Leading with Integrity in Response to Covid-19

Life sciences industry anchor response

Covid-19: What to do Now, What to do Next

NOW 🌐 NEXT

COVID-19 is a global crisis, evolving at unprecedented speed and scale.

The life sciences industry is at the epicenter of developing tests and treatments and getting them to the people that need them around the world.

At this critical time, life sciences companies are challenged to continue to advance treatments across therapeutic portfolios while ensuring supply, protecting employees, and adapting for business continuity and innovation.
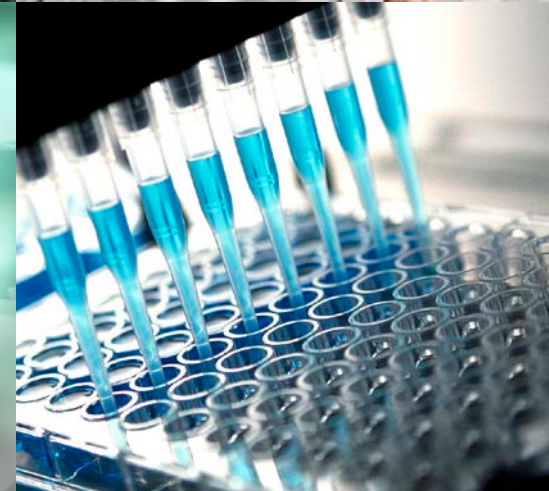
Our simple message

As the life sciences industry works, invests and collaborates tirelessly to fast-track testing and treatment for COVID-19, they must also continue to advance their pipelines and rethink ways of bringing treatments to patients- people depend on it.

As a result of social distancing, an unprecedented separation between patients and healthcare providers (HCPs) is necessary to mitigate the spread of COVID-19. As a result, life sciences companies must virtualize their reach and engagement to them – relationships with healthcare providers and caring for people depends on it.

The supply chain is impacted as life sciences companies manage challenges supplying clinical trials and overcoming logistical hurdles while ensuring quality and safety in manufacturing. Life sciences companies must adapt their supply chains to address these issues – people's health depends on it.

People working in life sciences are adapting to new ways of connecting. People are less able to convene in person to advance scientific progress, educate healthcare providers and provide patient care and support. The industry must be flexible utilizing new technologies and virtual environments in the workforce – human well-being and business continuity depend on it.

These are unprecedented times where the integrity and trust in life sciences companies is on a global stage - our future depends on it.

Life sciences companies are already acting.

This document outlines how to advance those efforts.

Perhaps more than ever before, the integrity and trust in life sciences companies is on a global stage.

It's a once in a generation chance to do things differently.

Lead with integrity and trust

The life sciences industry can realize new levels of trust by demonstrating integrity and leadership in providing greater patient care, resiliency and productivity during this unprecedented time.

In this climate of crisis, your responses and actions determine both how you lead in the near-term and how you can pave the way for future progress. Leaders will seize this time to take swift action and proactively prepare the organization to continue to manage its core business while ensuring a continued focus on patient health and treating COVID-19.

As you prepare and plan your response, we'd like to share our latest thinking on how the industry could manage the human and business impact.

We have identified four anchor actions that may contribute to advancing this objective.

Collectively, they help us respond with the utmost integrity and demonstrate resilience—all in the name of better patient care.

Respond with integrity and demonstrate resilience

The actions life sciences companies take now will affect future trust in the industry and progress in science. How you respond must reflect the privileged role the industry plays in serving people.

1 — Empower workforce & business continuity

Thoughtful companies will seek not just to solve for the current crisis but consider how they can enhance their global workforce through greater flexibility and use of new technologies that will strengthen their culture in the long term. With an emphasis on the human aspect of people and talent to progress business and scientific objectives, we can seek to better serve the people who we employ. Now is the time to modernize the workforce and in doing so, make your organization more open and attractive to talent.

2 — Assure supply & delivery

The supply chain disruption on a global scale demands decisive leadership to prioritize critical resources (human, capital assets, network) and to ensure supply for life-altering therapies. End-to-end value chain visibility and insight–based scenario planning are key to enabling decision making and risk mitigation. Helping patients receive their treatments by mitigating supply chain disruptions related to COVID-19 volatility is paramount.
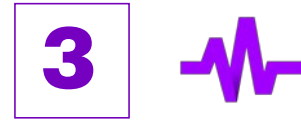
3 — Advance treatment pipeline & patient care

The effort to treat and manage COVID-19 is remarkable across life sciences. Yet, it is important to remain focused on developing treatments for all patients. Continuing to progress treatments across clinical phases, while taking care of patients who are in clinical trials now and depend on the therapy, is vital to world health and scientific progress.

4 — Virtualize healthcare provider & patient engagement

The threat of contagion and need for social distancing has created even greater distance between people and their healthcare providers. Virtualizing care in the most human way is critical. Using new technologies, such as WeChat and bots, will facilitate virtual engagement, and in new ways. But these new forms of engagement must demonstrate empathy and respect for the deeply personal situation patients and healthcare providers face.

NOW 🌐 NEXT

**RAPID
RESPONSE**

**24hrs
Next week(s)**

**ENDURING
ACTION**

**Recovery &
Next month(s)**

Acting **now** preparing for the **next**

Empower workforce & business continuity

COVID-19 is creating a universal imperative for governments and organizations to take immediate action to protect their people.

To protect their people, organizations are implementing travel bans, restricting who they let into their offices, and reexamining how their workplaces operate and how people work. Experts do not know how long it will take to contain the virus. Leaders must prepare for the short-term while also developing new capabilities and ways of working that will empower employees in the long term to sustain changes in how they operate.

Your decisions to protect and empower your people, adapt workplace approaches and expand connections to partners and sources of talent and innovation not only determine how you operate in the near-term, but also how you will operate in the future.

Smart leaders will seize this time to strengthen global teams and people's engagement and develop new ways of working to avoid future business disruption and potential revenue loss. You can forge new ideas and embed trust with the workforce, which may be attractive long after the immediate threat is contained and position their businesses for greater resiliency and productivity in the future.

Empower workforce & business continuity

NOW: PROTECT PEOPLE

- Rapidly adjust your workplace for flexibility. Enable your people to work remotely through digital collaboration.
- Optimize for critical R&D, SC&M and commercial functions to address stop-gaps for COVID-19 and deploy tools to reduce silos and to advance scientific objectives.
- Make simple, selective, meaningful digital/virtual connections with patients, HCPs, patient organizations, partners and suppliers.
- Be transparent in your decisions and operations and compassionate in your engagements – all of which will create deeper, more trusted relationships.

NEAR TERM: SUSTAIN NEW COLLABORATIVE ENVIRONMENTS

- Build the necessary skills around new ways of working with an emphasis on digital culture and talent.
- Enable seamless integration with patients, HCPs, patient organizations, regulators, research partners, etc. especially as it relates to crisis services, and scientific advancement.
- Enhance business continuity plans to be more adaptive to remote workforces, travel restrictions, large-scale manufacturing for treatments in remote environments.
- Evolve connections with academic research institutions, alliance partners and R&D research centers to progress strategic objectives by virtualizing conferences, meetings, and critical events.

NEXT: INNOVATE FOR PRODUCTIVITY

- Take a global view and scale collaboration tools access across geographies.
- Innovate new touchpoints and interactions with new collaborators such as digital health startups and sustain connectivity across healthcare ecosystem.
- Evolve security. Leverage exception-based processes, expand zero-trust network access approach, and automate with endpoint management detection and response.
- Stay the course to curate a workplace of trust.

Assure supply & delivery

In this crisis, supply chain decisions in life sciences can make the difference between life and death. Leaders will take swift actions to navigate the crisis and mitigate potential disruptions. The focus has shifted from mitigating supplier issues in specific regions to impacting the supply chain globally. This poses new challenges for global manufacturing and distribution value chains.

Key client sites are increasingly at risk to be in "hot zones" and the question has changed from "if" to "when" workers at critical sites will be impacted.

1

An important first step to make fact-based decisions is to ensure end-to-end transparency of the supply chain. This requires the ability to perform complex modeling to understand the potential impact of disruptive scenarios at a treatment level. COVID-19 is impacting stock levels and demand shifts requiring significant resource reprioritization decisions.

2

Secondly, employee protection procedures need to be assessed and likely adapted to prevent employees and sites from being directly impacted.

The ability to protect staff and prioritize scarce resources based on thorough scenario planning will ultimately enable leadership to make informed decisions for the immediate situation. At the same time, it can provide the foundation for more structural decisions to create a more resilient supply chain going forward.

Assure supply & delivery

NOW: ASSESS SCENARIOS OF INCREASED DISRUPTION

- Conduct simulations of unlikely scenarios that assess operations and value chain risk as disruption becomes more severe and global in nature.
- Address the impact of additional border closures and reduction in freight options on lead times that could require changes in inventory position.
- Assess demand for COVID-19 related treatments as well as for other medications that could see significant demand drops due to behavioral changes like social distancing and limited access to medical treatment.
- Assesses additional Business Continuity Protocols to protect employees and continue operations –critical for manufacturing, packaging and distribution centers.

NEAR TERM: IDENTIFY IMMEDIATE RISK AND ACT TO MITIGATE

- Ensure your command center is focused on your "products at risk" and critical value chain elements while allowing low risk operations to continue in a more normal fashion (2-speed approach).
- Decide mitigating actions to ensure supply specifically for medication relevant in COVID-19 treatment, as well as for "products at risk" like; vaccines and biologics that are more demanding to produce, store and distribute.
- If required, quickly address shortcomings in scenario planning capability to allow for ongoing simulations.
- Define and implement additional Business Continuity Protocols to protect employees and ensure continued operations at critical sites.

NEXT: ESTABLISH A CAPABILITY & ASSESS STRUCTURAL CHANGES

- Establish an ongoing operating capability to further strengthen end-to-end scenario modeling and enable continuous scenario planning, risk mitigation and a robust sense & respond organization. This creates an organization that is ready to react with agility and speed to unforeseen value chain disruptions.
- Continuously evaluate Business Continuity Protocols that aim to protect employees and continue operations at critical sites, especially once they have been put in action.
- Assess and decide on key structural decisions needed to ensure a more resilient value chain going forward (e.g. supply base, automation, mirror sites, number of distribution hubs).

Advance treatment pipeline & patient care

Life Sciences companies are actively addressing the challenge of developing a COVID-19 treatment, with +300 trials across +62 companies and a target ~78,000 patients to recruit to fulfill the effort*.

As we look forward over the next few months, 6,500 clinical trials are at risk of being disrupted. *

Approving treatments for COVID-19 will take time both for the immediate crisis and to prepare for future outbreaks. Yet patients continue to need access to therapies for other unmet medical needs. During this time when your ability to run clinical trials has been greatly disrupted by COVID-19, how will you enable access, safety and participation for patients in clinical trials? How will you continue to progress the pipeline? How will you embrace new approaches to collaborate and problem solve the unknown?

Not only are academic hospitals experiencing limited or paused enrollment as they maintain capacity to handle COVID-19, but patients also face multiple challenges just trying to continue participation in trials.

1 To keep key assets progressing, you will need to determine which programs to prioritize based on patient need and business objective, while rapidly re-allocating resources. Re-consider your collaboration strategy in terms of which sites to work with and how best to leverage partners. The industry is banding together at a higher pace to accelerate trials; how will you participate?

2 While digital capabilities for trials have been available for the past several years, widespread adoption has been slow. COVID-19 will tip the industry into a new norm, requiring upfront engagement of patients to design trials, and at-scale adoption of the best of digitally enabled remote clinical studies. Now more than ever, to best serve our patients, the industry needs to transform clinical trials to leverage the power of data and analytics at scale and improve the experience of sites through technology.

Advance pipeline treatment & patient care

NOW: ENGAGE ,EMPOWER, ENABLE PATIENT ACCESS TO CLINICAL TRIALS

- Leverage call centers and virtual methods to empower patients and provide information on access to clinical trials, care and investigational therapies.
- Assess cross-functional operational disruptions, including clinical supplies and alternative treatment delivery methods.
- Balance compassionate use for non-trial-eligible patients or discontinued patients with safety considerations.
- Apply Health Authority guidance for consistent clinical trial implementation to maintain safety, GCP compliance and trial integrity.

NEAR TERM: RATIONALIZE CLINICAL TRIAL PRIORITIES, LEAN ON VIRTUAL

- Redefine clinical trial prioritization based on unmet patient need, study progress, supplies availability, and business objectives.
- Rationalize portfolio and reallocate resources, respecting balance of trial sites' bandwidth against portfolio demands.
- Assess protocols for utility and feasibility of quick win remote capabilities (risk-based and remote patient monitoring) for safety and other assessments.
- Conduct assessment of capabilities for analytics-driven study management at scale.

NEXT: RETHINK THE CLINICAL TRIAL EXPERIENCE, ACCELERATE SCALE

- Reimagine the clinical trial experience by proactively co-creating the trial design with patients.
- Scale digital capabilities for remote-enabled trials to build resiliency into operations and care continuity.
- Prioritize creating full-scale digital capabilities which speed time to insights for decision making and drastically reduce site burden.
- Re-examine where you hold your clinical trials and the selection of alliance sites and service providers.

Virtualize healthcare professional & patient engagement

The human impact of COVID-19 is immense. Patients are distanced from providers and care. Healthcare system capacity is being tested. A virtual, but human focus is more important than ever.

Life sciences companies must continue innovating science and technology, while demonstrating empathy and respect for the deeply personal situation patients and healthcare providers face.

Most major companies have asked field teams to stay home and engage customers remotely when appropriate. This is a responsible first step, but it also means we may soon have markets flooded with field teams contacting HCPs virtually. For example, there are approximately 65k sales reps in the US alone. In addition, there is a likely surge in HQ driven digital promotion. For example, one Top 10 company increased email campaign volume in China by 25% during the crisis.

This may result in a collective "lock out" digitally and has the possibility to be hurtful instead of productive. The industry must take immediate and future next steps to make this shift quickly that is empathetic to their customers and responsible to their business.

1 Start by recognizing not all customers are impacted uniformly. Healthcare providers on the front line tasked to treat COVID-19 patients are operating in a vastly different reality than oncologists delivering life-critical treatment to immunocompromised patients or primary care physicians shifting to a virtual care model. Given this, your approach must be agile and adaptive in very tangible ways.

2 Many patients are immediately struggling to find care virtually for their conditions unrelated to COVID-19. Any tangible solutions to help these patients, or the HCPs who care for them, will be welcome and likely to redefine the industry role in patient care beyond the crisis.

The way life sciences companies respond with near term solutions will have a lasting impact on how the industry engages with its customers and how the industry's reputation.

Virtualize healthcare provider & patient engagement

NOW: REFRAME SUPPORT FOR PATIENTS BASED ON IN-CRISIS NEEDS

- Get Organized. Create a command center across commercial and medical, defining how to triage incoming requests, roll out solutions and content.

- Listen. Gather on the ground insights from field teams and inbound contacts from HCPs and patients to understand how each is newly impacted.

- Communicate. Provide briefs to field teams on when to engage virtually and how to do so appropriately, with approved messages with empathetic offers of support.

- Simplify. Build the "one-stop-shop" summary of everything a customer might need from you and where to find it – on one page.

NEAR TERM: CREATE TANGIBLE WAYS TO MAINTAIN APPROPRIATE ENGAGEMENT

- Be there. For example, create awareness that practices can rely on hub support services further, receive samples digitally, or use the digital disease resources you have for their patients.

- Extend programs. For example, extended working hours to triage COVID-19-specific medical questions or ramping up virtual peer-to-peer programs for HCPs who need to connect.

- Strengthen technology and acumen. Virtual tools are new at scale, so close gaps in things like virtual field engagement features and training.

- Scale new channels. Such as SMS with HCP and patients.

- Prepare content. Create therapeutic area-specific COVID-19 content and expedited review processes.

NEXT: BOLSTER VIRTUAL ENGAGEMENT TOOLS AND STABILIZE OPERATIONS

- Make human roles more digital. New virtual ways of working have impact on talent, expectations, metrics, and more. This includes sales, medical, reimbursement, and account management.

- Make digital more human. Evaluate learnings from this experience on how being more supportive and less focused on pushing content can be sustained.

- Evaluate implications to launches. New constraints and innovations on the engagement model will need to be solidified so that awareness doesn't get muted when new treatments are needed.

- Future proof operations. Call planning, recording, medical engagement tracking, incentive compensation are all impacted by a dramatic ramp in virtual engagement.

How we can help you? Here are just a few ways...

EMPOWER EMPLOYEES & BUSINESS CONTINUITY

- Create an Elastic Digital Workplace
- Workforce Planning & Scenario Modeling
- Build Data Driven Operating Models
- Quickly set up Microsoft Teams to connect millions of healthcare workers
- Quickly scale call centers using Amazon Connect

ASSURE SUPPLY & DELIVERY

- Supply Chain Disruption Analyzer
- Conduct and assess disruption scenarios
- Stand up a rapid response control tower
- Analyze treatment demand and supply requirements
- Quick-turn security applications
- Quickly access med device marketplace for COVID-19

ADVANCE TREATMENT PIPELINE & PATIENT CARE

- Backbone of patient data management and risk analysis for clinical trials
- Enable in home and virtual patient care during trials
- Support telehealth and mobile applications for patients
- Honest-broker patient data & analytics management
- Decentralize trials through tele visit capabilities (Medable)

VIRTUALIZE HCP & PATIENT ENGAGEMENT

- Social monitoring for disease management & Information Assurance
- Patient journey virtual support
- Virtual HCP engagement (e.g., WeChat)
- Virtual Agent Contact Center Automation
- Access patient populations

Here are some of the Ecosystem & Ventures Partners we can collaborate with to help you achieve your goals:

SAP Microsoft AWS Google Salesforce	SAP Veeva Resilinc	Microsoft Veeva Medable Varian/Noona Arbita	Tytcocare Conversa Salesforce Gyant

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