

BUILDING PATIENT SUPPORT PROGRAMS THAT DRIVE GREATER BRAND VALUE— ONE PATIENT AT A TIME

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THE GROWING NEED FOR PATIENT SUPPORT IN TODAY'S PHARMA ENVIRONMENT

Developing and deploying an effective patient support program is more than just a “check-the-box” requirement for brands. It’s a critical element of their success — particularly for brands serving chronic conditions. Quality patient support programs are needed to address:

- 1** The current lack of differentiation among brands in a crowded marketplace
- 2** An increasing expectation of greater efficacy/outcomes
- 3** The demand for an engaging and relevant brand experience
- 4** An intensified focus on the need for patients to make lifestyle changes in addition to being adherent to their medication



Patient support programs. They're nothing new to the pharma industry. But what's expected of them is. Patients are looking for more real-world guidance, physicians want more value for their patients and payers are looking for better disease management. And all are looking for better patient outcomes. A high bar has been set. Additionally, brands are looking to patient support programs to serve as differentiators that set them apart from both branded and generic competitors. But, how effectively are current programs performing? Are they achieving all that's being demanded of them? That's the question we set out to answer by looking at 59 brands and enrolling in almost 30 patient support programs across 13 chronic conditions.

➤ **Find out which brands do it best on page 10.**

THE POWER OF 6: KEY CHARACTERISTICS OF A BEST-IN-CLASS PATIENT SUPPORT PROGRAM

We began our quest for the best-in-class patient support programs by first looking at a broad array of chronic conditions. So that we could capture the most comprehensive picture possible of patient support programs across disease categories, we didn't want to limit our search to one condition. In the end, thirteen conditions were selected for our research — those that require regular administration of medication, yet vary in their treatment challenges. **See Figure 2 on page 6 for an overview of study methodology.**

Once disease categories were selected, we identified the medications currently used to treat these conditions. There were 59 products — of which 26 had patient support programs eligible for evaluation. To determine eligibility, “support programs” were defined as any service associated with a brand that patients could register for online or via regular mail to receive educational, emotional and financial support for the condition. After we identified the eligible programs, we enrolled in them and collected materials sent by them for 10 weeks.

To systematically evaluate the programs, we needed a framework that outlined “best in class” criteria. At MicroMass, we've developed our own set of best practices that have guided us in the development of patient support programs for the past 18 years. However, despite the growth of patient support programs over the last few years, there is no industry consensus regarding the best approach to evaluating the quality of these initiatives. So, we conducted an extensive review of published marketing and behavioral science studies—and also drew on our own expertise in developing support programs — to build a proprietary evaluation framework. What we found is that six dimensions are key to producing a highly effective support program. These dimensions are:

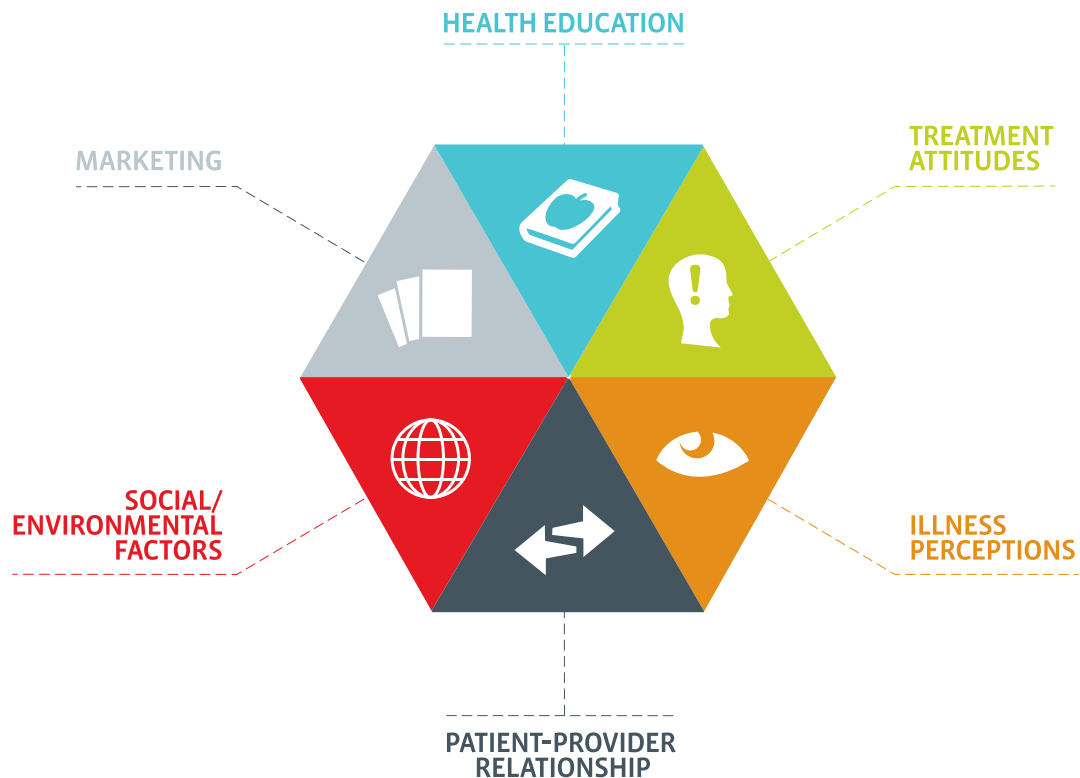
HEALTH EDUCATION PRINCIPLES Programs that incorporate good health education principles acknowledge that not all patients have the same way of learning or comprehending information. It's critical to understand the target population's mindset, including their behavioral drivers and barriers, and to educate, motivate and promote skill development so patients can become more empowered in the management of their health care. Additionally, it's important to meet them where they are regarding other defining characteristics, including culture and health literacy.

TREATMENT ATTITUDES Patients' attitudes toward their treatment — including perceptions about the necessity of medication, expectations regarding treatment and confidence in accurately administering treatment — play a key role in whether patients are adherent to their medications. The Treatment Attitudes dimension of our evaluation framework looks at whether programs address these areas in ways that help keep patients on track.

ILLNESS PERCEPTIONS Illness perceptions can be thought of as all of the knowledge and ideas patients have about their condition — right or wrong. This dimension includes perceptions regarding how long the condition may last — as well as its severity, treatability and controllability. It's crucial to address patient beliefs about their illness head-on so patients truly understand key aspects of their condition.

Figure 1

SIX-DIMENSION FRAMEWORK FOR EFFECTIVE PATIENT SUPPORT PROGRAMS



PATIENT-PROVIDER RELATIONSHIP The patient-professional relationship is a key ingredient in helping patients get started on the right track with any kind of treatment. Patients frequently look to the health care professional for guidance regarding how to integrate healthy lifestyles and treatment into their lives. So, giving patients the tools they need to foster a relationship of trust with their providers empowers the patient to take a more active role in treatment.

SOCIAL AND ENVIRONMENTAL FACTORS The prescription is only one step in the treatment process. But, you also have to consider how the patient lives with the condition and treatment on a daily basis. There are the issues of being able to afford the medication, to remember to take it as directed and getting the support of family and friends. Patients need to be inspired with information and support regarding how to integrate treatment into their lives — personally, socially and financially.

MARKETING The marketing dimension of our framework involves capitalizing on core principles that will differentiate brands and deliver an engaging and satisfying customer experience. Criteria within this dimension include factors such as program integration with brand identity, good customer service and follow-through.

IDENTIFIED CONDITION CATEGORIES

- Chosen based on variability in anticipated patient support needs
- Conditions included asthma, rheumatoid arthritis, diabetes, osteoporosis, multiple sclerosis, Crohn's disease, hypertension, insomnia, hypercholesterolemia, gout, fibromyalgia, depression and chronic myelogenous leukemia

IDENTIFIED SUPPORT PROGRAMS

- Identified top brands in each condition (59 total)
- Determined which of the top brands offered programs or services that provided emotional, informational and financial support to the patient through mailed or online communications
- 26 support programs identified

ENROLLED IN PROGRAMS

- Created two profiles to represent typical patients
- Enrolled both "patients" in the 26 support programs through website sign-up links
- Requested supplemental support materials that could not be obtained through online or postal mail sources from CD Promo

DEVELOPED EVALUATION FRAMEWORK

- Reviewed published marketing and behavioral science studies, as well as the popular press
- Identified six dimensions that are key to producing a support program that improves patient health outcomes
- Prepared itemized evaluation checklist for a standardized review

CONDUCTED EVALUATION

- Commenced evaluation 10 weeks after support program enrollment
- One program did not send any materials leaving the final sample to 25 programs
- A single evaluator examined communications received through website, mail and email to identify relevant content
- Summarized final results

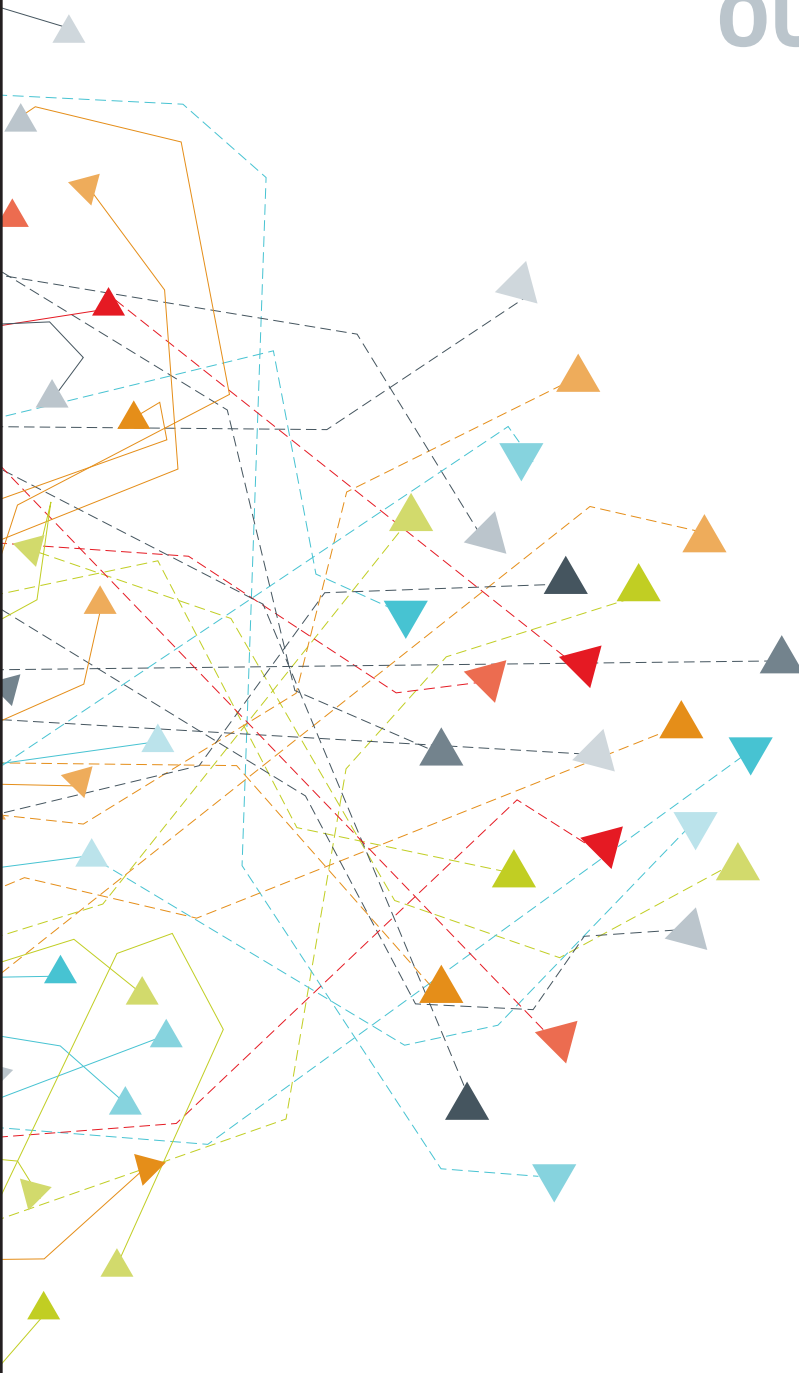


13
CONDITIONS

59
BRANDS

Figure 2

OUR METHODOLOGY



25

PROGRAMS
ENROLLED IN

6

DIMENSIONS
IDENTIFIED

WHAT CAN PATIENTS EXPECT?

Overall, the evaluation revealed that patients can expect a range of experiences when it comes to support programs — ranging from fulfilling to entirely disappointing.

Programs received scores in each of the six dimensions — which, when averaged, resulted in an overall score. These overall scores are shown in Figure 3. Names of the brands have been replaced by the disease category they treat.

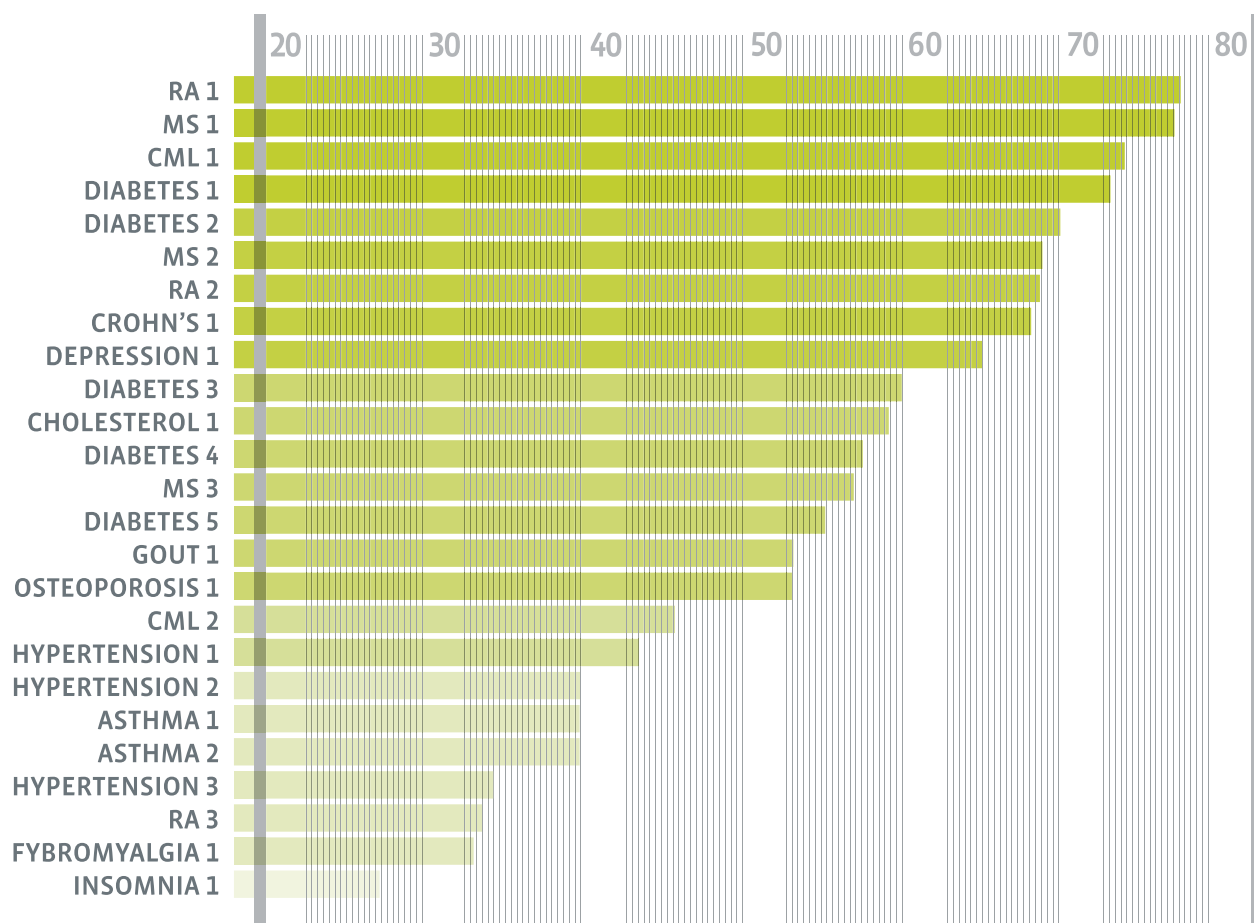
Interestingly, the programs that tended to earn the best overall scores were those focused on the management of higher burden diseases — including rheumatoid arthritis, multiple sclerosis, chronic myelogenous leukemia and diabetes. These brands performed 168% better in their overall scores compared to brands associated with lower burden conditions. This finding points to the assumption that these brands may place greater value on comprehensive patient support.

We also found that there was no consistency regarding which dimensions programs performed well or poorly in. Most performed well in one or two, but not in all six — indicating an overall lapse in providing a consistent, holistic approach to delivering patient support programs.

One of the most surprising findings of our study was made before the individual program evaluations even began. Out of 59 leading chronic disease treatment brands we looked at, less than half had a patient support program. Additionally, of those products that did have an identified support program, less than half of those sent all of the promised materials. By neglecting to provide a support program or failing to follow through on the one that's been developed, brands are potentially missing — or even alienating — segments of patients and providers who place a high value on a strong support system.

Figure 3







TOTAL SCORES BY PROGRAM



The chart above shows the total average scores across dimensions for each program evaluated. Brand names have been replaced by condition name to ensure anonymity.

LEADING THE WAY IN PATIENT SUPPORT

Figure 4
TOP PERFORMERS BY DIMENSION

DIMENSION	TOP RATED
 HEALTH EDUCATION PRINCIPLES	HUMALOG, JANUVIA
 TREATMENT ATTITUDES	CIMZIA, AVONEX, ENBREL, REBIF
 ILLNESS PERCEPTION	CYMBALTA, ADVAIR, GLEEVEC, JANUVIA, VICTOZA
 PATIENT-PROVIDER RELATIONSHIP	JANUVIA, CIMZIA, BETASERON
 SOCIAL/ENVIRONMENTAL FACTORS	REBIF, BETASERON
 MARKETING	ENBREL, HUMIRA, REBIF

The following brands had patient support programs that were clear standouts in specific dimensions:

HEALTH EDUCATION PRINCIPLES HUMALOG

Humalog’s *Small Steps* diabetes support program received one of the highest scores in this dimension at 83%. *Small Steps* goes beyond using patient-friendly language. One example of an outstanding piece is the “Taking Humalog” booklet, which includes clear instructions in simple language and uses pictures and diagrams to communicate more difficult information — like assembling the KwikPen. Various materials also employ experiential learning techniques, such as a scratch-off checklist to assist in blood sugar testing, and lift windows in Q&A sections to further engage the audience.

TREATMENT ATTITUDES | CIMZIA

When facing treatment regimens, patients often develop a host of thoughts and attitudes that need to be addressed to help them stay on track. Cimzia's *I Trust My Gut Program* for Crohn's disease provides enrollees with the *I Trust My Gut Guide*, which educates patients about Crohn's, discusses how Cimzia can ameliorate symptoms, and focuses on helping patients overcome administration barriers by providing flexible injection options. The program provides patients with real-life accounts from patient advocates to help set treatment expectations. Nurse support is also provided to help patients better manage their Crohn's disease and maximize their Cimzia treatment experience. *I Trust My Gut* scored an 86% in this dimension.

ILLNESS PERCEPTION | CYMBALTA

When it comes to successfully treating depression, it's critical that patients see their condition and their progress more objectively than emotionally. The *Cymbalta Promise Program* emphasizes just this. By providing patients with a "Progress Tracker," patients are guided to document symptoms, changes in mood, and identify any improvements in their depression. This helps patients keep track of symptoms and identify progress more accurately. The *Cymbalta Promise Program* scored among the top programs in this dimension, with a 100% rating.

PATIENT-PROVIDER RELATIONSHIP | JANUVIA

Januvia's *Steps to Balance* program, a support program for people with type 2 diabetes, provides patients with an interactive and customizable "Doctor Conversation Starter" to help facilitate relevant conversations with their health care team based on their individual concerns or issues. *Steps to Balance* scored among the top programs, with a 100% in this category.

SOCIAL/ENVIRONMENTAL FACTORS | REBIF

Rebif *MS LifeLines* provides an array of support services addressing this area and received an 86% in this dimension. Illustrating Rebif's commitment to addressing patient barriers and needs, *MS LifeLines* hosts a virtual support team consisting of reimbursement counselors, nurses and customer support specialists. Their "Patient Ambassador" program is key to ensuring patients receive the day-to-day support needed. Ambassadors are current Rebif patients who can provide a patient's perspective on living with multiple sclerosis and help encourage and empower other patients to play an active role in maintaining a healthy lifestyle with MS and on Rebif.

MARKETING | ENBREL

The *Enbrel Support Program* scored among the top programs in the marketing dimension, with an 89%. They demonstrate a clear commitment to a thoughtful support experience and then effectively and dependably deliver on it. This program is also clearly integrated into the Enbrel brand positioning as evidenced by the brand tagline: "Proven results. Ongoing support." Even in the health care professional marketing messages, the patient support offering is positioned as a key product attribute, and given nearly equal prominence as clinical messages.

LESSONS LEARNED: MAXIMIZING THE IMPACT OF YOUR PATIENT SUPPORT PROGRAM

Beyond identifying top performers, our evaluation also gleaned useful insights that creators and managers of patient support programs can use in order to ensure their programs have the most possible impact. Here are the top opportunities for improvement that we identified:

1. Personalization

During the enrollment process, the majority of programs we evaluated asked for information about the enrollee beyond basic contact information. For example, some asked what the patient’s experience had been regarding his or her condition. However, 16% of the programs, which was a total of four, delivered targeted content based on the additional information they had requested about the patients.

Neglecting to target or tailor to patient-specific characteristics represents a missed opportunity to form a connection with the patient. This may also lead to disappointment of patients who are likely expecting a customized experience in exchange for providing their personal information. **Success Factor: Leverage behavioral insights for more targeted, relevant messages.**

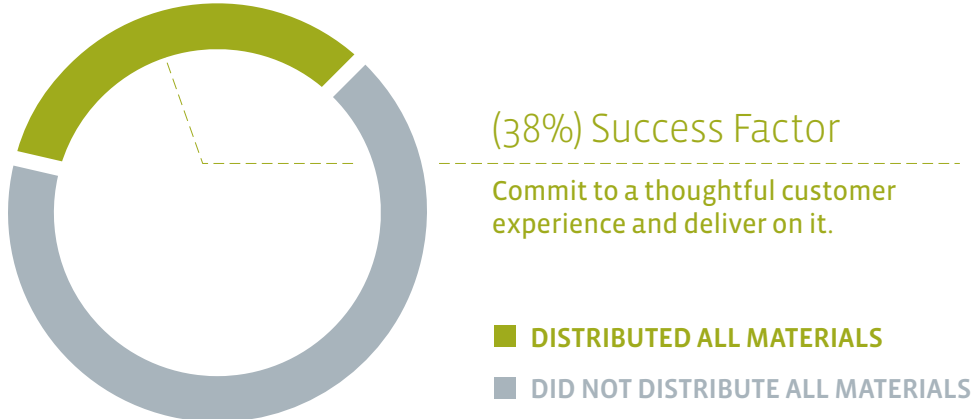
2. Dependability

When it comes to changing patient behavior, it takes more than one interaction. And it also takes consistency of messaging, timing and purpose. That’s why creating the right experience for patients and then delivering on it throughout the entire support program without fail is an absolute necessity. Providing consistent follow-through is key to a successful support program. When patients don’t receive what they’re promised, they may feel let down and lose their confidence in the brand and the program. Delivering on your program promises are the way to create loyalty and confidence.

Of the programs we evaluated, 38% distributed all of the materials they promised. However, 64% did not.

Figure 5

PROGRAM DELIVERY



3. Interactivity

By providing more than just static elements within a patient support program, you create an engaging, memorable and useful experience for patients. Take them beyond reading information. Whether online or offline, you can build interactive experiences for patients that allow them to engage with a specific tool or take an action. These might include tactics such as tracking tools, scratch-off cards, diaries and quizzes. There is also a growing opportunity to reach patients in a timely way through mobile technologies, which most patients have access to. Only twelve percent of the programs we evaluated included interactive elements. **Success Factor: Create support experiences that patients can actively engage with rather than passively review.**

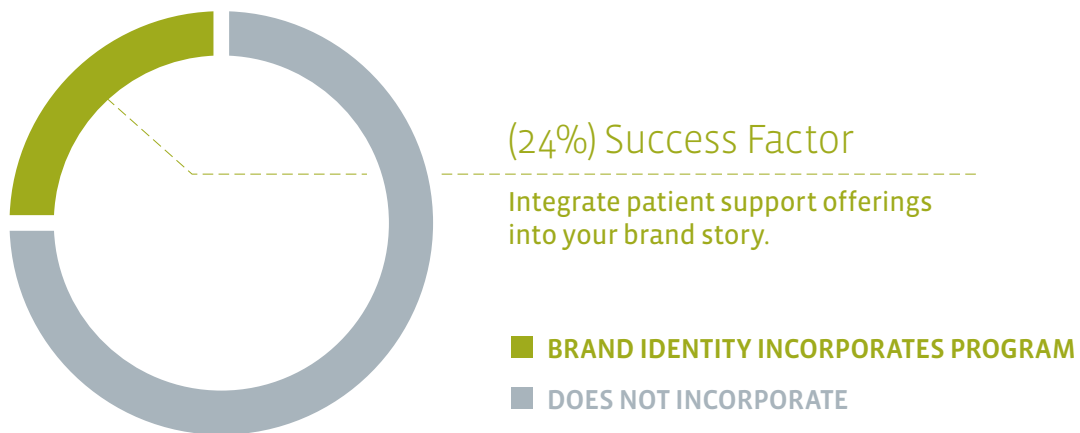
4. Integration

Integration of a support program into a brand can be a key product differentiator that's appealing not only to patients, but also health care professionals. It becomes a differentiator because it creates a unique value around your brand.

Only 24% of programs we evaluated included the idea of support or a reference to their support program as a part of their brand identity when marketing to patients. When messaging to HCPs, 45% of brands referenced their support programs.

Figure 6

PROGRAM INTEGRATION WITH BRAND IDENTITY





THE MICROMASS
METHODOLOGY

1 Identify condition categories

2 Identify support programs

3 Enroll in programs

4 Develop evaluation framework

5 Conduct evaluation

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Of all the lessons learned during our research, the one that will ultimately drive the success of your patient support program is this:

BE HOLISTIC IN YOUR APPROACH

It's not enough to do really well in one or even several of the six evaluation dimensions. You must consider the totality of the needs of your patients and deliver a program that speaks to them in all dimensions. Regardless of the parameters your brand faces, there is a smart way to invest in patient support that will result in greater value for your brand, not only through patient adherence, but also by driving preference — both of patients and HCPs.

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If you're in the process of planning a patient support program for your brand or are looking for insight regarding the effectiveness of your current program, call Alyson Connor at 919.256.2434 or email her at alyson.connor@micromass.com.

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Alyson develops new and enhanced ways to apply our behavioral science-based intellectual property, including our patent-pending predictive modeling capability. She manages our outcomes and optimization-practice expansion, and she develops our segmentation and primary research capabilities. Alyson came to MicroMass in 2005, leading our in-house team of behaviorists and researchers and working closely on campaign development with the strategy, creative and technology teams. Prior to that, she worked as an epidemiologist; she also devoted 15 years to public health research with various government and nonprofit organizations, focusing on women's health, cancer and chronic diseases. Alyson received her master's degree from Virginia Tech University and her bachelor of science from the University of North Carolina at Chapel Hill.

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About [MicroMass Communications, Inc.](#)

Founded in 1994, MicroMass offers unrivaled capabilities in the application of behavioral science to marketing challenges. The company's approach is founded on the belief that understanding the critical factors that influence individual behavior is the best way to create dialogue and build enduring relationships between customers and brands.

Unlike traditional agencies that are structured by discipline, MicroMass brings together under one roof the expertise and services for building sophisticated, multi-channel programs that span the full marketing continuum.

Headquartered in Cary, N.C., MicroMass is one of the fastest growing agencies in its field. With experience in dozens of therapeutic categories, the company has a roster of clients that includes some of the most respected names in the health care industry.

For additional information about MicroMass, visit micromass.com.