

Change Management Lays the Groundwork for Smooth Overhaul of Compliance Platform

For one IQVIA customer, thorough planning and active engagement are key to implementing overdue change

When it comes to healthcare professional and organization (HCP/O) engagements and all the related transparency requirements, many companies feel like they are in an uncertain place. Consistent, uniform streams of data from multiple sources are the cornerstone of reliable, transparent HCP/O engagement tracking and reporting. But in the real world, corporations are often faced with inadequate systems siloed across a global hodgepodge of use cases, and uncertainties surrounding commercial processes, compliance controls, an accurate reporting.

Aging and disparate systems motivated our customer, a leading innovator of less invasive medical solutions, to pursue significant changes in HCP/O engagement and transparency reporting. "Our IT team would affectionately refer to them as 'ticking time bombs,'" says the company's global compliance leader. "They were running out of maintenance. We knew we needed to ultimately replace them."

Like every other provider of medical therapies and devices, our customer interacts with healthcare practitioners and organizations in any number of ways – across advisory boards, consulting arrangements, congresses, and more. Every one of those interactions is subject to intense regulatory and compliance scrutiny – scrutiny that can differ from one jurisdiction to another and that is constantly evolving and adopting new rules. This makes [compliance](#) a multifaceted, global issue for large multinationals like our customer. "From a strategic perspective, we were looking to implement systems which can be scaled globally, which will allow us to harmonize processes," the compliance leader adds. "So in terms of compliance, we started looking at adopting a comprehensive solution that would address *all* of our systems moving forward."

IQVIA HCP/O Engagement and IQVIA Transparency Reporting

In the face of HCP/O engagements and transparency regulations that only grow in number and complexity, IQVIA makes commercial compliance seamless for our clients. By leveraging best-in-class technology, strategic guidance, and comprehensive services, [IQVIA's HCP/O Engagement](#) and [Transparency Reporting \(ITR\)](#) platform helps organizations optimize compliance and reporting while also improving business efficiencies and processes. IQVIA's compliance experts delivered a comprehensive solution that reflected our customer's unique complexity. This Software as a Service (SaaS) solution integrated with their applicable proprietary systems, enabling a more uniform approach for the company's HCP/O engagements and regulatory reporting to drive a range of value, including:

- **Compliance visibility:** Visibility and real-time access to enterprise-wide spend on HCP/O and has an integrated Analytics module for ongoing monitoring.
- **Reliability:** With 20+ years of HCP/O engagement and transparency reporting best practices, the largest number of global implementations to date, and in-depth knowledge of the industry's leading transparency reporting solutions, IQVIA has a proven foundation of success.

- **Responsiveness:** IQVIA monitors global transparency regulations daily, providing regular updates to ensure clients are aware of their obligations and driving changes to the solution to ensure these obligations are enabled from a technological perspective.
- **Improved user adoption:** Our versatile, user-friendly interface incorporates human-centered design, is intuitive, and provides quick access to needed information.
- **Enhanced operational efficiencies:** Reducing key process cycle times and in turn improving internal and external customer satisfaction
- **Savings:** IQVIA leads the industry with a flexible, scalable solution that reduces costs with streamlined, automated workflows to engage, contract, and pay HCP/Os, and collect, remediate, and report global spend.

The platform includes dedicated legal experts that continually track more than 320 reports and 40 industry codes at the national, state and city level. From U.S., Italy, and French Sunshine, to EFPIA, MedTech Europe, Dutch Registry, Portugal Infarmed, Brazil's Minas Gerais TOV, Chicago Pharma Rep Disclosure, and more, ITR has our customer covered wherever the organization does business. "We knew we wanted to partner with someone who had a global footprint," the company's compliance leader says. "There are a lot of evolving regulatory needs and we needed to partner with someone who was going to help us stay on top of that."

Deployment

Deploying a new, large-scale compliance platform can be challenging, but our customer addressed those challenges head on. The company's compliance leader credits an agile development approach and many months of proactive change management as critical factors in the company's successful transition. "It was really critical that the IQVIA team was building the tool in a very agile manner," he says. "That enabled us to scale our rollout in an agile manner as well." For example, at launch, the company first went live with limited functionality for just one business unit. This enabled the organization to get feedback before rolling out the platform more broadly so that issues could be worked out early on.

This agile rollout approach not only enabled the company to capture a lot of information that helped fine-tune the overall deployment, but also showed the way to "training folks smarter and supporting them after the platform went live," as the compliance leader puts it.

From the very beginning of planning and development, he and his team were open about the forthcoming transition to IQVIA's compliance platform and what it would mean for stakeholders across the organization. "We brought SMEs in from across all of our divisions where they were going to be using the tool," he says. "And we really tried to make them feel heard as far as what their needs were, but then also trying to get them to understand we're all going to have to adapt as part of this process. That's one of the reasons we're going to a tool like this, to harmonize and get everyone following the same process."

Close engagement with all stakeholders and anyone who would be impacted by the new platform was maintained throughout the entire 16-month development phase. Getting users to buy into the new systems and its benefits was an ongoing process, and by the time the system was ready to launch, "people throughout our divisions, they knew it was coming; as we're getting close to going live, it's not catching anyone off guard," says the compliance leader. "With change like this, not everything is simple. But I think overcommunicating and being transparent through change management was very critical."

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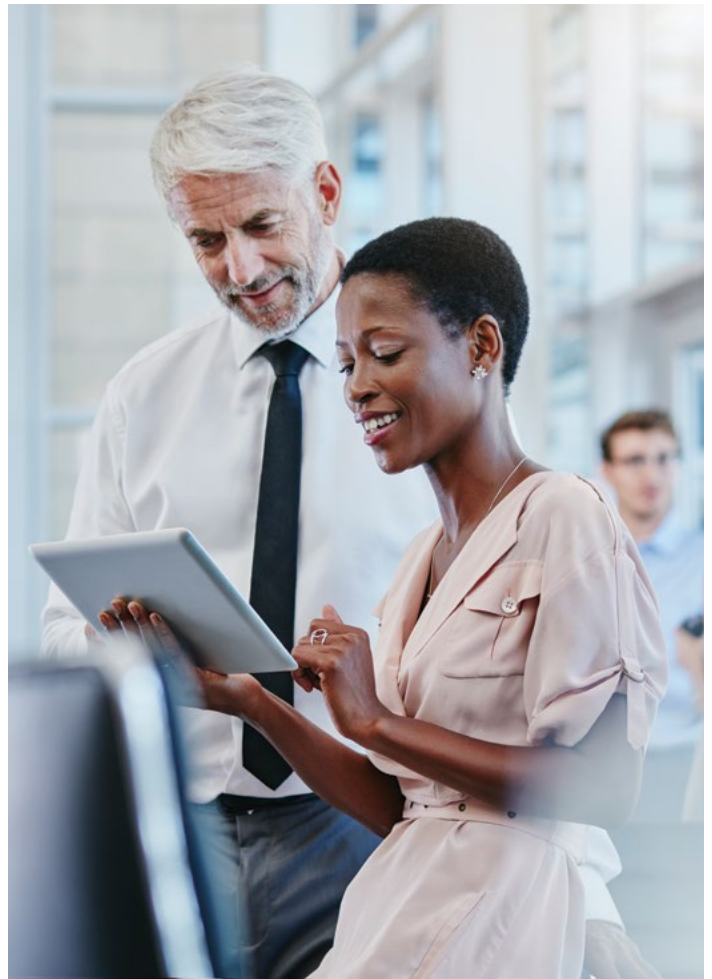
~Head of Global Compliance, Leading Medical Devices Company

By emphasizing clear and consistent communication and always being up front about what the company was trying to achieve, the people most impacted by the new platform eventually became the ones that were most excited to put it to use — and they are now the ones reaping the productivity and efficiency benefits.

Benefits of the IQVIA compliance platform

Almost immediately, the new platform enabled a range of business and compliance benefits. From the outset, one of the company's primary objectives was to be able to embed legacy compliance controls that were currently in place and were critical going forward, but were at the time being implemented manually. Setting this up required reading through a lot of documents and ticking off endless checklists, but now that those controls are embedded into the system, our customer's compliance leader says compliance and validation are "happening in a far more efficient manner and are meeting the needs of our customer-facing employees, who are moving faster than ever."

As one example of the new platform's success, the compliance leader tells of one centralized team that previously had to manually comb through a large queue of requests from six different divisions. Under the old system, "we'd try to turn a document around as fast as we could, but on average, it would take us about ten days." Now, with controls embedded within the system, the six divisions are essentially able to help themselves by simply filling out a form and receiving the information they need with the click of a button. "What used to take them more than a week to get back from my team now takes only as much time as needed to fill out the form and generate the document themselves," says the compliance leader. "So, ten days is down to less than probably an hour."



Successfully wrapping up the initial rollout, our customer is already looking to the future and thinking about how best to scale the new compliance platform into additional regions. The company is also discovering how easy it is to expand functionality to include grant portals and other time-saving mechanisms and to respond quickly to evolving realities, such as an OIG Special Fraud Alert or mandated updates. The compliance leader notes that his company is prepared for new Sunshine Act regulations requiring manufacturers to report payments to more categories of recipients. "We've always tracked that information," he says, "and now IQVIA puts it all at our fingertips and makes compliance easier than ever."