



Maximise product value through Medical Insights

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The healthcare industry is at an inflection point with constant pressure on margins and limited opportunities to maximise asset value from highly complex technologies such as CAR-T and mRNA.

Medical Insights is emerging as a transformative organisational capability within Medical Affairs that aims to capture real-world insights through medical channels and use them to maximise product and portfolio value.

At Deallus, we believe that intelligence and insights are capabilities that are continuously evolving and remain a critical element for adapting an organisation towards upcoming market events, for building resilience, driving competitive readiness, and enhancing asset strategic planning. Typically, Medical Insights value proposition covers:

- **Harnessing cross functional capabilities to generate insights through medical channels**
- **Articulation of clinical, humanistic, and financial insights to maximise product value**
- **Capturing real-world insights from MSL, MI, and clinical development teams**
- **Identifying evidence gaps and assess mitigation plans during strategic planning**

- **Supporting evidence generation enablement and cataloging**
- **Supplementing RWE data used within commercialisation through field insights and enhancing partnerships for evidence generation**

Currently, within the industry, there is a large variation in insights capability maturity and investments, specifically within the data and digital offerings. There is also no clear global operating model or opportunity to maximise value from different functions, including field medical and companies are struggling with medical investment tradeoffs and assessing benefit-risks to manage ongoing evidence needs.

We are observing significant investments in developing Medical Insights; however, according to our assessment, most pharma organisations are in the earlier stages of development, still requiring significant efforts to maximise value through medical insights. See Medical Insights Maturity Model below.

Medical Insights Maturity Model





Leveraging Medical Insights to transform Rheumatology

In the autoimmune space, it is important to be aware of the target patient demographic when designing packaging materials.

For example, one company removed the printed product information usually included in the packaging for their rheumatoid arthritis (RA) drug in favor of QR codes, so that patients can reference the same information digitally. However, it did not consider the average age (>55 years) of RA patients, many of whom would not have access to a smart phone or be familiar enough with QR code technology.

Providers were able to communicate this insight back to the drug manufacturer using the MSL channel. This led the manufacturer to re-evaluate their packaging who then re-evaluated their packaging materials to make sure they were accessible to patients of all ages and demographics.

Demonstrating value within CAR-T

CAR-T cell therapy has been one of the most transformative developments in the treatment of hematological cancers, offering strong efficacy, durability, and curative potential in indications with a previously high unmet need.

However, up to 70% of patients develop acute Cytotoxin Release Syndrome (CRS) and neurological toxicity, which can be difficult to manage and limit access for many patients.

One of the most important requirements for CAR-T eligibility is having a strong support network to assist in the detection and response to toxicity in the period following treatment. For caregivers without medical training, learning to recognise the symptoms of CRS or neurological toxicity is overwhelming and anxiety producing. As providers have a direct link to these caregivers, they are well positioned to identify areas where further support could greatly enhance the patient experience.

For example, at a recent conference, a provider communicated that these caregivers could benefit from “cheat sheets” with acronyms reminding them of the key symptoms of each toxicity. These insights could be used to inform the company’s patient support offerings, which are an important aspect of the value proposition for complex, high-cost oncology products like CAR-T.

How can organisations mobilise Medical Insights as a core capability?

As a start, organisations should build a robust vision for Medical Insights. This should be followed by development of the operating model, digital enablers, and change management. It is important to define the insights management strategy and road map by asking questions such as:

- **Who are the internal and external customers?**
- **What are internal and external therapeutic area and product needs?**
- **What are broader goals in insights management?**
- **What is the business case and core capabilities?**
- **Do we have clear strategy and roadmap defining Medical Insight’s unique role, value proposition, high-level processes, and investments required?**

Next, you must build the operating model and capability blueprint, and identify the enablers by asking questions like:

- **How should insights be captured across the health ecosystem?**
- **What are the right processes to enable information exchange between global and local teams?**
- **And what are the right digital investments required to enable Medical Insights?**

These global organisational structures, competencies, and capabilities are all required to effectively deliver against the vision and strategy. We would therefore propose the following starting point for building a capability blueprint covering hypothesis to insights, and to address asset and portfolio level gaps (refer to the MICM Capability Blueprint below on page 3).

Finally, there is the need to roll-out and continuously evolve your Medical Insights capability by asking questions like:

- **How will pharma companies roll-out its future insight goals, organisational design, capabilities, and digital enablers?**
- **What will be the approach towards continuously managing and improving medical insights capability?**





Deallus – Medical Insights Capability Model (MICM)



Key considerations for getting started

Medical Insight's ongoing transformation and continuous improvement across geographies should be focused on specific portfolio priorities.

We recommend medical leaders adopt the following "must-haves" as the first step towards the transformative journey in building their medical insights capability:

- **Ensure leadership buy-in** across various commercialisation teams to maximise the value of any Medical Insight's capability
- **Prioritise change management** while building Medical Insights, to ensure cross-functional teams are constantly aligned and follow-on tactics are implemented
- **Focus on operating model and building stakeholder trust** before making significant digital investments to ensure global and local stakeholders have adopted the new ways of working
- **Embrace Digital and Data** to capture and position Medical Insights as critical success factor during strategic planning
- **Fail-Fast and Constantly adapt** to new stakeholder needs with a focus on experimenting within geographies and assets that will generate quick-wins



Get in touch

We have significant experience working with organisations and the wider pharmaceutical industry and would be happy to talk about the work we have done and how we can support you on your Medical Insights journey.

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