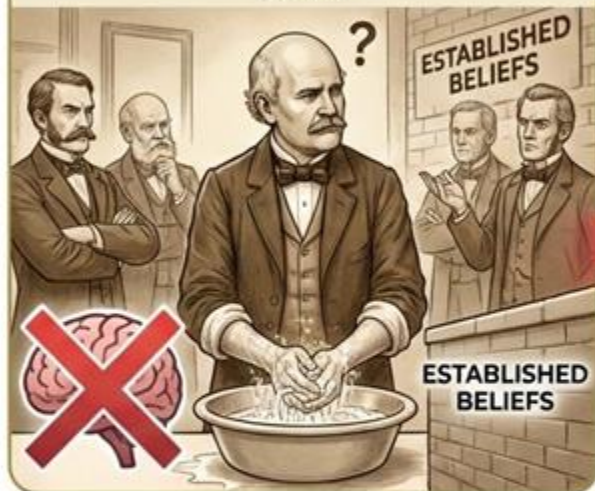


A Leadership Blueprint for Embedding Patient *Partners* into Organizational DNA

Lisa Petermann
Chief Patient Experience Officer
Roche Canada

Boston, March 2026

The Semmelweis Reflex (1847)



Rejection of new knowledge due to conflict with entrenched norms, despite empirical evidence.

The Missing 'Mechanism' (Pasteur)



Scientific discovery of microorganisms provides the underlying explanation for infection.

The 'User-Friendly' Translation (Lister)



Translation of scientific theory into actionable, effective antiseptic protocols for surgery.

PROGRESSION OF UNDERSTANDING & ADOPTION

Patient inclusivity will help achieve individual & organization goals

Chief Patient Experience Officer



Co-Created job description with the Patient Co-Creation Council.



Consultation with **65 stakeholders**.



Minimum of **10 years** of lived experience as a patient/caregiver.



Report directly to the CEO.

AMPLIFY THE VOICE OF PEOPLE WITH LIVED EXPERIENCE ACROSS THE ORGANIZATION



Patient Inclusivity



Lisa Petermann
Chief Patient Experience Officer

Core Philosophy:
***“Everything we do for patients, we do
with patients -- as partners every
step of the way.”***

Patient Co-Creation Council



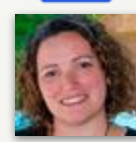
Rinat Avitzur
Patient Partner



Kerri Beirnes
Patient Partner



Robin Harkness
Patient Partner



Natasha Bascevan
Patient Partner



Hamlet Nation
Patient Partner



Stephen Brown
Patient Partner



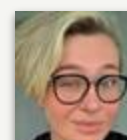
Michelle Burleigh
Patient Partner



**Shelley Ewart -
Johnson**
Patient Partner



Mario Chevette
Patient Partner



Katerina Firlova
Patient Partner



Julie Polisena
Patient Partner



Simron Sidhu
Patient Partner



Michelle Wan
Patient Partner

Francophone Council



Kelvin Arroyo, Mario Chevette, Sarah Choudhury, Sylvie Dostie, Gisèle Fournier,
Marie-Josée Laliberté Justin Mallet, Casandra Poitras, Raymond Vles



Progression of Patient Inclusivity

Timeline of Empowerment



1950 - Dawn of Patient-centred Care

Patient-centred care was first coined as a concept in the 1950s when US psychologist Carl Rogers used the term to describe building a relationship of trust between therapist and patient in order for the latter to be able to fulfil his or her potential in life.



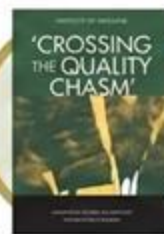
1960s-1970s - Shift Towards Informed Consent

Driven by the civil rights movements, the rise of consumer advocacy and a growing awareness of patients' rights the medical field begins to shift towards a more collaborative approach.



1980s-1990s - Healthcare Consumerism

Patients demand more control and choice over their healthcare. Fueled by increased availability of medical information and the rise of patient advocacy groups, patients are empowered to take more active roles in their treatment.



2001 - 'Crossing the Quality Chasm'

Landmark report from the Institute of Medicine calling for patients to be treated as partners in their care.



2000-Today The Digital Revolution

The internet, electronic health records, wearable technology, patient portals and now AI give patients access to their data and comparable aggregate data further empowering them as partners in care.

INCREASING PATIENT EMPOWERMENT



Patient Engagement Synapse



Paper/Publication • Peer-reviewed publication

Recruiting patients as partners in health research: a qualitative descriptive study



  2 connections

Jul 16, 2025



Paper/Publication • Peer-reviewed publication

PCR199 Measuring Patient Engagement: The Importance of a Framework



  2 connections

Jul 4, 2025



Paper/Publication • Peer-reviewed publication

Measuring impacts of patient and public involvement and engagement (PPIE): a narrative review synthesis of review evidence



  2 connections

Oct 29, 2021



Guidance • Framework / Guidance

Measuring Patient Engagement in the Planning and Conduct of Clinical Pain Research



  2 connections

Oct 29, 2021



Paper/Publication • Peer-reviewed publication

Multi-country collaborative citizen science projects to co-design cardiovascular disease prevention strategies and advocacy: findings from Ethiopia, Malawi, Rwanda, and South Africa



  3 connections

Dec 12, 2023



Paper/Publication • Peer-reviewed publication

Patient Science: Citizen Science Involving Chronically Ill People as Co Researchers



  2 connections

May 23, 2022



Paper/Publication • Peer-reviewed publication

Community-based participatory research through co-design: supporting collaboration from all sides of disability



  3 connections

May 10, 2024



Paper/Publication • White paper

CIRS WORKSHOP REPORT
Meaningful patient involvement in regulatory and HTA decision making – Current practices and impact on the final assessment



  2 connections

Mar 2, 2026



**Organisational Training
& Development**



**Patient Engagement
Frameworks**



Career Progression

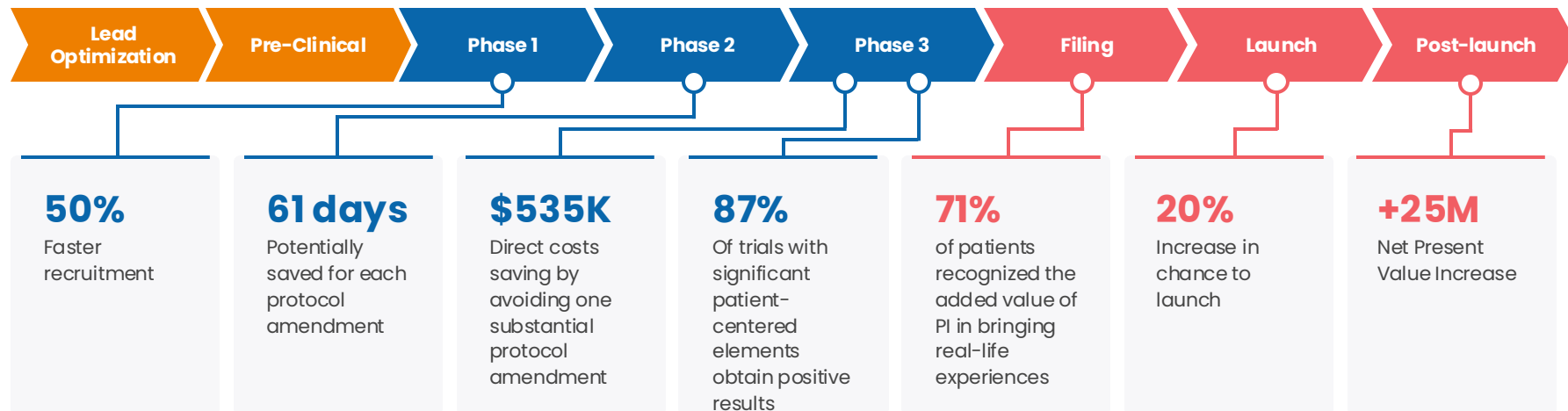


**Expertise & Best
Practice**



**Setting Industry
Standards**

Patient Inclusivity Benefits Industry Across The Lifecycle Of Medicines



Sources:

Economist intelligence Unit. *The Innovation Imperative: The Future of Drug Development*, 2018.

Getz K. *improving protocol design feasibility to drive drug development economics and performance*, 2014.

Getz KA, Stergiopoulos S, Short M, et al. *The impact of protocol amendments on clinical trial performance and cost*, 2016.

DIA *Assessing the Financial Value of Patient Engagement*, 2017.

Building the right mindset & competencies is critical as we strive for more advanced, higher levels of patient engagement.

Having a patient-inclusive mindset



Everyone at Roche

Enable patient Inclusivity



Squad Leads, Chapter Leads, Executive Teams

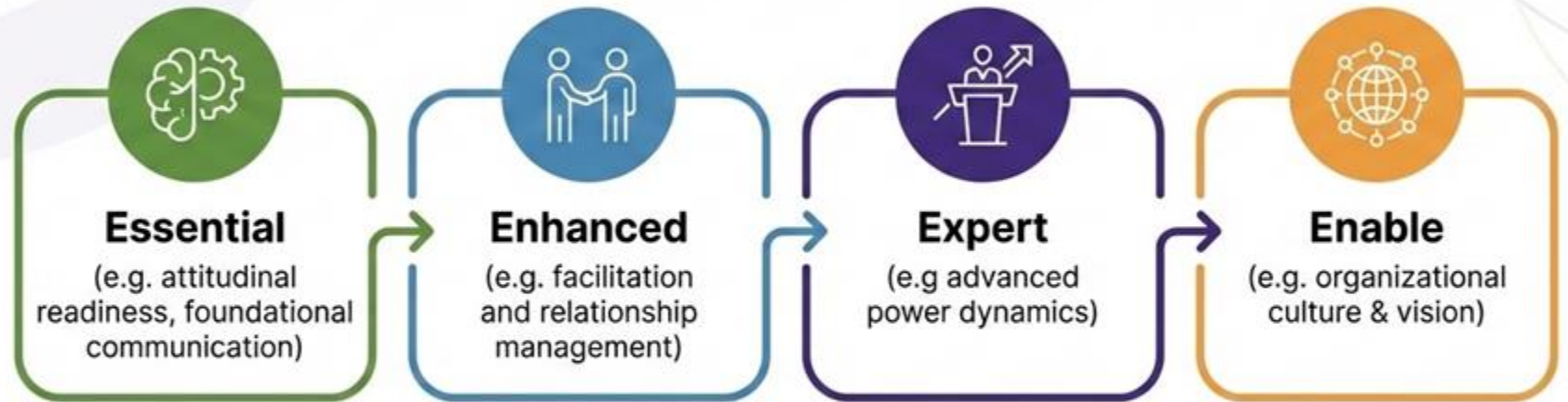
Engage with patients



PP and PPOC* Roles

** PPOC roles can include MSL, PJP, HSPs – depending on local implementation & terminology*

Patient Engagement Competency Framework



PEPS

Different Levels of Engaging Patients

Inform



Consult



Involve



Collaborate



Empower



**Learn/
Inform**

Amplify

Involve

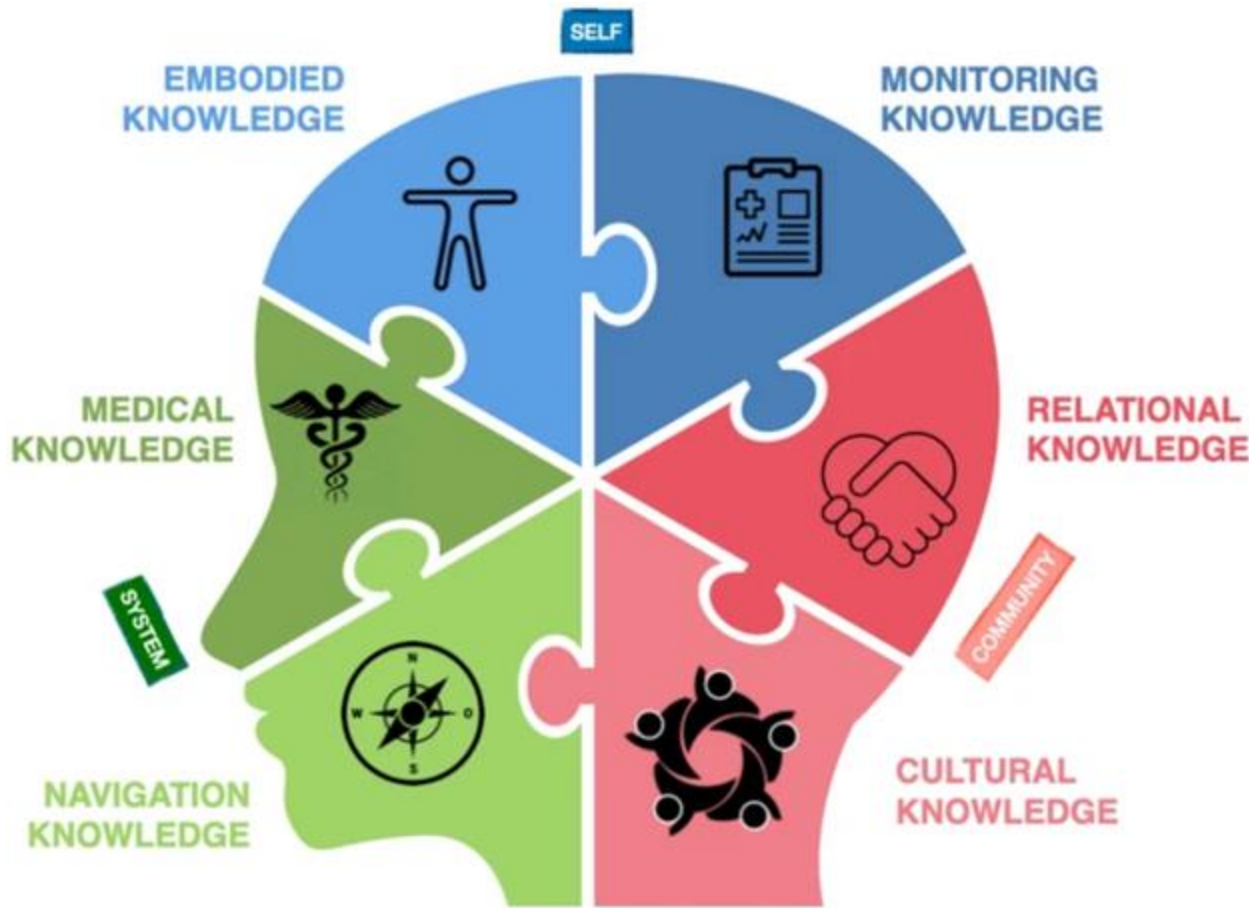
Co-Create

Empower

Consider Time, Knowledge and Funds Needed

Seamless systems





Compliance should be the floor that supports our partnership, never the ceiling that limits its reach.

Dumez, V., L'Espérance, A. Beyond experiential knowledge: a classification of patient knowledge. *Soc Theory Health* 22, 173–186 (2024).
<https://doi.org/10.1057/s41285-024-00208-3>

Key Takeaways



Elevating Collective Wisdom

(The “**Pasteur**” Factor)



Designing for Flow and Synergy

(The “**Lister**” Factor)



Nurturing a Culture of Courageous Humility

(The “**Semmelweis**” Factor)