

Breaking Silos: How to Embed the Patient Voice Early in R&D

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Agenda



Breaking down silos



Early engagement for maximum impact



Our model



Lessons learned

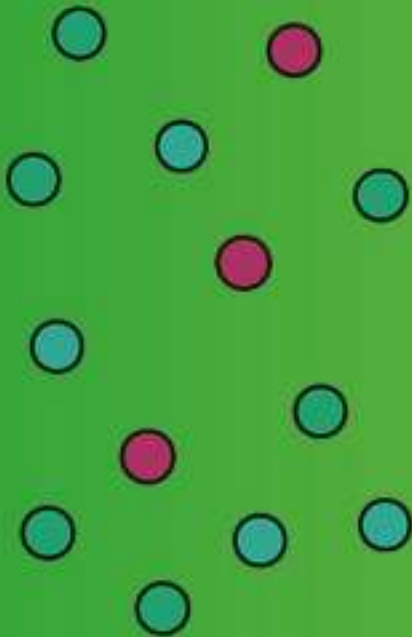


Key takeaways

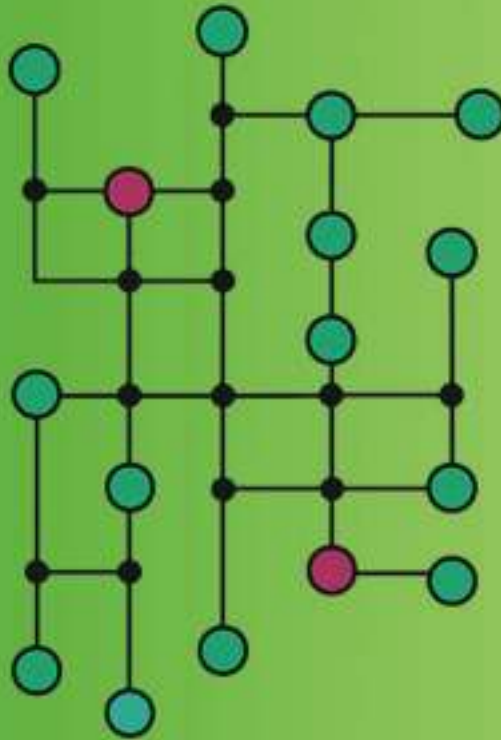
Patient Voice work often fragmented and siloed

The TEVA approach

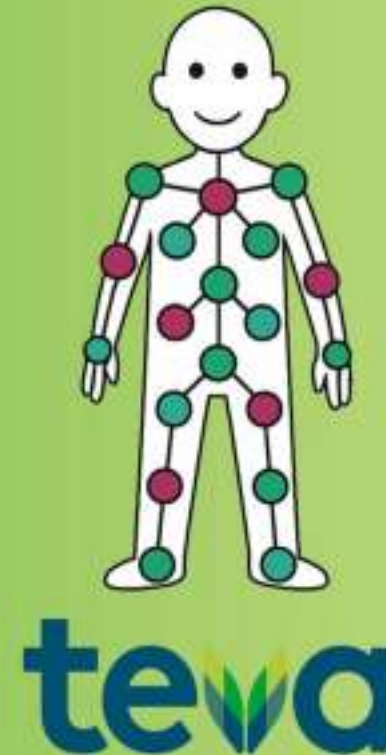
Before the Patient
Engagement Framework



Creating the Patient
Engagement Framework



With the Patient
Engagement Framework



- ✓ Elevate lived experience at the Enterprise Level
- ✓ Connect the dots across the organization
- ✓ Adapt to current company structure
- ✓ Work across all levels of the organization
- ✓ Embrace ambiguity in reshaping how patient voice is included

Patient Engagement Framework Vision

Bringing the patient voice into cross-functional end-to-end development, coordinating and elevating existing activities and initiating early engagement



Patient Focused Drug Development

1

Develop a Strategy to ensure Patient Voice is Key in Drug Development

2

Create Infrastructure to guide the process: Policies, Procedures, Roadmap



Patient and Caregiver Engagement

3

Internal Engagement: elevate lived experience communications across the company

4

External Engagement: ensure external patient voice stakeholders co-create company approach

The Goal: Lived experience driving impact



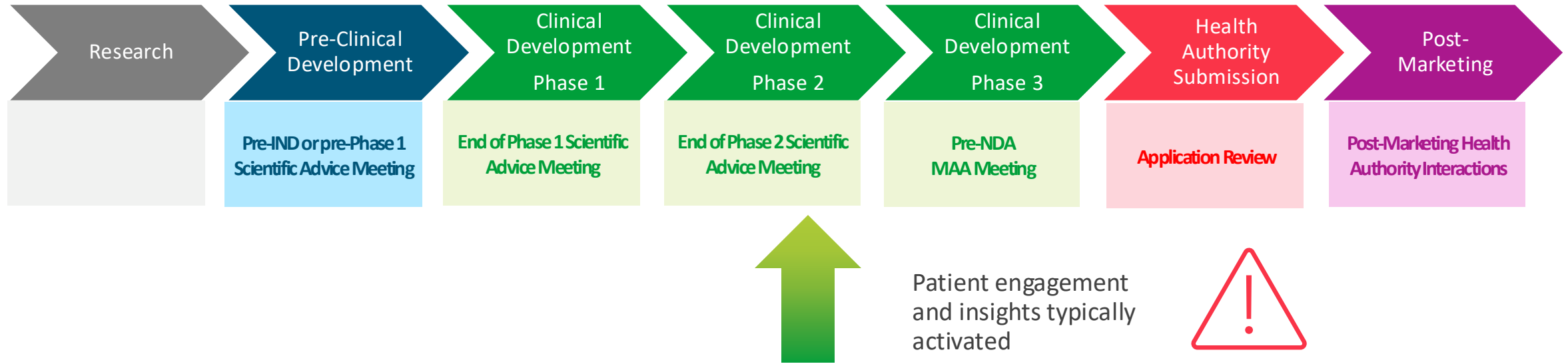
Moving from “nice to have” engagement to a repeatable approach where the patient perspective is built into decision-making and company culture

The Bridge of Lived Experience



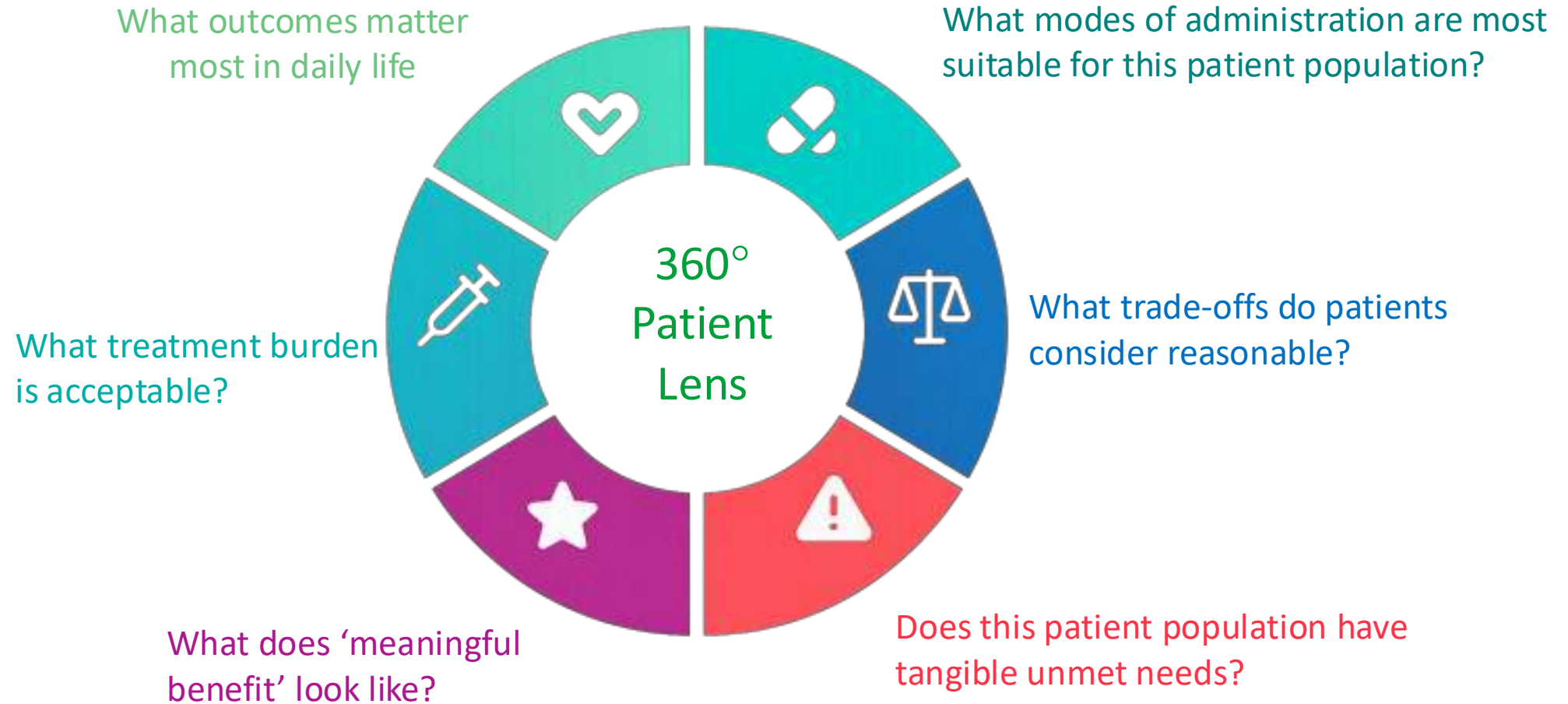
- Voice of the patient and caregiver
- Quality of life signals
- Innovation priorities
- Operational improvements
- Access equity & inclusion

The gap: patient voice still arrives too late



What the industry does well today	What still systematically lags
• Trial design and feasibility • Endpoint selection and patient-reported outcomes • Recruitment support and materials • Patient voice collection post marketing	• Early research choices and portfolio decisions • Translational strategy and early evidence planning • Regulatory strategy and value narrative shaping

What do 'early' insights mean?



The Patient Impact Roadmap



Lived experience impact in action beyond the patient journey



Why? The purpose

- Put patients at the heart of every medicine
- Use patient insight **at every stage** of development
- Create stronger, differentiated target product profiles **based on lived experience validation**



How? The approach

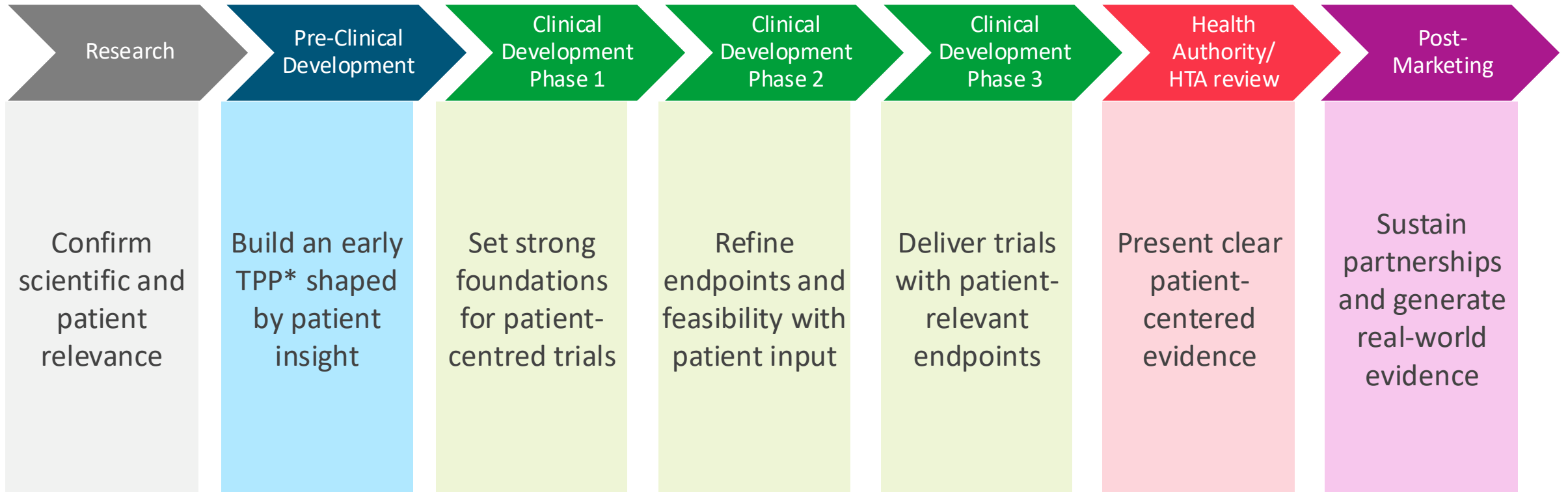
- Follow a clear roadmap from **research** to post-approval
- Use patient insight to guide decisions **at every stage**
- Build in clear ownership and collaboration across teams



What? The Roadmap in action

- Use patient insight to shape **product design, studies and access**
- Work in open, ongoing **partnership** with patients and carers

The Patient Impact Roadmap



How are we doing this

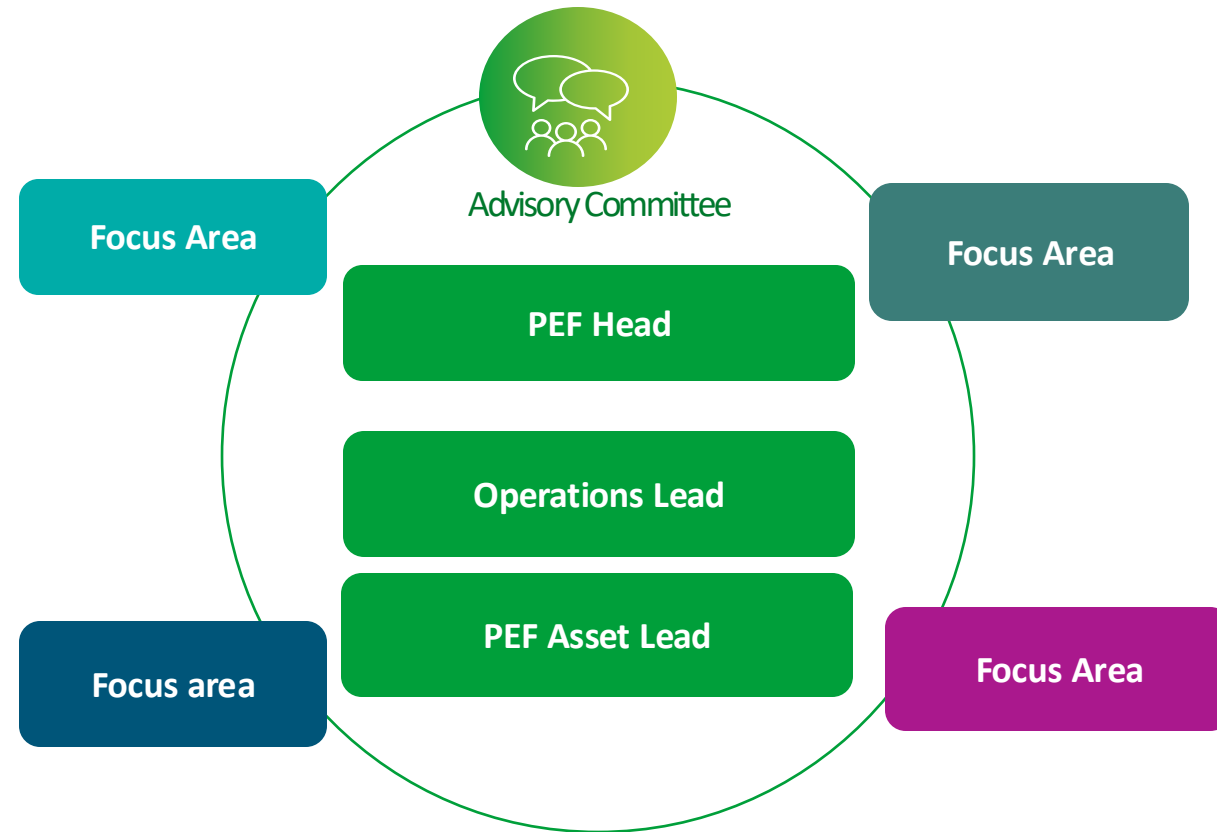


- ✓ Harnessing the entire company as a matrix
- ✓ Transforming lived experience in insights that inform decision making
- ✓ Creating a long-lasting impact of the patient voice into our products



Patient Engagement Framework

Cross-functional Team



Focus Area Teams: Coordinate and complete cross patient focused functional activities.

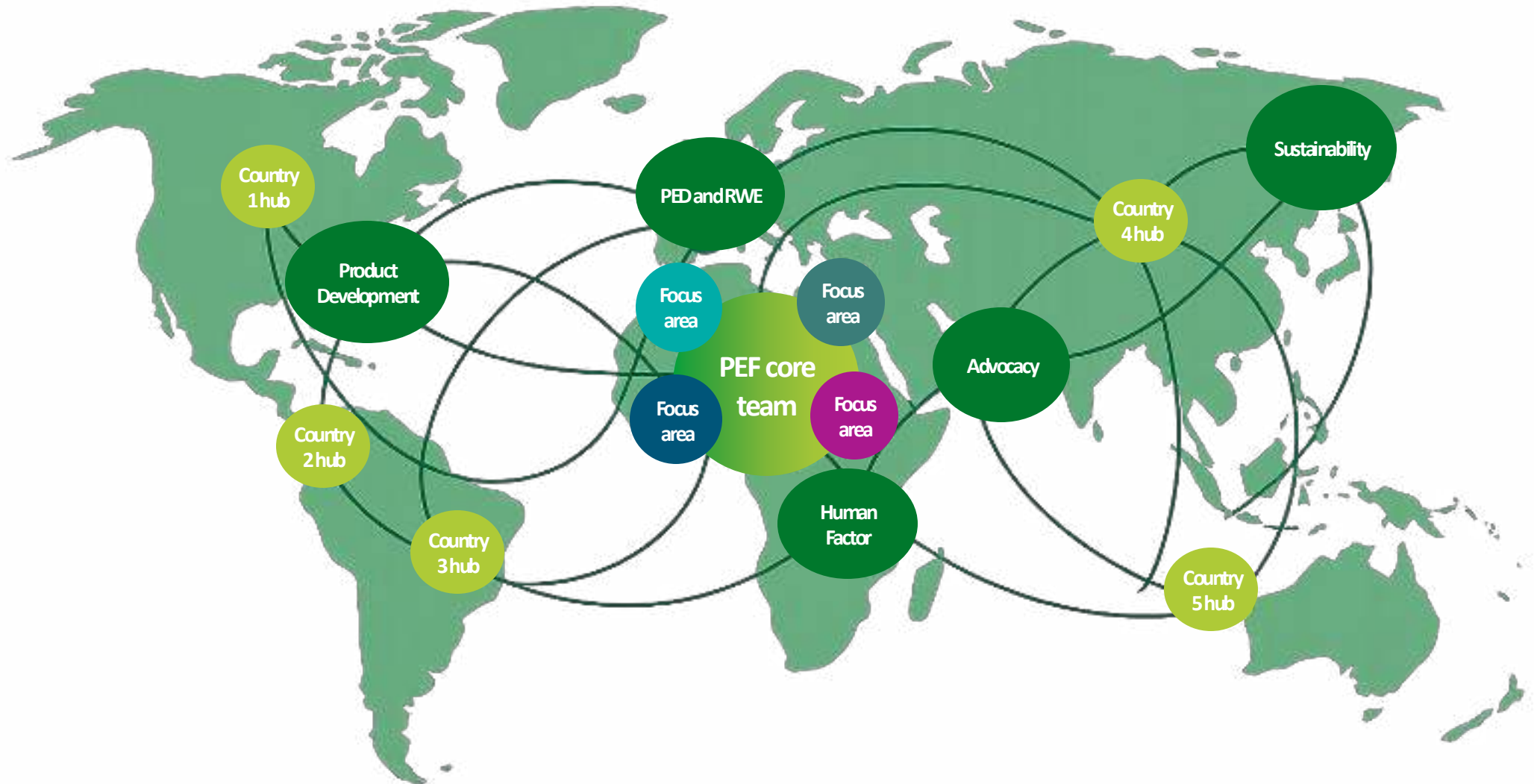
Advisory Committee Team: Guides direction & cascades info. Oversees and delegates key tasks.

Team members with partial focus on patient engagement goals and activities



Opportunities for: career development, cross functional leadership, mentorship, new skills, networking, visibility

Connecting the dots to serve patients better



How to do this without a large dedicated team

A lightweight, simple and repeatable operating model



Define a minimum set of patient questions early



Use existing relationships and credible partners



Standard templates for consistency



Keep a decision log: what changed and why

Building buy-in (what worked for us)



Upper management buy-in while engaging SMEs* across R&D

- ✓ Visibility across all levels and functions
- ✓ Make sure each level has their needs met by the process and the output
- ✓ Keep them informed and engaged

What helped create momentum

- ✓ Start with one product in development and show value quickly
- ✓ Translate insights into decisions, not just reports
- ✓ Bring skeptics into the process early
- ✓ Use leadership sponsorship to unblock barriers



Lessons learned from cultural shift



What we learned the hard way...

Our solutions...

Engagement needs guardrails and clarity

Policy and Procedures

Teams need support to turn insight into action

Roadmap and activities coordination

Consistency and visibility beat intensity

Internal communications, training, knowledge & experience sharing

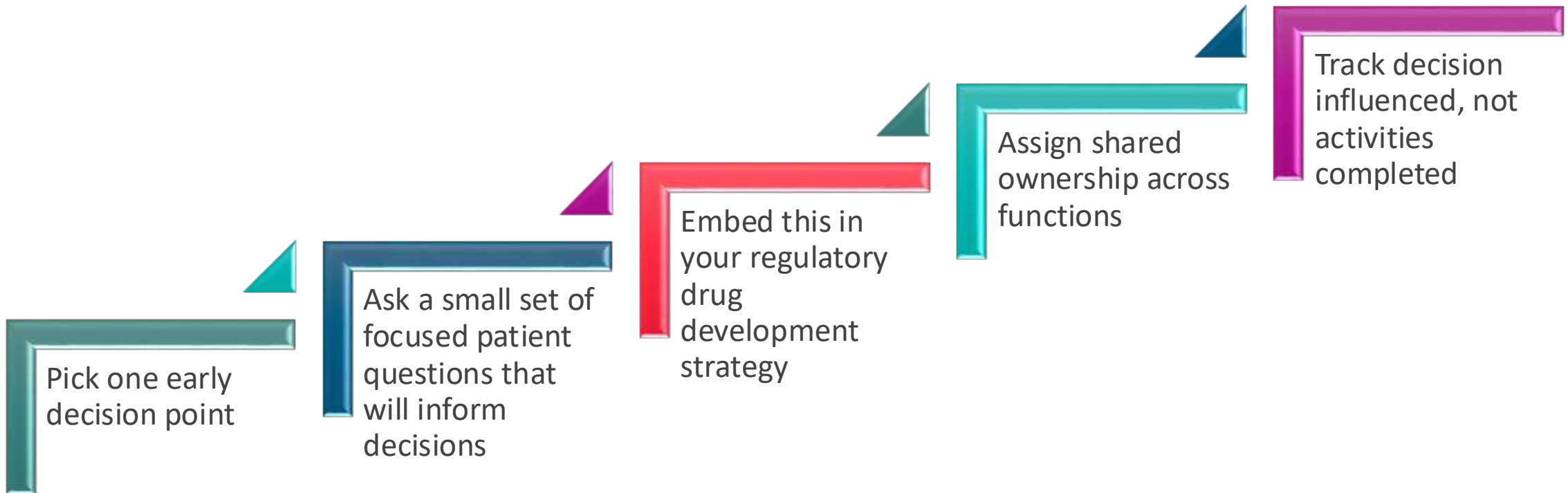
Culture shifts through repeated behaviours, not slogans

Programs support, highly visible activities

A practical call to action



If you want the patient voice upstream, start here:



If you want your teams to buy into this: make it tangible and help them seeing the impact on patients

Think big, start small, move fast



Berry LL, Lombardo J. Think Big, Start Small, Move Fast: A Blueprint for Transformation. McGraw-Hill Education, 2014.

THANK
YOU

