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LEARNING. APPLICATION. RESULTS.

# Partnering to Increase Access

## Partnership Award

## SITUATION

Customer-facing roles needed more tools and knowledge that would enhance their credibility in the market place and increase sales. This program needed to meet the knowledge and skill improvement requirements and also:

- Enhance field force engagement
- Improve retention of both their newer reps and tenured reps
- Appeal to all tenure levels
- Offer content choices based on roles and experience level

## METHODS

Working with the client to determine content gaps, modules were grouped together to create custom certificates based on topics requested by the field, and the training team's stated outcomes for the program. These custom certificates were developed to provide interim milestones, and each included both required and elective options to accommodate the individual levels and knowledge gaps of the participants. The custom certificate design also accounted for leadership development, market landscape, and therapeutic areas as well as tenure level.

### A TRAINING SOLUTION THAT FITS THE NEEDS OF EVERYONE INVOLVED

The training solution provided the flexibility to modify the program throughout the year based on identified needs and learner feedback.

We addressed the needs of varying learning styles by offering modules with scenarios and exercises throughout each eModule, a print version within each eModule, offline access to each eModule, and the ability to turn the audio enhancements off or on. Knowledge checks throughout enhanced the learners' ability to check their retention of the content and interactivities allowed them to practice their understanding and application of their new skills.

**Assess: Roles, Levels, Gaps**

**Identify Gaps**

**Map Content to Meet Outcomes**

**Implement Role-Based Training**

**Review Evaluate Revise**

## SUMMARY


Together with our client, CMR Institute created a virtual training program for a field force of 100. Requirements of the program:

- Utilize off-the-shelf content
- Customize by role, level, gaps
- Build custom certificates to be tracked by learner and role
- Increase knowledge and skills in leadership development and specific therapeutic areas


## EVALUATION AND CONCLUSION

The program has met the client's goals of improved field force engagement, retention improvement, and meeting the needs of participants at multiple levels, roles, and tenure.

The learner response has been positive and the field has asked for more ongoing training. The results in the field are demonstrated with better relationships, engagement, and sales results. Based on these results, CMR is working with the client on two new programs that are in the phase of implementation.

The certificates targeted to specific groups/roles, and coaching with participants have provided both reps and DMs opportunities to discuss best practices from the courses, including how they transfer the learning from a virtual course to applicable field experiences with their customers. Participants report that their confidence in disease state, managed markets, and leadership has better enabled them to have more meaningful conversations with customer, peers, direct reports, and managers.

| ROLES | LEVELS | GAPS | IMPLEMENT |
|---|---|---|---|
| Understanding of the learners' roles within the company and the expectations of their customers and their employer is extremely important as a first step in mapping content to ensure all outcomes are met. | Where an individual falls - in tenure and in the organizational structure - is important to ensure that the content is mapped for maximum effect and outcome. | Surveying or working with the sales teams and their leadership to understand knowledge and skill gaps is crucial to ensure critical content is made available. | With the knowledge gathered during the design phase, CMR and our client mapped blended learning to ensure all roles have access to appropriate content to meet their individual and company goals. |

## LESSONS LEARNED FOR FUTURE PARTNERSHIPS

Asking the right questions of both training leadership and sales leadership were important factors in the initiation of this partnership. The training team aligned with sales to understand the needs of customer-facing roles and how best to address at the field level. Having advocacy and buy-in from sales leadership ensured a more robust and integrated program. In addition, leaders and learners agree that the backbone of continuous learning is in utilizing sustainability measures throughout the eLearning training program. Effective programs use these methods to pull through the key concepts, to address for the learners "what this means for me, my customers, and their practices" and to demonstrate how participants can utilize this learning to bring value to their customers.

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# Addressing a Market Need

## Learning Content Award

## SUMMARY - RISK CONTRACTING CONTENT NEED

Risk contracting between payers and providers is becoming a common practice. Understanding how payers, providers, and manufacturers can approach risk contracting is critical for commercial sales teams to build meaningful partnerships with their customers. We found there was an industry-wide need for essential knowledge on this topic. We partnered with an actuarial firm to gain the subject-matter expertise to create content in this area and help our customers understand this emerging and growing trend. The result was a two-module program on the topic of risk contracting. The program has two versions to accommodate the inherent differences between the pharmaceutical industry and the medical device and diagnostic industry

## SITUATION ANALYSIS

Through client discussions, partner discussions, and surveys we determined that knowledge of risk contracting was needed at every level within an organization to successfully implement these types of agreements. Effectively designing and then pulling through these contracts is essential to ensure appropriate utilization, broader patient access, and improved healthcare outcomes. We found that companies were entering risk agreements without providing adequate education to the field teams on this topic, putting the contracts themselves at risk of failing to meet key goals and objectives.

Research determined that the pull-through strategies for these types of agreements differ greatly between the biopharmaceutical and medical device industry. We were committed to creating content that was relevant and applicable to both industries, so we created separate versions of the program.


## METHODS

Our partnership with the actuarial firm provided real-world application examples that could be included in the content to create a dynamic learning experience in a changing marketplace. Considerations for our design process:

- Utilize multiple blended-learning resources for more effective pull-through
- Develop a 60-minute webinar featuring SMEs and allowed for live audience QA
- Develop whitepapers to further explain this content prior to the release of the eLearning modules
- Develop review questions and exam questions to give clients the option of both informal and formal assessments.
- Design strategies for biopharmaceutical and medical device industries separately

These approaches and resources combined with the off-the-shelf eModules created a more effective blended-learning solution applicable to multiple roles in an organization.

The eModules were developed in Articulate Storyline which allowed us to create interactive modules that learners could complete in 15-25 minutes and access from any type of device. This delivery method also ensured that content could easily be updated as the market continues to change.

## ADDRESSING SPECIAL CHALLENGES TO STRENGTHEN LEARNING

The same level of information is not necessarily needed for each role on a commercial team. We designed two separate modules – one on the basics of risk-contracting and the other on strategies for successful risk contracting. The first would be targeted towards customer-facing roles charged with pulling through risk contracts and the second targeted more towards the needs of higher-level personnel with payer and health system responsibilities. This approach would allow our clients to use each module based on roles and responsibilities within an organization. For example, the module on the basics of risk contracting could be used enterprise-wide, whereas, the module on strategies for successful contracting might only be used at the account management level.

## EVALUATION

The training practice is evaluated continuously through learner experience, feedback, and assessment. An embedded survey not only measures the satisfaction level of the learner, but more importantly, the impact on market access and sales.

Furthermore, our client solutions team partners with our clients to design a program that will ensure learning transfer. Available pull-through resources for this program include access to recorded webinars, whitepapers, custom live engagements with subject matter experts, and coaching guides for the field teams.

## CONCLUSIONS

Participating organizations were quickly able to leverage this off-the-shelf content to educate their commercial sales teams on a high-priority emerging topic area. Commercial teams need this type of knowledge to enter and pull through contracts with today's customers.

By utilizing off-the-shelf, quality content, our clients save more than 60%-70% of the cost of developing their own content, and are able to achieve much tighter timelines. In addition, flexible delivery options allow us to update content as needed, saving clients significant time and money that would have gone towards multiple revisions based on the dynamic nature of the subject matter.