10 ways...
to achieve the most from your Contract Sales Organisation

A practical guide by Pharmexx

As more companies restructure and consolidate within the pharmaceutical sector, the days of the arms race are well and truly over. Communicating your key messages is no longer about having a larger sales force than your competitor, but rather how you deal with reduced access; more influencers (clinical, financial, patient, etc); the need to gather evidence for quality of outcomes; complex local health economies; the differing tactics and strategies required to manage these; and, of course, the need to deliver more with less.

In this uncertain market place, many companies are looking to develop brands through a more joined-up, comprehensive approach that not only addresses brand promotion but also supports the management of the patient pathway.

Smart contract sales organisations (CSOs) can provide a dedicated, bespoke sales team to champion your brand and deploy a healthcare managed service to improve patient compliance and concordance. The ability to plan, coordinate and manage multi-faceted commercial operations is a prerequisite for any CSO organisation in both the UK and wider European marketplace.

Pharmexx offers both services as part of one comprehensive programme, plus it has much wider capabilities that come from being part of the Celesio group of companies. Within the UK, Celesio comprises AAH, Evolution Homecare, Lloyds Pharmacy, Movianto and Pharmexx.
WHY CHOOSE A CSO?
Pharma companies looking for specific and focused support of their brands, know that the general ‘tell sell’ is declining and that the more complex and sophisticated ‘many to many’ sell is now common place. The reduced effectiveness of syndicated teams ‘throwing’ messages at GPs and the greater need for tailored commercial tactics to be delivered to the various influencers in the national and local health economy are driving new integrated brand and therapy area strategies.

1. RECRUITMENT QUALITY
The need to recruit and deploy individuals that fit a client’s distinct profile is paramount. For quality CSOs, it is no longer about redeploying reps from a pool of individuals on the ‘books’ of that organisation. You need to recruit the best candidates from the wider marketplace who have the experience that fits the company’s specific needs.

In this age of significant downsizing and restructuring by pharma and the increased breadth of opportunities offered by CSO organisations, clients should demand high-quality individuals and reject the old school ‘warm bodies’ that can just deliver a product message – no matter how well-marketed they are.

2. NEW VS OLD
To move from the old single influencer model to the new diverse influencer model of business, you need individuals who can manage a more complex sales scenario.

Many pharmaceutical companies refer to their staff as key account managers. Often this is more a badge of longevity rather than a true description of someone who thoroughly understands the ‘many to many’ selling model and who can manage this in a structured and defined way.

However, with the deployment of a structured, verified process, which can be managed through a tailored customer relationship management (CRM) application and the deployment of various key pharma staff at an account level, this model can be implemented and will result in greater commercial success.

3. MEASUREMENT
Specific key performance indicators (KPIs) are crucial to a CSO’s understanding of a client organisation. Thankfully, the drive for performance has resulted in the need to be more specific about KPIs. Historically, it was not unusual to see organisations with 20-30 KPIs with complex reporting measures. Today, the more effective organisations have far fewer and more specific measures relating to selected quality inputs and defined outputs.

The use of these more informed KPIs can be incorporated into any contract programme and form the basis for a clearer, more result-focused assessment of success.

4. DEPTH OF SERVICE
A one-size-fits-all and off-the-shelf service is unlikely to drive a pharma client’s commercial strategies forward, nor is it likely to add a great deal of value to the organisation. However, if a CSO is engaged that understands the wider healthcare market and the therapy area, a more bespoke solution can be created that addresses a client’s needs and requirements.

5. BREADTH OF SERVICE
Clients should be clear about the breadth of service a CSO offers. In addition to the standard questions on recruitment, quality, implementation and measurement, it should quiz the CSO on its broader capabilities:
• Can the CSO help to manage a more comprehensive relationship with the client’s customer and patient base?
• Can it leverage relationships that enhance the client’s ability to interact
with patients at a pharmacy level?
• Can it deliver the commercial advantages that result from a closer engagement with the client’s wholesalers?
• Can it form a much more intimate relationship with a client’s patient base via the home delivery route?
• Can it help release major efficiencies by closer management of the client’s logistics supply chain?

These are a few of the advantages that come from dealing with a true CSO business partner rather than just a standard CSO. The ability to build bespoke commercial solutions that provide a competitive advantage should be upmost in the mind when briefing any potential provider of services.

**WHY OPT FOR HEALTHCARE MANAGED SERVICES?**

The patient journey has become more comprehensive and focused. Patient pathways and protocols have led to an inexorable increase in the need to manage the multiple touch points that a patient has with various individuals and organisations involved in delivering his care. It is only through a comprehensive and joined-up management approach that patients, providers and payers will reap the improved outcomes and reduced costs from efficient and swift implementation of such protocols.

**6. IMPROVING ADHERENCE**

Several multi-national studies (figure 1) have shown the relatively poor compliance rates in various chronic therapy areas with a relatively large percentage (20-55 per cent) of patients not complying with their treatment. The majority of sales and marketing expenditure is aimed at initiating therapy, but if a fifth to a half of the potential patient either at home or closer to home.

The clinical benefits of such programmes are often huge (increasing compliance rates by 20 to 30 per cent) and the financial benefits to the NHS can be large by keeping patients out of the hospital setting. Needless to say, the patient experience is normally enhanced as the level of care can both be tailored to a more homely location.

**8. NURSING SUPPORT**

Nursing support is one of the programmes used to improve patient support and thus adherence. It ranges from the relatively simple telephone-based interventions and home visits, to educate patients on administration and application techniques, to the more complex 24/7 management of the patient either at home or closer to home.

The holy grail is to manage these patients in a more joined-up way to improve the compliance and concordance rates. Such programmes result in the ideal ‘win, win, win’ situation:
• Increase the quality of the clinical outcomes and patient experience
• Use NHS resource more efficiently
• Improve the commercial returns to pharmacy companies.

**7. MANAGING THE CARE GAP**

Historically many pharma companies looked at the writing of a prescription as the successful end point of their intervention with the NHS. As this is no longer the case, attention has turned to how they can help manage patients through the various ‘gaps’ in care that may lead to a reduced compliance rate (see figures 2 and 3).

A forward-thinking provider should be able to help its client manage the various data sets and touch points that enable it to deliver specific inputs resulting in better outcomes data.

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**9. PROGRAMME SUPPORT**

With the advent of new technologies, various interventions can be utilised to enhance compliance and concordance. Both telephone calls and mobile texting can be utilised to remind patients of appointments, specific times to administer and/or take products and other specific patient-support interventions. The use of blue tooth enabled devices allows for real time monitoring of compliance and allows for specific data to be acted upon accordingly.

Web-based patient support programmes can also enhance the patient experience and allow for a much more intimate relationship with the patient, guiding him to good practice, practical support and educational resource.

No single intervention methodology will ever cover all patients – the use of differing technologies to interact with patients is as diverse as with any other market sector. As consumers, patients will have a preferred method of interacting with an organisation; the challenge is to offer a range that captures the majority.

**10. PHARMACY SUPPORT**

The pharmacist can play a vital role in educating and managing the patient and the subsequent prescription and fulfilment. The range of support services offered by the more forward-thinking pharmacist has blossomed in the last few years and now covers a vast range of services:
• Online lifestyle assessment and support
• Screening and patient management
• Clinical governance support
• Medicines Use Review (MUR’s)
• Training
• Text-based prescription and patient management.

**SUMMARY**

The role of the CSO in a changing marketplace is becoming ever more important. If you are not receiving bespoke brand promotion and effective management of your patient support programmes, you are not achieving the most from the CSO offering. Take a closer look at those that can provide a difference.

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**Figure 3: Developing an effective adherence intervention**

<table>
<thead>
<tr>
<th>Face-to-face</th>
<th>Pharmacy counselling, nursing service, group counselling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone-based</td>
<td>Pharmacy counselling calls, patient care hotline, reminder calls</td>
</tr>
<tr>
<td>Written</td>
<td>Patient welcome package, education/reminder mails, intake reminders</td>
</tr>
<tr>
<td>Web based</td>
<td>Patient support websites, mobile apps</td>
</tr>
<tr>
<td>Telehealth</td>
<td>Alerts via telehealth device, intelligent pillboxes, remote patient monitoring</td>
</tr>
</tbody>
</table>

**Provider feedback**

To physicians, to payers, to manufacturer.
Stella couldn’t give a follicle how she gets her treatment, but with help from Pharmexx, her tumour’s in for a bad hair day.

Stella might not know it, but Pharmexx UK forms an essential link in the chain of supply for her chemotherapy. Pharmexx UK is a leading supplier of specialist and tailored contract solutions to pharmaceutical companies of all sizes, in oncology and many other specialties. We’re able to provide integrated contract solutions that deliver on our promises and attain client business objectives without compromising on quality or value for money. The outcome being the chance of brighter outcomes for thousands of patients like Stella.

To learn more contact Pharmexx on 01264 336888 or email busdev@pharmexx.com.

Website: www.pharmexx.com

Contract Sales Exxpertise - Positive Healthcare Outcomes