IntegriChain®

Improving Market Access Insights and Operations through Vendor Consolidation

THE QUEST FOR MARKET ACCESS EXCELLENCE

In 2019, a small pharmaceutical manufacturer had recently introduced an innovative therapy targeting a small population of adults in the US. The therapy required a complex route of administration consisting of an initial intravenous (IV) treatment in the hospital followed up by oral tablets followed by oral treatments at home. The manufacturer made several important decisions in their commercialization strategy:
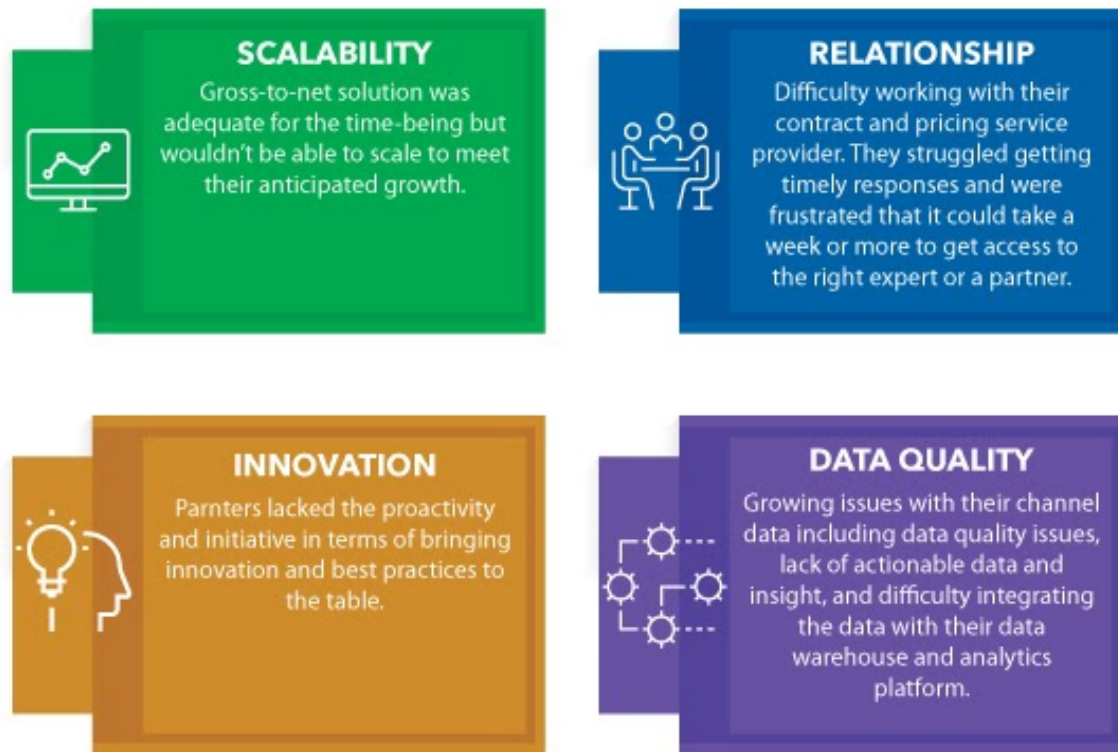
- **Network Design**. Based on the population size and complexity of administration, they chose to implement a closed network, allowing only authorized specialty distributors and pharmacies to sell their drug.

- **Patient Services**. The market access team was concerned that the relatively high cost of the therapy could result in both significant out-of-pocket costs for the patient as well as potential delays in payer approval. As a result, they decided that a patient services hub was necessary to assist with patient onboarding, including prior authorization and financial assistance.

- **Optimizing the Patient Journey**. The market access team had two main concerns. First, they wanted to ensure that patients could quickly clear reimbursement hurdles and eliminate out-of-pocket cost concerns, both of which were likely due to disease's severity. Additionally, since completion of therapy is highly time-dependent, they wanted to ensure that patients transferred from the inpatient setting to their home could rapidly receive the follow-up oral formulations from their national and community-based specialty pharmacy (SP) network without delay.

Emerging Gaps in Market Access Capabilities

To support this commercialization strategy, the manufacturer selected a diverse set of vendors and capabilities including:

- daVIZta (prior to IntegriChain's acquisition of daVIZta in mid-2019) for advisory and implementation services for a spreadsheet-driven gross-to-net process
- A large, diversified professional services company for their contract and pricing services
- A well-known data aggregation vendor for their channel and patient data aggregation needs
- A commercial data warehouse vendor

Although the business was growing, the manufacturer's Commercial Leadership and Finance organization grappled with inefficiency, poor visibility, and concerns that the current infrastructure could not support the organization's goals as shown below.

SCALABILITY
Gross-to-net solution was adequate for the time-being but wouldn't be able to scale to meet their anticipated growth.

RELATIONSHIP
Difficulty working with their contract and pricing service provider. They struggled getting timely responses and were frustrated that it could take a week or more to get access to the right expert or a partner.

INNOVATION
Parnters lacked the proactivity and initiative in terms of bringing innovation and best practices to the table.

DATA QUALITY
Growing issues with their channel data including data quality issues, lack of actionable data and insight, and difficulty integrating the data with their data warehouse and analytics platform.

During our initial engagement to assess the organization's gross-to-net forecasting and accrual capabilities, IntegriChain developed a solid, cross-functional map of the customer's commercial business, data sources, and reporting needs. IntegriChain brought best practices and benchmark data to help the manufacturer further improve operations and forecasting. The manufacturer was also kept well-informed about IntegriChain's product roadmap as well as IntegriChain's overall business health and growth strategy. All of this enabled IntegriChain to gain the confidence and respect of the Commercial Finance team, the Executive Leadership team, as well as key leaders in Market Access and Trade/Channel Management.

Over time, IntegriChain discovered the manufacturer was struggling with two main operational issues that IntegriChain expertly and routinely handles. The first issue was that foundational business data including sales, inventory, channel mix, patient status, and prescription dispense

sourced from different systems could not be mastered and aligned to generate information market access, finance, and sales operations needed. Furthermore, data quality and integration challenges with the company's data warehouse and CRM system created disputes and inefficiency in the incentive compensation process.

Additionally, IntegriChain learned that the manufacturer was lacking critical insights from their market access platform and channel data including:

- Comprehensive patient status data that tracks all of the steps from in-take, benefits verification, prior authorization, financial assistance, shipment, refills, transfer, discontinuation, or closure

- Key drivers of the patient journey including Time to First Fill, First Fill Rates, Time on Therapy, and Proportion of Days Covered

- Pharmacy-level insight into provider and payer level issues that are driving the pharmacy's performance

- 100% visibility into dispensing and inventory positions as well as sales transactions across all of their partners

- Insight into co-pay utilization

- Identification of providers who are struggling to work with the brand's network and service model

- Trends for purchasing patterns to discern changes in channel models, speculative purchases, and channel over- or under-allocation

The Change in Approach

In the spring of 2019, the manufacturer decided to consolidate market access vendors in order to achieve its growth and profitability objectives. IntegriChain brought a unique combination of proven expertise in channel and data management along with high-performance and scalable managed services. Additionally, IntegriChain had developed a deep understanding of the manufacturer's business and challenges and built strong relationships with the leadership team. This made selecting IntegriChain an easy decision and the following solutions were deployed to address their needs:

CONTRACT & PRICING SOLUTIONS

Government Pricing (GP) Managed Service. Expert management of the complexities and compliance requirements of GP, including comprehensive and auditable control reports covering all price calculation details to ensure contractual commitments around regulated pricing submissions are met.

Rebate Managed Service. Timely, reliable, and secure contract management, formulary validation and processing of the full range of claims including Medicaid, Managed Care, Tricare and Coverage Gap to meet contractual commitments around rebate claims processing.

GROSS-TO-NET SOLUTIONS

GTN Forecasts. Achieve consistent, audit-ready GTN forecasts leveraging IntegriChain's industry-proven GTN methodology Library and improve forecast accuracy and "what-if" scenario capabilities.

GTN Accruals. Increase speed and accuracy of GTN close and improve product-related decisioning with trusted, aligned GTN data.

PATIENT ACCESS SOLUTIONS

Patient Data Aggregation. Longitudinal de-identification, patient mastering, and foundational data quality management of patient data enabling timely, accurate provider and patient insights.

Refined Patient Data. Advanced data quality stewardship, data cleansing, and master data management to enable more timely visibility to providers who are struggling with payer restrictions and more accurately measure the impact of patient service programs on patient initiation and adherence.

Specialty Pharmacy Analytics. Patient status data enrichment, patient journey KPIs, and diagnostic scorecarding to accelerate the identification of operational challenges with specialty pharmacy (SP) patient enrollment, payer restriction navigation, and therapy on-boarding as well as help identify friction points between network SPs and patient service platforms.

ADVISORY SERVICES

Process & Compliance Advisory Services. Provide best practices, benchmarks and advisory around class of trade (CoT) Reclassifications, Federal Supply Schedule (FSS) & Contracts, GP assessments and re-statements and GTN assessments.

A Look Ahead

This is a complex situation, with the manufacturer moving from three vendors to one and consolidating all of their market access-related operations with IntegriChain. The following diagram shows an operational data flow describing how data will be submitted and processed by IntegriChain, delivered to the manufacturer, and how feedback about data quality issues are reported back to the channel data partners to be restated or corrected.

First, IntegriChain's proprietary ICyte™ Data Refinery ingests data from the manufacturer's network partners into the Data Refinery. IntegriChain can currently ingest multiple file layouts supporting Specialty Pharmacy Patient Status, Dispense, and Patient Services data.
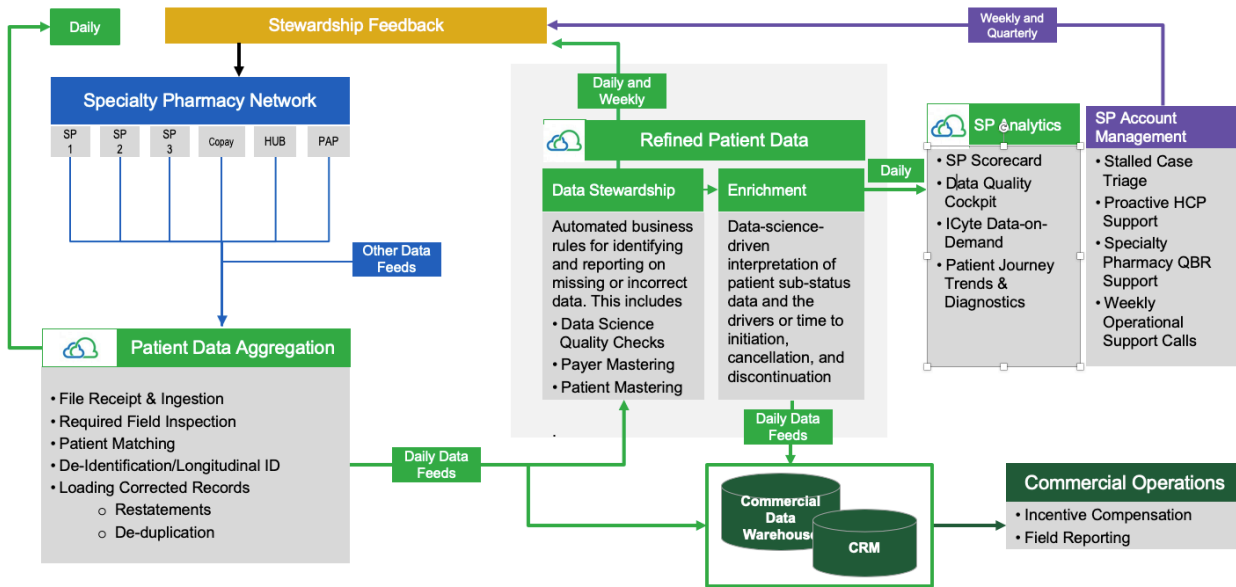
Once data has been tokenized to ensure anonymity of patient personal information, the ICyte Data Refinery executes multiple automated processes to aggregate data from multiple data providers. It also will create a log of each file received, run automated data quality checks to review missing required fields, duplicate records reported, and records that may restate previously reported data. The data is also processed against IntegriChain's Master Data Management Systems. This makes certain that the product, payer, and patient information is properly mastered for each record received. Once the data has been refined using advanced patient journey modeling and data stewardship methodologies, it is available within the ICyte

> *"With IntegriChain, we're looking forward to having a much more accurate view of the patient journey and the performance of our therapies."*
>
> *-Vice President, Market Access*

Platform within business intelligence tools such as Specialty Pharmacy Analytics and the ICyte Analytics. Throughout this entire process, IntegriChain solutions work hand-in-hand with the manufacturer's existing data warehouse, enabling the customer to leverage their existing investment in technology and systems.

Despite this scope, both the manufacturer and IntegriChain are confident in improving their market access capabilities while also reducing their cost of market access in three ways. First, both organizations are collaborating to move operations to IntegriChain's channel data management solutions as soon as possible. This will ensure data files are accurate, at the proper level of granularity, and are received in a timely manner that is in accordance with the data agreements defined in the manufacturer-channel partner agreement. Additionally, the manufacturer will begin using IntegriChain's government pricing and rebate management services by early 2021. Lastly, a more automated gross-to-net solution will be implemented and go-live within the next twelve months.

About IntegriChain

IntegriChain delivers Life Sciences' only comprehensive data and business process platform for market access. More than 230 life science manufacturers of all size and complexity rely on IntegriChain's analytics, applications, managed services and expert advisors to power their operations and harness the value of their channel, patient and payer data. IntegriChain has played a vital role in more than 70% of product launches over the past two years including 35 first launches. For more information, please visit www.integrichain.com or ic@integrichain.com