risk on the path to accelerated business value. Finally, leveraging product management as a discipline to tie subsequent platform releases to business value goes hand in hand with building for scale.

With this type of product oriented and iterative approach, an organization's initial investment in building its technology platform is amortized for future business value and scale



Owning your own patient services platform means owning your patient data and programs. This allows the opportunity for life sciences companies to drive service innovation and maximize the patient's experience while enabling flexibility in selection of service providers and optimization of business relationships.

Christopher Zant

Chief Digital Officer of ConvergeHEALTH,
Deloitte Consulting LLP

Delivering a 360 degree view of patients worldwide

Deloitte recently worked with a global life sciences company to create a patient services program platform that is both flexible and scalable, to accommodate new products coming to market which may require increased support and service levels while maintaining a reusable component for time and cost reduction. The platform is tailored to each of the multiple geographies served by the organization.

The new Salesforce solution product, known as ConvergeHEALTH Connect for Life Sciences, helps provide a consistent experience for patients during every touchpoint of a support program. Organizations can engage with their patients across multiple, seamlessly integrated digital channels and offer wider product access to increase adherence and ultimately improve health outcomes. Plus, access to the patient interaction and adherence data can help create a meaningful feedback loop.

ConvergeHEALTH Connect and Health Cloud: Better together

Deloitte's ConvergeHEALTH Connect (CHC) for Life Sciences, previously known as Patient Connect, is a Patient Services product platform built for Salesforce Health Cloud. Organizations using CHC and Health Cloud to power patient services benefit from Deloitte's depth of experience in the life sciences industry and the breadth of Salesforce's core customer relationship management services.

CONVERGEHEALTH CONNECT: ELEVATE THE PATIENT EXPERIENCE THROUGH MEANINGFUL ENGAGEMENT

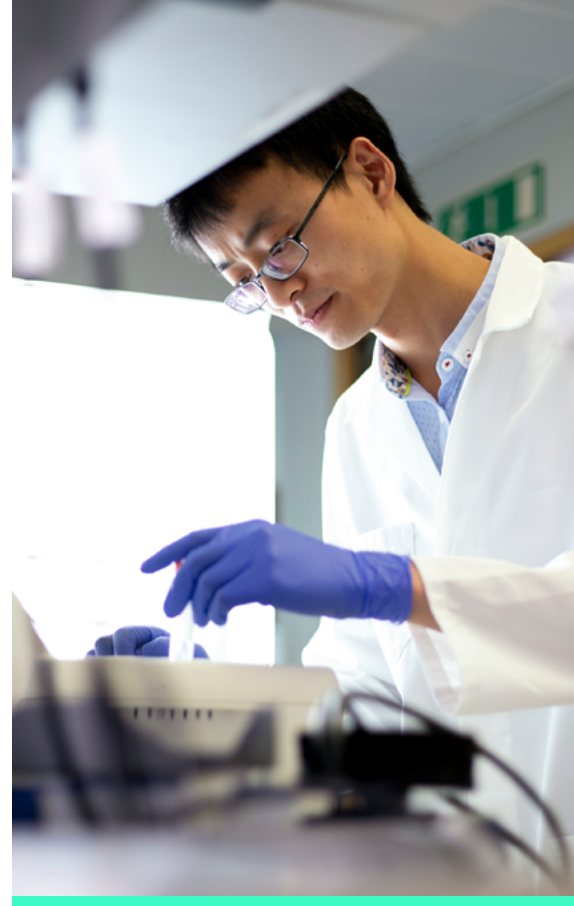
CHC is focused on Life Sciences Patient Services, and extends Salesforce Health Cloud through a deep product and engineering collaboration. CHC is the only Salesforce ISVForce packaged product innovating Patient Support and Services. With CHC, manufacturers can:

Accelerate Patient Onboarding and Access to streamline patient enrollment across multiple channels and reduce the time to therapy.

Engage, Support and Educate patients to improve therapy adherence and patient journey through flexible and configurable program management.

Facilitate Health Care Provider partnerships by reducing administrative burden through efficient document management

Measure and Improve Patient Experience through efficient and integrated management patient and HCP interactions



Global customer support services transformation powered by CHC

The next-generation customer support services platform that Deloitte created in collaboration with a leading biotechnology company truly does enable a comprehensive patient services experience. The solution is a "one platform, many markets" configuration of CHC with custom extensions for a modular, scalable approach for global deployment.

A single source of truth for all customer interactions generates data and insights that have enabled the organization to improve patient access and retention, and health outcomes. The organization has also shortened the time to launch for key markets thanks to common core functionality that uses standard patterns to build system integrations.

**SALESFORCE HEALTH CLOUD:
BRINGING PHARMACEUTICAL
TEAMS CLOSER TO PATIENTS
AND HEALTHCARE PROVIDERS**

Salesforce Health Cloud is the world's #1 CRM for healthcare and life sciences organizations. With Health Cloud, organizations can:

Streamline the patient engagement

process to scale therapeutic-specific support programs, reduce operational costs, and get more patients on an effective therapy faster.

Drive patient service team

collaboration to break down data silos with trusted and advanced integrations, accelerate innovation, and ensure compliance.

Surface proactive data-driven insights

with built-in analytics to enhance the patient's experience and improve program results.



30%

of consumers have communicated directly with a pharmaceutical company

yet **96%**

want pharmaceutical companies to educate them on how to get the most from their medication.

Salesforce, Salesforce 2019 Connected Healthcare Consumer Report, 2019



Patients' expectation for seamless service and support from pharmaceutical organizations - regardless of size - is now mainstream. And most importantly, timely, effective engagement ultimately drives better therapy adherence and health outcomes for patients. We are building solutions that help life sciences organizations develop comprehensive patient services programs to achieve these mission-critical imperatives."

Ashwini M. Zenooz, MD

Senior Vice President & General Manager for Healthcare and Life Sciences, Salesforce

**CUSTOMIZABLE, EASILY SCALABLE APPROACH TO
DELIVERING PATIENT SERVICES**

Health Cloud allows organizations to deliver out-of-the-box patient services that are customized as needed yet also highly scalable. CHC and Health Cloud can deliver a program that is 90 percent ready to go. Deloitte consults with clients to build the remaining 10 percent of the program based on a client's unique requirements.

CHC and Health Cloud are enhanced for global use cases. The ease of configuration and ability to localize elements of a digital patient services program can enable organizations to accelerate global expansion. This can help reduce the total cost of ownership for an organization operating in multiple markets.

Organizations implementing CHC and Health Cloud can anticipate to address pressing industry concerns and as a result, create a patient services program that can deliver effective support.

Demonstrate meaningful improvements to patient outcomes:

organizations can measure the link between patient services programs and health outcomes.

Build deeper patient relationships to facilitate access to products and drive therapy adherence:

patient onboarding time is accelerated to help decrease time to therapy, and organizations engage, support, and educate patients to improve therapy adherence. The patient experience is measured and constantly improved through feedback loops.

Deliver more sophisticated patient services to support

personalized therapies: with a solution nearly ready to go out-of-the-box, organizations can focus on getting a small number of custom elements right.

Getting started

THERE ARE FOUR STAGES TO OPERATIONALIZING A PATIENT SERVICES PROGRAM.

STAGE

1



Establish foundation

- Define services and operating model
- Enable foundational cloud-based platform
- Integrate with internal and external systems

STAGE

2



Stabilize

- Refine service offerings
- Refine operations and processes
- Evaluate service delivery model (in-house vs. outsourced)
- Establish governance and reporting

STAGE

3



Mature/evolve

- Evaluate service offerings and model toward excellence in patient support
- Enable via process, technology, and data for proactive measurement and monitoring
- Optimize processes based on analytics

STAGE

4



Innovate

- Analyze key interactions to generate insights and inform a data-driven patient journey
- Augment and operationalize program based on strategic insights
- Enable continuous improvement



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Let's do this together

Salesforce and Deloitte Digital work together to bring life sciences organizations closer to consumers. Collectively, the companies offer strategic clarity, a deep knowledge base, and industry leading practice methodologies that will help clients build stronger brand loyalty, a better customer relationship, and a sales process so personal it feels effortless.

Deloitte's Patient Engagement practice can help life sciences clients achieve their patient achievement goals with:

- Patient strategy and experience design
- Patient and consumer digital marketing
- Patient services operations and transformation
- Adherence and support programs
- Patient centered trials and data generation

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