

Quantifying the Impact of the Customer Experience on Patient Support Program Outcomes

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Executive summary

The push to deliver human-centric care has elevated the importance of delivering a quality customer experience and further intensified pharma's focus on the performance of patient support programs (PSPs). As these programs continue to grow in importance, pharma needs the ability to evaluate experience, optimize investments, and communicate program impact using metrics that matter.

While pharma heavily invests in measuring customer experiences and the impact of their commercial strategies, the same rigor has historically not applied to PSPs. Insights into customer experience with PSPs are often gained incidentally as part of broader research objectives or reactively when program issues arise. This is further exacerbated by the fact that most manufacturers focus measurement on operations and vendor quality (as measured through service line agreements) and not customer-driven metrics. While traditional operational metrics remain important, they are insufficient to rigorously evaluate, optimize, and communicate program impact.

In partnership with a top ten pharma company, IQVIA developed a framework beyond these traditional operational metrics. The new framework has delivered consistent, longitudinal, and nuanced insights about **what customers need** and how they **experience**

manufacturer patient support across all relevant therapeutic areas. Importantly, the pharma company can now benchmark perceptions vis-à-vis its peers.

Armed with this added information, the pharma company is now able to understand what matters to customers both in terms of needs (highlighting that despite significant investment in education materials across the industry, education is still the top need) and experiences that matter (trust, responsiveness, and clarity are key). Importantly, the team now understands what can drive true impact: program experience is just as important as program offerings.

IQVIA helped a top ten pharma company redesign measurement framework by:



Asking a consistent set of questions to all stakeholders and capturing feedback from patients, prescribers, and office staff.



Framing questions with a customer lens that explicitly breaks out the service offering and the customer experience within (e.g., not measuring satisfaction of a single tactic, but rather, how well programs met customer needs and then delivered on the caliber of experience expected).



Connecting survey insights to commercial data to validate impact by integrating responses with syndicated commercial claims to measure program outcomes.

This paper shares the framework that IQVIA leveraged, highlighting some key findings of the initial execution of the framework, and provides inspiring evidence that more customer-centric need- and experience-based metrics are achievable — and valuable — when assessing the impact and performance of patient services.

Whether you are designing a PSP for a new product or optimizing existing services, consider how need- and experience-based metrics could help power your success.

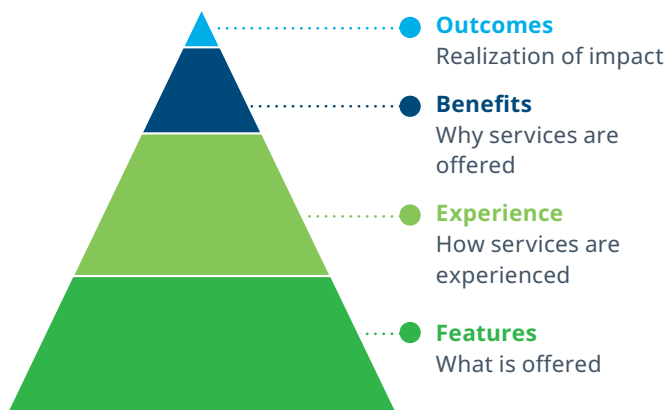
A framework for measuring what matters to customers

To illuminate how well the patient support organization is addressing needs and delivering the caliber of experience that their customers want and expect, IQVIA helped build a new customer-centric measurement framework. This framework focused on measuring and longitudinally tracking how well their support programs were “showing up” for customers. Designed to be direct, simple, and scalable, the framework covers features, experience, benefits, and outcomes.

Trust and value: Company equity and reputation

Consistent brand/PSP performance drives overall reputation on services.

Performance and benchmarking of patient services needs to measure each step in the pyramid.



This layered approach to measurement helps in revealing a more complete story about individual PSPs. When applied across customers and therapeutic areas and benchmarked to peer companies, it allows pharma to focus in on enterprise-wide opportunities, challenges, and gaps.

Key findings

1 Needs vary

The study affirms that each stakeholder type prioritizes diverse needs and has different expectations for support from manufacturers. Differing classes of therapies and therapeutic areas also introduce entirely different sets of needs to address.

For example, in mature, high-cost therapeutic areas, patients prioritize understanding how to pay for treatment. However, across the board, patients prioritized learning about treatment (including understanding treatment options, managing side effects, and understanding symptoms and their diagnosis).

For office staff, helping patients gain access to therapy is, not surprisingly, a universal need. However, IQVIA surfaced nuances by therapeutic area:

- Chronic diseases with multiple therapeutic classes:** Given the level of research activity, office staff cited staying up to date on disease education and emerging treatments as a top need.
- Oncology:** Office staff indicated that communicating with patients about their disease and setting treatment expectations are the top needs.
- Rare diseases:** Office staff gave top priority to billing for the administration of free products and finding and scheduling other centers for treatment requirements.

By knowing the needs of each therapy area and stakeholder, pharma can better prioritize patient support investments into areas that matter and better align where investments should be made enterprise-wide (e.g., patient education on financial literacy and support versus what should be brand-specific or care coordination tools and billing tools).

2

Educational needs are universal but not well met by the industry

Across all stakeholders (patients, prescribers, and office staff) the most significant needs are educational in nature:

Patient education is a large need across multiple dimensions that extends beyond traditional disease state and product-specific information (e.g., navigating financial resources and learning to cope with and live with a specific disease).

Healthcare providers have increased interest in pharma supporting broader informational needs (e.g., staying up to date on current treatment data and connecting with peers to learn and collaborate).

Significant educational needs persist for office staff and expand across logistical, clinical, and financial resources.

Despite significant investment in education by pharma, these needs are still resounding and not appropriately addressed. The opportunity lies in not just adding more resources, but rethinking traditional educational tools and assessing how customers are accessing, digesting, and understanding the information provided. This will allow organizations to identify specific areas of white space to improve educational offerings.

3

Experience matters

We found that for most therapeutic areas, stakeholder perception of the caliber of the experience was equally, or more strongly, correlated with program satisfaction than how well the program addressed needs.

Pharma can implement all the right services, but if it is not offered with a high-quality, human-centric experience, the program's impact will be limited. Manufacturers should focus on investing in high-caliber, well-orchestrated experiences in high-need areas versus over-investing in many, ultimately, lower-quality service offerings.

4

Experience impacts program outcomes (days on therapy)

Investing in personalized experiences that cater to the specific disease and audience is crucial for achieving outcomes. This study quantified that improvement in experience was correlated with both faster time-to-first-fill data and improved patient adherence and persistency. Apart from improving patient-level outcomes, optimizing experiences can also enhance corporate brand reputation.

To ensure an increase in the number of days on therapy, improving the program experience is just as essential as offering top-quality programs.

Putting people at the center of patient services

Most PSPs are awash in data. The challenge is getting the right primary and secondary data and transforming it into meaningful, actionable metrics. Building that kind of measurement capability is critical for any company seeking to deliver truly human-centric care. That includes the ability to connect needs to experiences and, when executed optimally, to assess clinical outcomes supported by patient services.

In the case of patient support, such insights tracked consistently over time help shape more effective program design and delivery, guiding investments in services and support that are most beneficial and increasing clarity and confidence about how patient services are delivering value for customers and the business.

As this example illustrates, an enterprise focus on simplifying and enhancing customer-centric metrics longitudinally — and ensuring that they are transparent — is more likely to produce holistic insights. This concept of consistent metric tracking is not just applicable to PSPs — but to all aspects of commercial development.