



NHS and Industry insights into the evolving healthcare and commercial environment

An Executive Summary
January 2022

brand
anthem

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Is it time to revamp the commercial playbook?

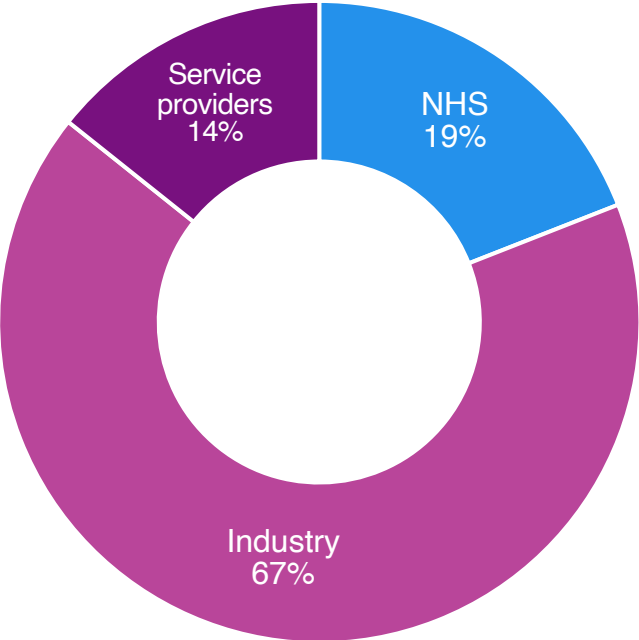
The NHS is restructuring as it continues to grapple with the challenges posed by COVID-19. How are Industry leaders responding? What are the trends that will affect your future commercial success? CHASE commissioned independent market research to find out.

This qualitative research, commissioned and sponsored by CHASE, shows how 23 leaders across Industry and NHS are responding. This report is a succinct summary of the findings to support you in your strategic decision-making.

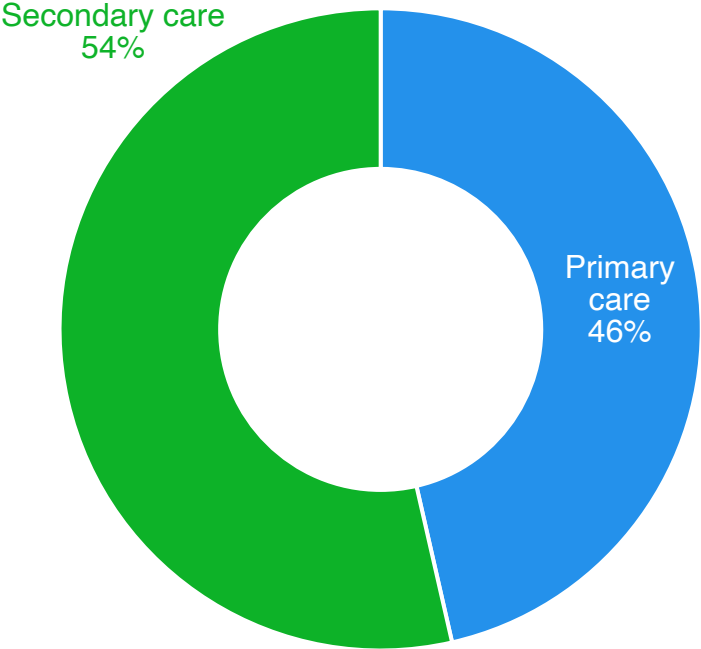


23 NHS and Industry leaders took part from across a range of clinical and management roles in England

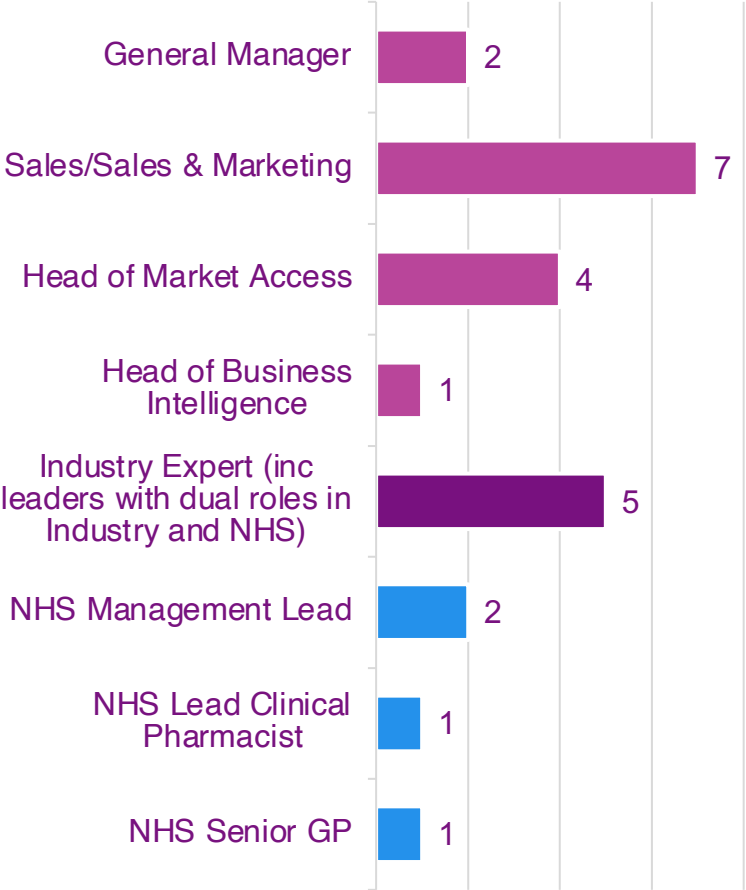
Perspective



Sector



Roles



30-minute depth interviews conducted September - November 2021

Three key themes emerged from the interviews



1

Response to structural change

How NHS and Industry are responding at a time of unprecedented pressure



2

Partnership

What NHS and Industry want from each other and how they can work together effectively



3

Capabilities

The organisational and professional capabilities required to succeed through this disruption

Response to structural change

“The risks for Industry right now are massive because you just get frozen out. You’re either relevant or you’re not. And if you’re not, you’re nowhere.”

Industry Expert



Curiosity, operational agility & empathy enable market access in changing NHS

Market access is undoubtedly affected by a brand's alignment with NHS priorities. However, leaders who listen and are able to flex to meet NHS needs, are opening doors that remain closed to those with more traditional approaches.

Consider:

- How your teams can understand and support NHS leaders' and clinicians' needs as Covid-19 pressures continue and Integrated Care Systems arrive in 2022
- Field teams' ability to engage credibly on local population health issues and solutions
- How to increase or enhance peer-to-peer engagement, particularly with influential new additional roles

Do:

- ✓ Stay connected across NHS network to understand changing stakeholder maps
- ✓ Adjust value proposition for every level of NHS engagement – one size does not fit all
- ✓ Focus on personalising digital communication to provide value, not volume!

Don't:

- ✗ Wait so long for certainty you're frozen out of future engagement opportunities

Partnership

“There are massive opportunities. There’s a new mood for practical solutions. I’ve never seen the NHS so eager to work with a commercial partner.”

Industry Expert, NHS Leader



Partnership offers enormous win-win opportunities for Industry, NHS and patients

The NHS cannot solve its enormous challenges on its own and is increasingly willing to partner with Industry to address them. However, trust and transparency remain significant barriers mentioned by all participants. Listening to NHS needs and being honest about commercial goals helps to broker trust.

Consider:

- What non-clinical expertise your organisation can offer e.g. finance, data analysis, facilitation, psychological safety at work
- Ways your company can offer value across the patient journey, particularly in saving time and resources use
- How to show NHS stakeholders what is now possible through Collaborative Working following update to ABPI Code in July 2021

Do:

- ✓ Be honest about commercial motives to partner
- ✓ Listen carefully to what NHS stakeholders want and respond with customisable, relevant and scalable suggestions that benefit patients, NHS and your commercial goals
- ✓ Set partnerships up for success - be realistic about what can be achieved, and how quickly

Don't:

- ✗ Approach NHS with an open offer of help. Listen hard to their specific challenges and respond with customised solutions.
- ✗ Get started without senior buy-in from your company and NHS to ensure long-term success
- ✗ Immediately try to sell key brand messages when NHS senior leaders engage for the first time. Take time to understand and respond to needs first to keep doors open.

Capabilities

“When we talk to candidates about what’s important to them, it’s now company culture, focus on the patient, the line manager, personal development and product pipeline.”

HUW Nicholas, Industry Recruitment Expert, CHASE



Companies need a strong employer value proposition that attracts NHS-savvy commercial problem solvers

Field-based employees that can listen to identify NHS needs and collaborate to create commercially viable solutions will be in demand. Attracting such people is becoming increasingly competitive: a culture-focused value proposition is important.

Consider:

- How to sharpen your employer value proposition – are you competing well for in-demand candidates?
- The roles and capabilities in your field teams to engage credibly peer-to-peer and about population health
- The hiring process for former NHS employees – are your expectations realistic and how can you set them up for success?

Do:

- ✓ Drive senior leader engagement with peers in NHS to understand needs
- ✓ Empower empathetic problem solvers with business acumen in field roles
- ✓ Drive cross-functional collaboration for engaging stakeholders more effectively

Don't:

- ✗ Be complacent, otherwise you'll lose out on top talent
- ✗ Leave candidates with no or little feedback after interview process
- ✗ Expect to find perfect candidates from within the NHS – the right characters will thrive in Industry with the right leadership and investment in training

Summary of market research



Proposition



Empowerment



Reach



Flexibility



Organisational readiness



Realism



Measurement

Summary of market research



P

Proposition. True **insight** and **empathy** is required to get this right. Your value proposition for every level must address a problem/opportunity that matters.



E

Empowerment. Customer-facing personnel need **autonomy** to progress opportunities with hard-pressed NHS stakeholders. Provide relevant support, training and decision-making frameworks to enable this.



R

Reach. As NHS structures, roles and decision-makers change, ensure you have **sufficient reach** to access key stakeholders directly or through partners. Customer-facing teams need to be **tenacious, curious, and empathetic** to develop and maintain relationships.



F

Flexibility. Customer-facing teams require **flexibility** to develop solutions aligned with customers' their preferences and area health priorities etc. You need flexibility in **how you market** your products, partner with the NHS and **differentiate** UK strategy from above-country directives.



O

Organisational readiness. Orientate to **patient and NHS need** to be more likely to succeed. Drive **connection between functions**, evolving structures and decision-making processes to accommodate this.



R

Realism. Strive for success but **be realistic** about what can be achieved and how fast. Set **realistic objectives**.



M

Measurement. Collect evidence **to show impact** and learn/improve for next time. Aim for progress, not perfect. This is true for partnership projects with the NHS and changes to sales models, channels use etc.

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We support you to find exceptional senior permanent and interim talent for key commercial and medical roles.



CHASE clinical

We help to accelerate the delivery of clinical trials.

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