

LTEN[®]2023

**FOCUS
FORWARD**

Welcome and Thanks for Attending

LTEN[®]2023



Market Access

Continuous Learning Curriculum For Field Sales

Keith Willis, Vice President Learning and Development

Darrell Fick, Vice President



Executive Summary

- Sales representatives need to possess & demonstrate superior healthcare market knowledge to drive meaningful customer engagement and ultimately deliver on established business objectives.
- To accomplish this challenge, customer facing personnel must have a good grasp on current market drivers, emerging trends, and think through the implications at a national and local level so we can be seen as part of the solution in today's complex managed healthcare marketplace.
- We will share with you best practices in building a Market Access Continuous Learning Curriculum.
- The following slides layout our proven methodology that will foster productive table team and group discussions.

Agenda

Executive Summary

Methodology

Table Team Discussion

Group Discussion



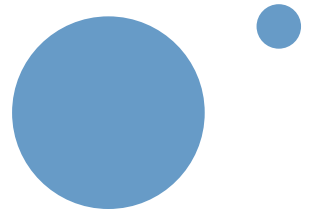
Table Team Exercise

- Identify your workshop objectives
- Flip it!
- Assign one person to be the spokesperson



Objectives, Key Issues & Strategies

**A Learning Experience Aimed to Achieve
Established Business Objectives**



CL&D Strategic Business Plan

OBJECTIVE 1: Achieve <\$> for <Product/Portfolio>

OBJECTIVE 2: Increase Reps Market Access Acumen Competency score by .3 (5 pt. scale) from baseline as measured by Level III assessments

STRATEGY 1

Perform internal & external gap analysis to identify goals & issues that will inform the Managed Markets Acumen & Pull Through Continuous Learning Curriculum

STRATEGY 2

Build & implement the curriculum to elevate the <therapeutic area> team's competence, confidence & drive earlier use in treatment algorithm that will drive incremental net sales

STRATEGY 3

Measure the change in behaviors & business outcomes to drive accountability and a "living" curriculum

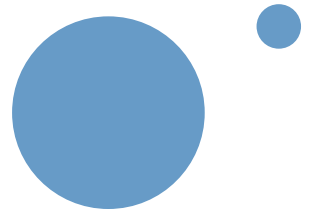
KEY ISSUES:
Barriers to achieving my objectives

According to FCRs and senior leadership there is suboptimal Healthcare Marketplace and Market Access Acumen.

Lack of confidence & competence to position the strong coverage & handle managed care objections from customers.

Incentive compensation for Managed Markets & Field Sales is not aligned. Managed Markets has a gross to net mindset while sales is volume driven irrespective of the book of business or profitability.

Internal Gap Analysis



Usual & Customary Key Business Issues From Internal Stakeholder Analysis

Strategic

- Reps not applying local market drivers into pre-call planning
- DMs defer to MC expert on team for MC expertise
- DMs need to be seen as knowledgeable in managed care so they can appropriately coach their reps
- Integrated planning is not commonplace

Financial/Operational

- Synthesizing disparate data and reports
- Variability of pull through skills, process & tracking
- Selling through restrictions such as PAs & Step Edits
- Accountability & follow through on major formulary wins
- Reps & DMs defer MC issues to RAMs
- Reps ability to customize messaging to minimize RX reversals

Product/Services

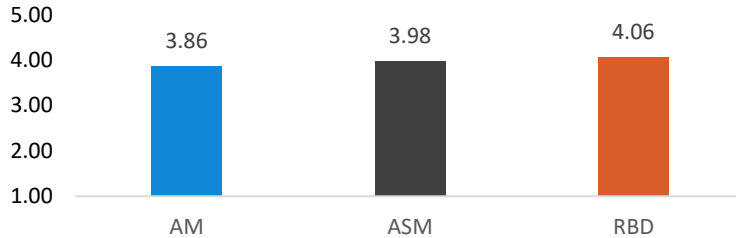
- Competition
- 98% GDR in the <therapeutic area> space
- Reps suboptimal resource utilization
- Reps are not translating what a dual-eligible patient means or looks like in language that resonates with a provider

Marketing

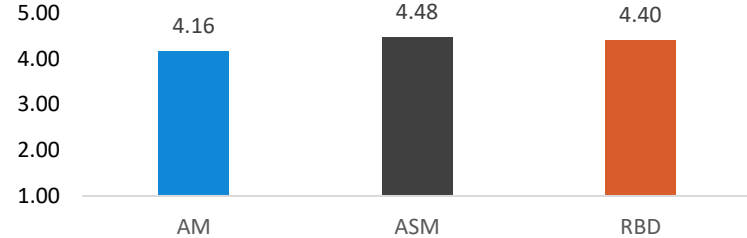
- Internal & external managed care coverage perception
- 65% of the time patients can obtain <product> with 1 or no steps
- <product> Part D performance is low

Competency Scores by Reps, DMs, RBDs From Level III Assessment Survey

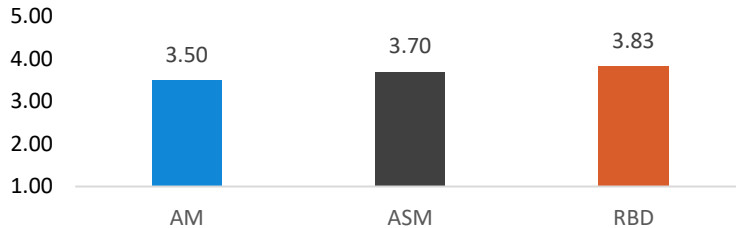
Business Ownership & Account Management



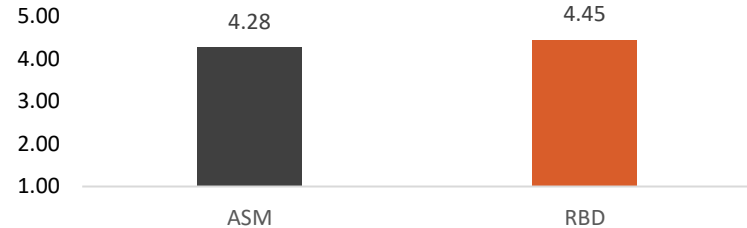
Managed Markets Pull Through



Market Knowledge



Coaching

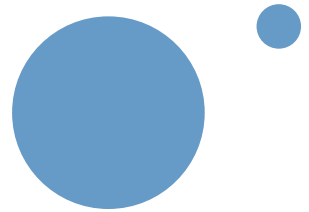


Rating scale: 1 = Do not demonstrate the behavior, 2 = Inconsistently demonstrates the behavior, 3 = Demonstrates the behavior most of the time, 4 = Demonstrates the behavior almost all the time, 5 = Consistently and effectively demonstrates the behavior

External Analysis — Equity Scan:

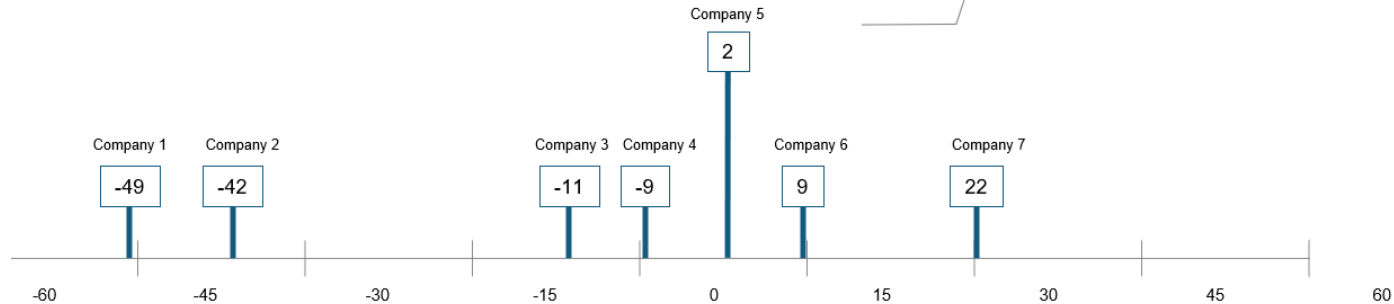
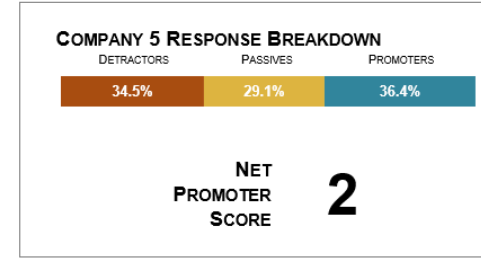
Benchmark data collected from online surveys <therapeutic area> providers

**Satisfaction, Best-in-Class, and Assessment of
Engagement Approach, Knowledge & Capabilities,
and Value Proposition**



Manufacturer Net Promoter Scores

The **Net Promoter Score (NPS)** is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's experience, overall satisfaction with a company's product or service, loyalty, and predicting business growth. NPS is a core metric in customer experience management programs across industries.



Wave 1 (September 2017); n=55

Q: How likely are you to recommend each company based on their overall efforts in (1) patient/care giver support, (2) provider education support, and (3) unbranded program support?

Note: Net Promoter Score is always shown as just an integer and not a percentage. And, a negative NPS is possible as the score can range from -100 to +100.

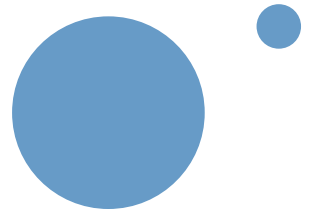
Knowledge and Capabilities

Company 7 has the highest Knowledge and Capabilities Cumulative Score among the comparator companies active in the <therapeutic area> space, followed closely by Company 6 and Company 5.

- Leaders by Sub-factor:**
- **Understands Clinical and Operational Objectives:** Company 5 and Company 6
 - **Deep Understanding of Managed Care Health Insurance Business:** Company 6 and Company 7
 - **Reimbursement and Pay-for-Performance Metrics:** Company 1, Company 6 and Company 7

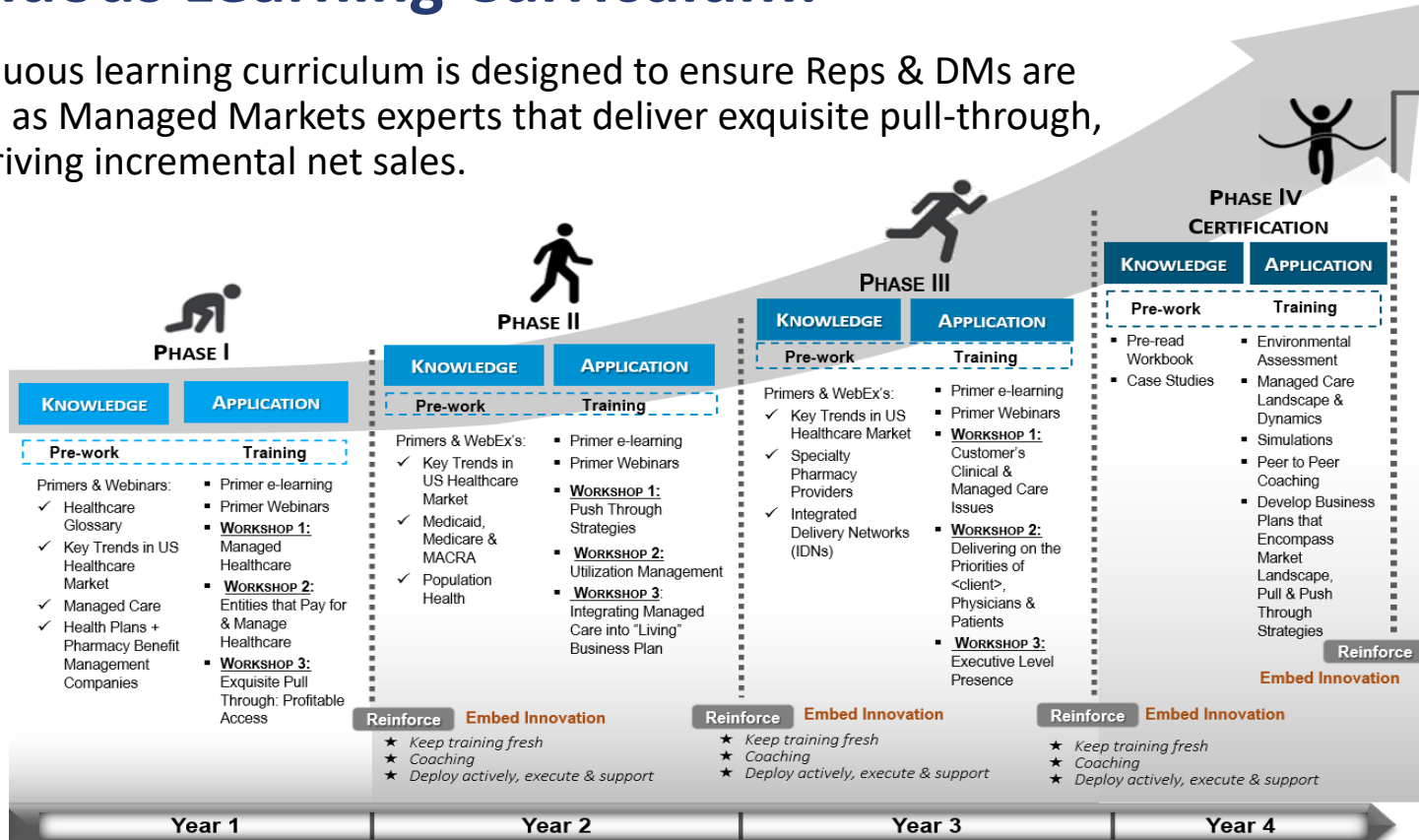
RANK	COMPANY	The Company's Sales Representative understands my clinical and operational objectives, needs and strategies		The Company's Sales Representative demonstrates a deep understanding of the managed care health insurance business		The Company's Sales Representative exhibits a strong understanding of how I am reimbursed and any Pay-for-Performance metrics related to mental health		PRESENCE	CUMULATIVE SCORE
		Average	Top Quadrant Percentage	Average	Top Quadrant Percentage	Average	Top Quadrant Percentage		
1	Company 7	68.9	38%	72.3	35%	71.1	29%	76.4	288.7
2	Company 6	69.4	42%	72.5	40%	71.3	36%	73.9	287.1
3	Company 5	70.4	33%	70.0	33%	70.0	27%	75.8	286.2
4	Company 3	68.2	27%	69.2	27%	69.1	25%	66.7	273.2
5	Company 4	64.4	24%	69.7	29%	69.7	27%	65.5	269.2
6	Company 2	67.2	33%	68.8	25%	69.0	24%	60.6	265.7
7	Company 1	64.8	20%	67.3	20%	71.4	18%	46.7	250.2
Comparator Group Average		67.6	31%	70.0	30%	70.2	27%	66.5	274.3

Phases I, II & III



Continuous Learning Curriculum:

This continuous learning curriculum is designed to ensure Reps & DMs are recognized as Managed Markets experts that deliver exquisite pull-through, thereby, driving incremental net sales.



Blended Learning Approach



Healthcare Primers Ensuring Team is Topical



- ✓ Healthcare Glossary



- ✓ Key Trends in the US Healthcare Market



- ✓ Managed Care



- ✓ Health Plans + Pharmacy Benefit Management Companies



E-Learning

- ✓ Ensuring team is topical & knowledgeable & ready to engage in ways that add value to customers
- ✓ Individuals can listen to the e-learning module to provide additional context
- ✓ This will be hosted on <client>'s LMS so you can listen as often as you want to continue your journey as a deep generalist in healthcare



Interactive Webinar/WebEx

- ✓ Facilitated by selected AM & co-piloted with a Brooks Group consultant
- ✓ Lead team discussions on selected Primer
- ✓ Sharing of Best Practices & Pitfalls to Avoid
- ✓ Drive application back to your territory

Each workshop will have a pre-read workbook to drive an application based workshop

PRE-READ CONTENTS

- Focus on Reps territory/geography
- Introduce terms & process
- Specific exercises focused on their customers
- Allows time to critically think through exercises
- Translates to actionable items back in the field

Note Your
“Takeaways” in
advance of the
program
(Workbook Worksheets)

Ideas and
Next Steps
(Workshop)

Detailed
Action Plan
(Assessment Center)

CONTINUOUS
LEARNING &
DEVELOPMENT

Workshop Overview & Objectives For Illustrative Purposes

Overview:

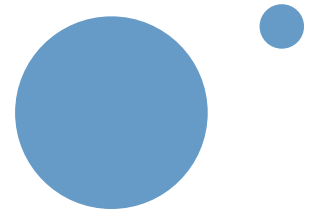
- In this Managed Healthcare workshop, you will get a high-level overview of all the ever-changing & dynamic drivers in today's marketplace. Having gone through primers, e-learning's & webinars will be critical success factors to enhance your retention.
- This workshop will go a mile wide & an inch deep to introduce many concepts in managed care. This will set the stage for the balance of the curriculum, where follow-on courses focus on specific areas that drive down to more granular detail.

Learning Objectives:

- Define the U.S. healthcare market framework & its financial impact on the US economy
- Describe who pays for healthcare: Government, Employers, Individuals & Intermediaries
- Identify the various segments & channels that deliver healthcare
- Differentiate books of business: Commercial, Medicare, Medicaid, Duals, HIX
- Outline the four tenets in Quintuple Aim
- Define managed healthcare: medical & pharmacy benefit
- Discuss utilization management & formulary coverage
- State the leading quality organizations, initiatives & their influence in the US healthcare ecosystem

Phase IV

Managed Markets Acumen & Pull Through Certification



The Brooks Group Managed Care Certification Center Overview:

The Brooks Group managed care certification center is a dynamic venue that evaluates Reps & DMs readiness to be deemed as deep generalists & subject matter experts in managed care that will enable them to deliver on business objectives balanced with customers' and patients' priorities.

Participants are sent a pre-read workbook that focuses on their territory/area coupled with case studies that have real life application. We begin the day with them presenting an environmental assessment laden with their managed care landscape & dynamics.

They will need to demonstrate their critical thinking by articulating & illustrating their interpretation of these market drivers expressed as implications & recommended responses. These exercises will build up to their pull & push through strategies to ensure profitable access for the organization.

Individuals have time to prepare for case studies, simulation of case studies and be provided the opportunity to sit in and observe their peers go through the simulation. This peer-to-peer coaching aligns to the culture of diversity of thought, learning from our differences that leads to emerging ideas & solutions.

The certification center concludes with a business plan that encompasses the market landscape, pull & push strategies that yield the desired business outcomes.

Learning Objectives:

- Demonstrate competence of macro & micro drivers in the healthcare marketplace
- Move from critical thinking to strategic planning that is commensurate with senior leadership
- Assess strengths & weaknesses that feed an ongoing individual development plan
- Obtain a report with recommendations for accelerating those capabilities for both identified strengths and deficiencies
- Have the competence to instill confidence in your customers that you can get the job done

Scenarios: UTILIZATION OF SCENARIO-BASED LEARNING TO CERTIFY AS A SUBJECT MATTER EXPERT IN MANAGED MARKETS LANDSCAPE & PULL-THROUGH

MARKET LANDSCAPE

- Present national, regional & local managed care trends
- Diagnose the implications & recommended responses to local market drivers that will ensure you exceed your objectives

PULL-THROUGH

- Describe the managed care opportunities in your territory
- Layout your plan of action
- Detail what you will do differently
- Explain which resources you will utilize to drive this effort

PUSH-THROUGH

- Describe the managed care issues in your territory
- Layout your plan of action to drive demand generation
- Detail what you will do differently
- Explain which resources you will utilize to drive this effort

BUSINESS PLAN

- Bridge together the market dynamics into pull through and push through strategies to exceed your objectives
- State your objectives, where you are to date, key performance indicators & barriers that stand in your way

Building a Competitive Advantage

Individual Development Reports

The Brooks Group's managed care simulation center includes both quantitative and qualitative feedback and is customized to ensure consistency with <client>'s competency model.

		Account Manager
1. The AM has a clear understanding of what drives their customer's decision making and what metrics and information they use to make those decisions.	1 2 3 4 5 N/A	
2. The AM interacts with their customer business person and creates rapport with their customers.	1. The AM makes eye contact with the audience before they begin and they read the eyes of the audience. 1 2 3 4 5 N/A <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
3. The AM has a great understanding of their customer's business and industry.	2. The AM makes effective introduction introducing themselves.	
4. The AM deploys creative strategies to solve customer problems.	3. The AM effectively uses audience presentation: Use silence to quiet questions for later; bring the audience back to the point.	
5. The AM involves a variety of internal Allergan personnel to execute the plan.	4. The AM effectively handles the customer's objections.	
6. The AM has in depth knowledge of the customer's organization structure, and networks within the organization.	5. When the AM is challenged they Respond.	
	6. The AM properly plans for business presentation: Audience and context; central the result; opening statement; preview statement; propose next steps.	

Areas of Opportunity
The plan focuses on the our issues (CER for X Disease State), versus X plan's focus on their key strategies include wellness programs, tele-medicine, & expanding national footprint aspirations.
Areas to focus on would be the ones out-going CEO these are the top map priorities are working their way down
X plan is also vocal about their average years; far above industry average. U could serve as a best practice for imp recognizing and understanding the c achieve this could serve as highly va AMs. That would translate into your p

Action Plan (Next Steps, Timelines, Key Metrics)
1. Utilizing the X MVP Team to map out the Key Decision Makers (weaknesses state limited access) we want to access
2. Actively pursue gaining access through both strong & weak ties
3. Conduct gapping conversations focused on uncovering their key issues (vs. how we view the world).
4. Prioritize which customer gaps (opportunities for us) that we should pursue
Finally, gap your X Plan network to become the expert on how they managed to get a membership retention rate in excess of 7 years.

Q&A

Table Team Exercise

- List additional components you have utilized in building your Market Access curriculum for sales reps
- State ideas you wish you could implement into your Market Access curriculum for sales reps
- Flip it!
- Assign one person to be the spokesperson
- Group Discussion



LTEN[®]2023



Keith Willis

Vice President Learning and Development

keith.willis@brooksgroupinc.biz

215.262.8183

Darrell Fick

President

darrell.fick@brooksgroupinc.biz

510.418.6450

NEXT STEPS

