



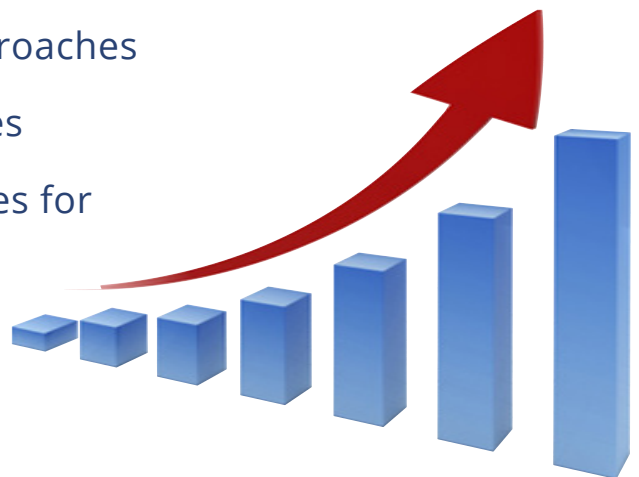
Develop a Training Plan to Increase Market Share in 2017

New CMS initiatives and other trends in healthcare are impacting your business and will continue to do so in 2017. CMR Institute has a customized learning approach that will help equip your commercial sales teams to:

- Identify new decision makers and implement new partnering approaches
- Understand new payment models and payer strategies and the impact on their customers
- Develop innovative account management strategies for payers and new decision makers

To positively impact ROI for your company, a training plan must include a **strong design, up to date and relevant content**, and address **implementation and sustainability practices**. CMR has made it easy for you to design and implement a training strategy that will prepare your field teams with the knowledge and skills needed to increase ROI in 2017. This free planning tool includes recommended content in three key areas required for successful account planning and new sales approaches including:

1. New decision makers and partnering approaches
2. New payment models and payer strategies
3. Innovative account management strategies for customer-facing roles



PROGRAM DESIGN

Creating a training plan that increases ROI in today's changing landscape is easy when you partner with CMR. Programs can typically be launched and implemented in less than 2 weeks and can be hosted on our LMS, your own LMS or other non-LMS platform..

The chart below provides some considerations for design.

Considerations for Program Design	Notes
What roles are you training?	
What experience does the audience have on this topic?	
Timing and Pacing of Program – How long do you want participants to spend on training each month/quarter?	
Do you have company competencies/behaviors that the program can be tied into?	
Do you have upcoming live/virtual events where this type of learning can be reinforces?	
What other types of application resources should be included to complement the elearning and get the results you need? (business planning tools, webinars, whitepapers, etc.)	
Budget considerations	
What human resources do you have to support this program or will your vendor provide that support?	
System Hosting Preference	

As the market changes you need a partner that stays on top of the latest market changes and trends in healthcare so you can focus on other essential areas. CMR Institute has a team of subject matter experts, writers, instructional designers, and eLearning experts that create dynamic content and take the burden off your team.

CONTENT RECOMMENDATIONS

New decision makers and partnering approaches

Inside the C-Suite—Getting a Seat at the Table

In integrated care organizations, decisions made in the C-Suite are applied across the care continuum. As these organizations are becoming central to our healthcare system, you are being asked increasingly to demonstrate your company's strategic value to their C-Suites. This module explains how integrated care organizations are reshaping the way life science sales teams conduct business. Then it describes a sales process that will help you succeed in the C-Suite environment.

1. Describe how life science sales presentations have changed with the growth of integrated care organizations.
2. Outline the general process for establishing strategic partnerships within C-Suite organizations.
3. Describe the purpose of and tasks involved in each step of the C-Suite sales process.

Understanding the Basics of Risk Contracting

This module discusses the basics of risk contracting as more life science companies consider this strategy to build more meaningful partnerships with their customers.

1. Understand common concepts in risk and risk sharing.
2. Identify the key factors driving the shift to risk sharing across the healthcare industry.
3. Describe several examples of risk-based arrangements in the healthcare industry today.
4. Understand the nature of risk and how it applies to the insurance business.
5. Identify opportunities for life science companies participating in risk contracts with payers and providers.

Integrated Delivery Systems and Accountable Care Organizations

This module focuses on the increased integration and consolidation occurring among provider organizations. Hospitals, physicians, and other providers are partnering to better ensure they can provide high-quality, lower-cost care in a coordinated manner across the care continuum (eg, primary care, specialty care, hospital care, post-acute care). At the same time, there is increasing competition among providers for contracts with commercial payers and employers, which are looking to form networks of care with those providers that can deliver value (quality ÷ costs) to patient populations.

1. Explain why managed care organizations tend to prefer accountable contracts with select integrated providers.
2. Identify distinguishing features of IDSs, including horizontal versus vertical integration, insuring and non-insuring IDSs, virtual versus full integration, and functional versus physician versus clinical integration.
3. List and describe key elements of integrated delivery systems.
4. Describe the characteristics of the most common IDS models.
5. Define and characterize accountable care organizations.

Accountable Care Organizations and Future Healthcare Delivery

This module covers the establishment of accountable care organizations and explores their potential impact on biopharmaceutical and device companies.

1. Define the term accountable care organization (ACO), describe its basic features, and examine their evolution to date.
2. Explain how ACOs differ from integrated delivery systems (IDSs) and managed care organizations (MCOs).
3. Describe how ACOs measure quality and share savings and risk.
4. Examine the implications of ACOs for biopharmaceutical and device companies.
5. Describe other coordinated care approaches being piloted in the healthcare system.

New payment models and payer strategies

Value-Based Care and the Changing Healthcare Delivery Model

This module discusses different types of value-based payment and how providers are preparing for the transition from fee-for-service medicine to value-based care. Healthcare sales professionals will gain insight into how they can be valued partners by offering products and services that support their customers' focus on value.

1. Define the concept of value in healthcare and how it relates to the Triple Aim.
2. Describe the key goals of value-based care, including reducing practice variation, controlling costs, and enhancing quality.
3. Explain different types of value-based payment.
4. Discuss strategies that providers are using to prepare for the shift to value-based care.
5. Identify opportunities for the industry in a value-based care environment.

Understanding MACRA and Its Impact on Physicians

The Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) is radically changing how physicians receive payment from Medicare, the largest payer in the US. This module explains the most relevant aspects of MACRA and how they affect physicians. This module also describes value-based selling strategies in this changing environment.

1. Understand the key goals of MACRA and how it transforms Medicare payment for physicians.
2. Define the Merit-Based Incentive Payment System (MIPS).
3. Describe alternative payment models (APMs) under MACRA.
4. Understand the strategies that physicians are using to be successful under MACRA.
5. Identify opportunities for life science companies to deliver value to physicians during the MACRA transition.

Overview of the 340B Drug Pricing Program

This module will help you to understand the history of the program, as well as the definitions of covered entities, how the Program is monitored, and recent changes that have occurred since the adoption of the Affordable Care Act.

1. Explain the 340B Program and provide a basic description of the history, definitions, and criteria within the 340B Program.
2. Describe how the 340B Program is monitored.
3. Explain how the ACA impacted growth of the 340B Program and describe additional updates to the 340B Program that occurred in 2015.
4. Identify and describe the complexities associated with the oversight of the 340B Program.
5. Identify implications for the industry through external resources available to determine the impact of the 340B Program in a given sales territory/area.

Major Healthcare Payers and Managed Care Payment

This module provides an overview of the major payers and payment arrangements in the post-Affordable Care Act market.

1. Characterize the complexity of the healthcare payment system and the evolution to value-based payment that is occurring in the industry.
2. Identify common types of fee-for-service and value-based payment arrangements.
3. Characterize how providers are reimbursed for drugs.
4. Identify the basic components of the Medicare program, including Medicare managed care plans and prescription drug coverage.
5. Describe Medicaid and how it is incorporating managed care.
6. Characterize how commercial payers and employers are using managed care approaches.

Innovative account management strategies for customer-facing roles

Strategies for Effective Account Management

This module explores the activities that are essential to effective account management and describes how some of these activities are changing. The module also discusses the unique challenges and opportunities that key account teams are encountering in their evolving markets.

1. Describe the roles and competencies of account managers.
2. Discuss the major issues influencing product-related decisions for health plans, pharmacy benefit managers (PBMs), health systems, and ACOs.
3. Explain the strategies these accounts use to control pharmaceutical costs.
4. Identify the key decision makers in these accounts and anticipate their various perspectives.
5. Examine an account management process that will set the stage for success.
6. Identify various approaches account managers can use to build relationships through value-based collaborations.

Today's Medical Groups and the Transition to Value-Based Care

Today's medical groups are larger, more integrated, and more "wired" than ever before. As the industry shifts from fee-for-service to value-based care, medical groups face significant challenges and opportunities. Understanding the complex medical group environment is critical knowledge for healthcare sales professionals. This module discusses the trends affecting medical groups and how life science companies can build more meaningful partnerships with these important customers to help protect market access.

1. Understand how consolidation and hospital employment trends are affecting medical groups.
2. Explain how the role of medical groups is evolving as more care delivery shifts from inpatient to outpatient settings.
3. Describe new factors affecting physician compensation, including the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA).
4. Understand how medical practices are using healthcare IT, protocols, and other tools for population health management.
5. Identify opportunities for life science companies to offer more value to medical groups as payment models evolve.

Business Planning in a Changing Healthcare Market

This module provides a general introduction to the sales business planning process and its resulting benefits.

1. Recognize how the market is evolving and how healthcare companies and representatives are adapting to meet changing customer needs.
2. Describe the key steps in the business planning process.
3. Identify the benefits of the business planning process.

Population Health Management: A Strategy for Higher Quality and Lower Costs

This module outlines current approaches to population health management, including patient-centered medical homes (PCMHs), perioperative surgical homes (PSHs), and accountable care organizations (ACOs). The module also discusses the implications of population health management for biopharmaceutical and device companies.

1. Define population health and identify the factors that can influence population health.
2. Discuss the key reasons providers and payers are interested in population health.
3. Describe the main components of population health management.
4. Describe approaches to population health management, such as patient-centered medical homes (PCMHs), perioperative surgical homes (PSHs), and accountable care organizations (ACOs).
5. Examine the implications of population health management for the biopharmaceutical and device companies.

SUSTAINABILITY

These sample eModules from our vast off-the-shelf library can be customized and blended with the following resources to promote sustainability and pull-through:

- Pre/Post learning assessments to produce ROI data
- Live or pre-recorded webinars led by industry subject-matter experts
- Whitepapers
- Custom workshops
- Custom coaching tools
- Speaking engagements with subject matter experts at live events such as national sales meetings, POAs, etc.

This checklist provides you with a list of considerations to encourage and foster sustainability and pull-through.

Considerations	Your Notes
Who will be responsible for the pull-through of the learning (e.g., district manager, regional leader, etc.)	
What venue will be used for these conversations (ridealongs, weekly call meetings, etc).	
What resources will you need to support the pull-through? (Choose from above list)	
What internal messages/product information do you want to integrate into the training to make it relevant to the participants daily interactions with their customers?	
Do you have upcoming live/virtual events where this type of learning can be reinforces?	
What live events are scheduled that could be used as opportunities for pull-through?	
How will you gain feedback and ensure the content is applicable and relevant (ROI analysis)	

IMPLEMENTATION

Implementation and considerations for application and sustainability have as much importance in your plan as the actual content. If the learning systems and processes do not allow engagement with the adult learner, the knowledge will not be easily transferred. This will result in less than expected ROI on your training investment and will negatively impact your company goals. This checklist provides you with important ideas to strengthen the launch, delivery, and follow up of your training plan to ensure it provides the ROI for 2017 that you need.

Considerations	Your Notes
Ensure sales leadership buy-in and support of the educational program with their teams through meetings and strong communication	
Define what success looks like and how you or your vendor can measure that; set up milestones throughout the time period to ensure the project stays on track	
Define communication plan to managers and participants	
Define how you or your vendor will receive feedback from participants along the course of the program and a process by which you will address that feedback	
Define communication throughout program to ensure engagement with participants and managers	
Define recognition of participants	
Define best platform for delivery: your systems or vendor hosting	
Define how the learning should be packaged to ensure best engagements – single modules, bundles with recognition certificate, etc.	
Define how learners will be supported in their questions	
Define how the learning will be sustained (coaching guides, application tools, workshops, webinars with thought leaders, etc.) and what the expectations of others will be in helping sustain the knowledge	



Developing a training plan that connects with your learners, helps them connect with their customers, and brings value and market share increases to your organization takes great design, always up-to-date content, and flawless implementation. Buy-in from sales leadership, communication planning, and a careful approach to pull-through and sustainability are keys to long-term success. Do you have the means to supply all of the needed elements to bring about success?

At CMR Institute, we create and implement training plans that increase market share and help our learners achieve their sales goals.

Call or email today and let us help your customer-facing teams stay on top of this changing market, bring more value to their customers, and increase the ROI of training in your organization.

Training that connects sales teams with their customers.

We help pharmaceutical, medical device and diagnostic professionals maximize market access, connect effectively with decision makers, and demonstrate the value of their products and services.

Our sales training consistently helps our clients increase market share and meet their sales goals.

Companies benefit from our extensive blended learning library which brings training alive when onboarding new hires, launching new products, developing leaders, meeting the need for continuous learning, or facing specific business challenges that require customized training.

Visit our website and contact CMR Institute today to learn more.