

Entrepreneurship in Medical Affairs

The challenges and rewards of 'playing outside the box'

hosted by
Martin Rees and Tamara Etto

Highlights from APPA Education Meeting
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How can Medical Affairs professionals be leaders of innovation when working inside or outside of pharmaceutical companies?

Innovative ideas can enhance your role in medical affairs.

Our panel of three entrepreneurs leveraged their experience in Medical Affairs for their own unique ventures. They share their insights on the key factors necessary for being successful, and provide tips for how to use innovation to add value to your own role in medical affairs.

Amit Lalwani

- With a background in medical and clinical research, Amit combined his digital hobby in computer coding with his experience as a Medical Science Liaison to develop the *3P app*.
- Amit identified an unmet need for a time-saving app to monitor products in the pharmaceutical pipeline and developed the *3P app* to address this need.
- Amit's top tips for success:
 - Always keep going and never give up
 - Be a good thinker but also take risks
 - Ask people for feedback: good and bad



Steve Royle

- With a BSc and a background in pharmaceutical sales and marketing, together with local and global roles in medical communications agencies, Steve decided to mobilise his expertise to create his own agency, *Swipe Health*.
- Steve also developed the 'Netflix' for Medical Affairs, *MyMA*, to capture quality medical affairs events and education in a central hub, together with *Rumi*, an online, any time advisory board meeting platform
- Steve's top tips for success:
 - Uncover an unmet need in your own workplace
 - Believe in your idea and own it
 - Be prepared to work hard for several years for little or no reward



Annree Wogan

- After 20+ years in the pharmaceutical industry with roles in sales, marketing and medical affairs, Annree sought more diversity and broadened her expertise as an entrepreneur with her own consultancy company, *Garrolagh Consulting and Pharmaceutical Development*
- Annree's company provides strategic consulting for medical affairs, business development and advocacy, together with executive and team communication and performance coaching.
- Annree's top tips for success:
 - Create safe environments to communicate ideas
 - Rebuild psychological safety in your team
 - Clarify before critique



With thanks to our panel:



Amit Lalwani

Medical Science Liaison (Immunology), Sanofi
APPA Medical Digital Transformation Lead
Founder of digital startup '3P App'
(Pharmaceutical Pipeline Products app)



Steve Royle

Founder & Client Solutions Director,
Swipe Health
Co-founder & Virtual Engagement Director, Rumi
Founder at MyMA (My Medical Affairs)



Annree Wogan

Founder of Garrolagh Consulting and
Pharmaceutical Development.
Medical Affairs, MSL Excellence,
Advocacy & Leadership Development
Consultant

Amit Lalwani: Pharmaceutical Pipeline Products (3P) app



Amit aimed to become a Medical Affairs Professional who could have actionable impacts on patient outcomes, but he also had a desire to explore innovation and this led him to develop the *3P app*.

Why?

- While working in Clinical Research, Amit identified an unmet need for a mobile app for monitoring pharmaceutical pipeline information, a time-consuming process for medical, scientific and healthcare professionals
- No mobile app was available for this unmet need
- “If you only repeat what was successful before, you will probably never create something truly unique”

How?

- Amit successfully combined his medical affairs skills with his computer coding digital hobby to gain an innovative balance between hobby and career
- For Amit, the unique entrepreneur opportunity involved identifying the unmet need for a mobile app with pharmaceutical pipeline information and then creating an app to provide a solution for this

What?

- The 3P (Pharmaceutical Pipeline Products) mobile app provides in-depth and real-time clinical and competitive intelligence information about product pipelines for multiple pharmaceutical companies and therapeutic areas
- The data extracted from public sources includes information on indications, targets and mechanisms of action for products in the pharmaceutical pipeline

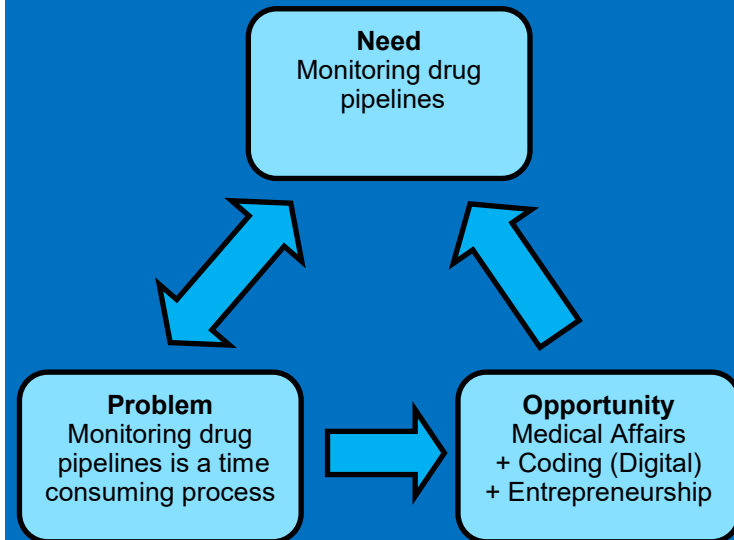
Who?

- The *3P app* is intended for use by stakeholders in the pharmaceutical industry, medical affairs professionals, healthcare professionals and clinical research organisations for business development

Amit's tips for success

- Keep going and never give up
- Seeking feedback (good and bad) is extremely important
- “Detours and complications create a deeper knowledge and understanding of your journey”

Amit's entrepreneurial process



Annree Wogan: Garrolagh Consulting and Pharmaceutical Development

With over 20 years of experience in the pharmaceutical industry, including in Medical Affairs, Annree pursued an entrepreneurial journey and set up her own company to seek diversity and to broaden her expertise.

Garrolagh Consulting and Pharmaceutical Development provides strategic consulting for medical affairs, business development and advocacy, together with executive and team communication and performance coaching.

Involve patients and carers in ideas for innovation

- Annree shared her own experience as a carer for her Mother-in-law, a cancer patient, and the need for pharmaceutical companies to have a better understanding of insights from patients and carers
- Annree advocated for seeking insights from patients via patient advisory boards supported through patient advocacy groups, to identify innovative ideas for improving patient outcomes

Importance of communication for innovation in Medical Affairs

- Annree discussed the many unique and varied skills that Medical Affairs professionals have, including being good communicators
- Medical Affairs professionals are great at gathering insights from the field but need to bring their ideas back inside the company so they can be mobilised into strategic plans
- To be innovative, high performing teams in Medical Affairs need to trust each other to bring out the best in each other, and to celebrate the diversity of individuals so people feel safe to express their ideas
- Annree's passion is creating safe environments to communicate ideas as psychological safety in teams is essential for innovation
- Communication and trusting relationships are strategically important for alignment, execution and capacity



How do we improve communication to allow innovation in Medical Affairs?

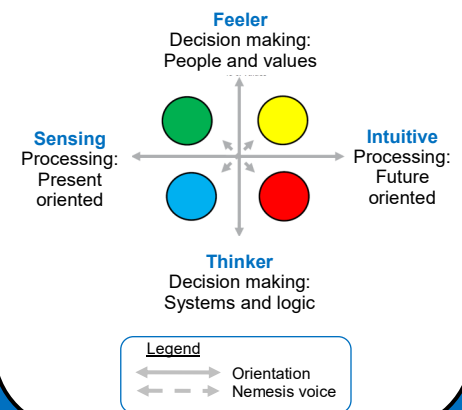
- Psychological safety is critical for ensuring healthy communication and trusted relationships in Medical Affairs
- Psychological safety is essential for high performing teams
- You can enhance communication by knowing yourself and knowing your audience dynamics: the feelers, the intuitive (27%), the sensing (63%) and the thinkers
- The number one communication code for innovation is the 'clarify' code:
 - Clarify**
 - "Check that you understand"
 - Have patience as I explain
 - Collaborate**
 - "Shape this with me"
 - Build on it together
 - Help us get the best outcome
 - Critique**
 - Ask the difficult question
 - Tell me why it won't work
- Most of us want people to 'clarify' but 50% of us default to the 'critique' code when we think we are collaborating
- Annree advised that we need to crack the communication code to be innovative in medical affairs and use 'clarify' and 'collaborate' before 'critique'

Annree's take home messages:

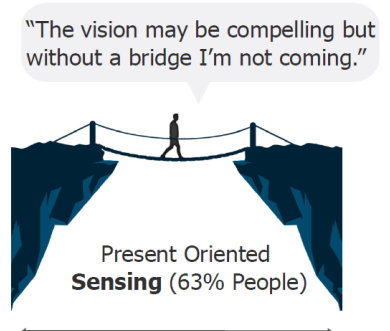
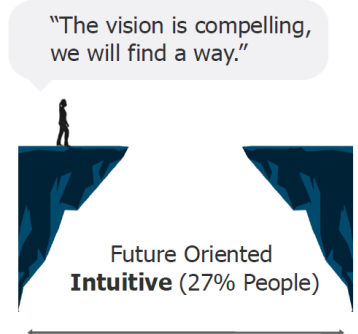
- How healthy is your team communication?
- Do you really have trusting relationships in your teams?
- Is there psychological safety in your team and is every voice heard so you hear all ideas?
- Clarify before critique

Annree holds a number of roles within organisations including being a mentor with the Industry Mentoring Network in Stem (IMNIS), Carer's Couch, ARCS and Rare Cancers Australia. Annree is also a board director of Myeloma Australia

Know your audience dynamics



Intuitive and sensing people



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Steve Royle: Swipe Health

Steve's entrepreneurial journey evolved from pharmaceutical sales, to commercial roles, to working in local and global medical communication agencies, to setting up his own agency at *Swipe Health*.

Why?

- Steve's journey to medical communications was driven by a desire to be closer to content development so he could create communications that would resonate more with the target audience
- Steve created *Swipe Health* as he believed there was a better way for customers to engage with the medical communications that pharmaceutical companies and their agencies were developing
- Steve created '*Rumi*' as he identified a need for industry to have a virtual advisory board platform during the Covid lockdown to allow participants to contribute in their own time rather than on the spot in a Zoom call
- Steve also discovered an unmet need for a directory of global resources for Medical Affairs and this led to the development of *MyMA*

How?

- You need to uncover an unmet need (the 10%) and work hard (the 90%)
- Successful entrepreneurs in Medical Affairs (see right) all uncovered unmet needs in their own profession and then came up with a solution, bounced the idea off their peers and developed their solutions
- Nothing is easy and there are no overnight success stories
- Developers of successful platforms were initially dismayed about the lack of engagement with their platforms but now boast millions of users



How (continued)?

- User acquisition strategy for getting people to come to your platform is difficult but once this is set up you need an ongoing longevity strategy and put effort into getting people to keep come back to your platform - avoid the 'set and forget' strategy
- You have to believe in your innovation, own it and be prepared to work at it for several years for little or no reward

What?

- *Swipe Health* is a digital life science agency that is capable of building apps and digital platforms
- *Swipe Health* is different as they align and partner with the best existing independent medical platforms that exist and that Doctors are already using and then they embed communications into these
- Steve also developed '*Rumi*', an 'anytime', asynchronous, online advisory board platform
- Steve was overwhelmed by content for Medical Affairs professionals online and so developed *My Medical Affairs, MyMA*, to provide a central directory for all quality medical affairs events and education and training around the world to allow people to keep on top of this information

Who?

- Steve's innovations are all intended to enhance the roles of Medical Affairs Professionals and support the pharmaceutical industry
- Ultimately, all Steve's innovations aim to help improve outcomes for patients

Successful entrepreneurs in Medical Affairs



Personalised medical journal
- for keeping up to date with latest research

>3M users



Oncology news and resources
- central hub for most useful news

>1M users



Online HCP communities
- private online HCP groups focused on sharing disease state information and networking

60 groups



Instagram for Doctors
- Visual way to crowd-source information from peers and problem solve challenging cases

>4M users

All had 2 things in common:

1. Set up by healthcare professionals
2. All uncovered an unmet need to help with their own work



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Steve's take home messages:

- The entrepreneurial spirit is alive and well in Medical Affairs with a goal to improve best practice
- Collaboration is key and Medical Affairs are good at this (see *MyMA*)
- Medical Affairs are driving the relationships with patients and clinicians: "You understand their needs and so can work on new innovations to help improve patient outcomes"
- Steve is very excited about the future of Medical Affairs with the emphasis on patients
- The advent of advisory boards with patients on steering committees is very exciting and is bringing patient-centricity to life

Steve's roadmap for successful entrepreneurial outcomes:

1. **Uncover an absolute unmet need**
2. **Take ownership - for life**
3. **Set up a Mastermind group**
4. **Partner up**
- give them some skin in the game
5. **Develop 'MVP' minimal viable product or base level service**
- launch to small target market
6. **Gather feedback, iterate, update**
7. **Develop and refine the user acquisition strategy**
8. **Repeat steps 6 and 7 over and over again.**

SWIPE
HEALTH

Selected Q&As from attendees:

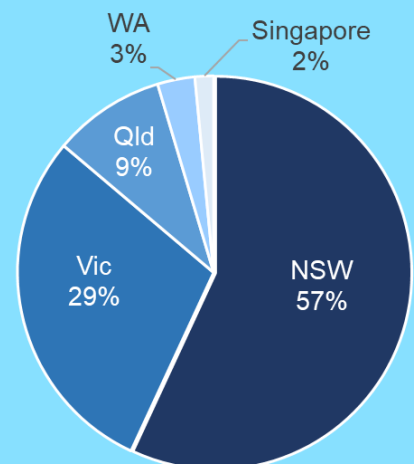
Who do you seek feedback from for your innovation and how did you identify the individuals?

- Identify who your end users are and your key opinion leaders and seek feedback from them
- Good and bad feedback is important

Do we need to modulate our risk threshold before we create innovation?

- Test the idea first
- You need to take 'smart' risks
- Remember that 'thinkers' love starting but hate finishing projects but 'sensors' like to implement the innovation

Who attended the webinar?



Who is APPA?

The Australian Pharmaceutical medical and scientific Professionals Association (APPA - <https://appa.net.au/>) is the representative association for Medical Affairs in Australia and is dedicated to promoting excellence in pharmaceutical medicine through professional development, networking and advocacy.

APPA is an association of Medical Directors, Medical Advisors and Medical Scientific Liaisons working within Medical Affairs departments of Australian pharmaceutical companies.

Our mission - to drive the evolution of the Australian Medical Affairs profession and thereby improve Quality use of Medicine (QUM) for Australian patients.