



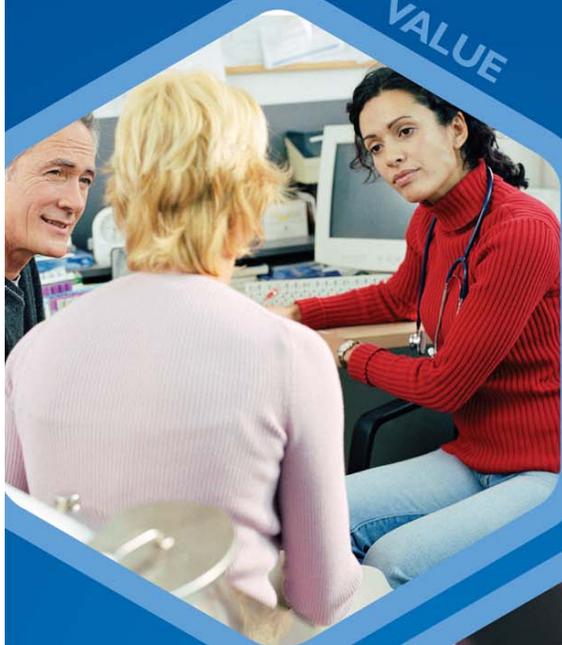
ABPI 3 YEAR STRATEGIC PLAN

2009

2010

2011

VALUE



INNOVATION



TRUST



ACCESS



Introduction

The ABPI's 3 year strategic plan lays out the Association's commitment to becoming world class: to surpass member's requirements; to lead the industry through a rapidly evolving healthcare sector; to shape the UK pharmaceutical environment in order to maintain a strong R&D based industry and to ultimately ensure UK patients are direct beneficiaries of the most up to date advances in medicines research.

The Strategy will be reviewed annually on a rolling basis to keep the ABPI positioned at the forefront of changes in the environment & to address any issues raised in an annual member's survey of the Association's performance.

Mission

What we do:

— *The ABPI is the globally respected voice of the innovative pharmaceutical industry, whose world class experts work with Government, regulators and other stakeholders to promote a receptive environment for a strong and progressive industry in the UK, capable of providing the best medicines to patients.'*

Vision

Where we will be in 3 years time:

The ABPI is a powerful and respected force for positive change – within the world of biomedical research and within the health service that depends on its products. As the industry's chosen mechanism to engage with its stakeholders, it ensures that the UK remains a world leader in creating, valuing and accessing innovation. It does so by combining the talents of researchers, companies, patients, professionals and external experts to creatively tackle the barriers to innovation wherever they may be found.

Values

The ABPI's core values mirror the strategic imperatives, but translate into values and behaviours for the organisation.

- *We deliver outcomes that add value to each other, our members, patients and society*
- *We encourage creativity, innovative thinking and leadership*
- *We act with integrity, honesty, transparency as trusted partners with our members & external stakeholders*
- *We strive for effective collaboration and communication so that our members are at the centre of healthcare networks*

Environmental Analysis

A strategy workshop identified and ranked “Mega Trends” for our sector based on when the trend will be important, how significant the trend will be on industry stability, prosperity or reputation, whether the trend is national or global and what influence the industry will have on how the trend could evolve.

Trend	Ranking (decreasing importance)
<i>Continuing to build trust and reputation remains critical</i>	9
<i>Growing importance of HTA and value based payment</i>	9
<i>Decentralisation of the NHS and increased market making</i>	8
<i>Generics will increase their domination of the UK market place</i>	8
<i>Devolution is a firm fixture, four nations and one ABPI</i>	8
<i>Intellectual property protection</i>	7
<i>Industry R&D is restructuring and may be polarising</i>	7
<i>Declining growth rates for healthcare spend</i>	7
<i>Patients are getting more impatient</i>	7
<i>Stratified medicine will change medicine-device interactions</i>	6
<i>Chronic disease management will require new ways of working</i>	6
<i>Growth markets are in the emerging economies</i>	4
<i>Locus of regulatory activity is shifting from UK to Europe</i>	3

This analysis was then further developed to narrow the focus for those areas where ABPI lead proactive campaigns could make a real impact. This focus is the basis for the Strategic Imperatives outlined below.

The workshop also identified implications for the ABPI’s ways of working:

- *develop an organisation that can drive campaigns*
- *be a credible party for our stakeholders to work with*
- *move from a ‘defending’ to a more proactive/aggressive campaigning style*
- *manage the two way flow of information between the membership and the external environment*
- *need more integrated/cross functional working*
- *need to build a better collective understanding of implications of the significant major changes being undertaken by companies*
- *create a detailed understanding of the broader stakeholder influencer map*

Objectives

How we’ll get to the Vision:

1. Strategic Imperatives

The four imperatives - Value, Innovation, Trust & Access - will drive, and be accountable for, the ABPI’s proactive campaigns.

Value:

“Establish the UK as one of the best environments in the world for valuing and rewarding innovative medicines, as cost-effective solutions for preventing and treating disease”

The VALUE imperative will tackle the following issues of “value”

- A. Meaning of ‘value’ of a medicine*
- B. Health Technology Assessment*
- C. Medicines pricing/economic regulation*
- D. Value of the industry to the UK*

The aims of the VALUE imperative are:

- Create an evidence base of how to improve the assessment of cost effectiveness thereby establishing ABPI positions on: the definition of ‘VALUE of a medicine’; HTA bodies’ methods and processes; and workable processes for flexible pricing and access*
- Activate third party support for industry arguments via improved understanding of HTA and innovation by clinicians, patient groups, NHS managers*
- Help companies improve HTA submissions through training and consultancy*
- Use the evidence base, ABPI positions and third parties to: demonstrate the UK’s relatively low (cf EU) medicine prices; align measures of health outcomes with the medicines bill, demonstrate medicines’ VALUE for money and make clear the link between the use of medicines, good patient outcomes and thereby the existence of a valuable UK pharma industry*

Innovation:

“Catalyse a transformation in the productivity of UK-based biomedical research innovation to reinforce its global role and influence”

The INNOVATION imperative will focus on those areas of research where investment by the UK would create global centres of excellence due to the location of academic centres, clinical research networks, NICE and the NHS patient database. The Prime Minister has identified pharma as one of the key industry sectors it sees the future UK economy depending upon and the ABPI will be at the forefront of shaping that future.

Building a global centre of excellence in any scientific discipline requires the lifeblood of highly trained graduates and experts, so the implementation of the ABPI’s Skills Report will underpin the work for future R&D in the UK.

The aims of the INNOVATION imperative are:

- Increase the number of joint ventures and industry-academic collaborations that will work on identified priority areas of greatest unmet medical need and fill the gap where there is a need for a multi-stakeholder approach to personalised/translational medicine.*
- Build on the success of existing UK clinical centres for leadership in ‘proof of concept’ studies.*

- Gain ‘competitive’ advantage of NICE being located in the UK to create the UK as the location for generating clinical and patient reported outcomes data for HTA submissions.
- Explore with all stakeholders (regulators, payers, industry, patients, academia) a pilot for a new drug development paradigm that might solve the ‘broken’ costly/timely model.

Trust:

“Create a new Contract between industry and society that builds mutual understanding and trust which further enhances industry reputation”

The TRUST imperative will create a new contract between industry and society based on integrity, honesty, knowledge, appropriate behaviours, transparency, openness and trust. TRUST in the industry is key to creating an environment in which the Access, Value and Innovation imperatives flourish. As the industry business model evolves from almost sole focus on the prescriber to include payer, politician and public then creating a new contract between the industry and wider society becomes ever more crucial.

The aims of the TRUST imperative are:

- *Broaden our model of engagement with a greater number of stakeholders, so we know what society thinks about access to, and the value of medicines, about pricing, innovation, animal research, the developing world and corporate social responsibility.*
- *Eliminate behaviours that give credit to the perception that we inappropriately influence prescribing*
- *Make our industry open and honest. In our communications not only react to threats and problems like profit, pricing and animal research, but also promote much of what is great about the industry.*

Access:

“Ensure the right patients receive the right medicine at the right time by proactively engaging across healthcare”

The aims of the ACCESS imperative are:

- *From a strong evidence based framework, create measures of success including milestones and targets (agreed with DH) that are appropriate and realistic to monitor and assess the uptake of medicines as agreed as part of the innovation package in the re-negotiation of the PPRS.*
- *Create the desire for improved uptake of medicines through major engagement programmes at the local (PCT), regional (SHA), and national (England, Scotland, Wales and NI) levels.*
- *Extend the LTLS Partnership joint working between the industry and NHS with the launch of the Guidance on joint working and the ABPI Code of Practice.*

Plus implementing PPRS commitments from the 2008 agreement.

2. Member Services & Communication

ABPI will ensure members are receiving the highest level of service from the ABPI including timely impactful communications, as tailored to their organisation's requirements. The ABPI's performance will be assessed by members participating in an annual independent survey. Feedback from the survey will not only shape the focus of the organisation for the next 1-3 years, but also add new services that members request and stop services that are not delivering value for money.

Communications will continue to be challenged, evaluated and enhanced to meet Members' ever-changing requirements. Improvements will be aligned to external communications processes to maximise synergies and effectiveness.

The majority of Member communications are with the ABPI Board and a broad variety of "committees". The principle current communications mechanics include: email; meetings; letters; fax; extranet; telephone and some Member visits by ABPI staff.

Over the next three years the aim is to mould even more effective timely, multi-dimensional communications. The major areas for change could include:

- widening the contact base of the ABPI to all 67,000 Member employees*
- a completely new interactive extranet to deliver a more efficient knowledge base*
- at-desk-video interchanges*
- WAP technology to deliver instant messages to mobile telephones for urgent communications*
- New, structured Member engagement programme which would enable increased ABPI site visits*
- Re-launching the ABPI website to deliver an improved "shop window" to members and external stakeholders*

Member Communications are included in the new ABPI Values - and the ABPI will harness new technologies where appropriate, to further improve the breadth of communication delivery.

3. Organisational Development

a. Ways of working

ABPI will continue to develop the most effective and efficient approach to support campaign working such as project teams, task & finish groups, expert networks and member forums. Although ABPI's Committee structure had been well established, member's time to attend face to face meetings is increasingly limited. Smaller, focused teams support specialists to target their actions to make a greater impact on those areas that really matter. Expert networks ensure the ABPI can capture member company input and respond to a rapidly evolving healthcare environment.

ABPI will agree a common working practice, moving away from siloed, departmental approaches. This will drive best practice in the organisation's procedures from preparing position papers to feeding back from meetings with stakeholders.

b. People & Skills

The ABPI will have the appropriate level of domain/functional expertise to ensure that both proactive and essential reactive needs can be met. The individuals in these roles will be selected for their ability to lead and participate in imperative-

related projects, as well as to lead the response to Government and other consultations on relevant topics, and to maintain relationships with key external stakeholders and their counterparts in members. We will actively recruit secondees from member companies for these roles.

c. Training & development

The staff are a valuable asset to the ABPI that needs to be continually developed and enhanced to achieve the objectives of the organisation. Through comprehensive staff development and succession planning, the ABPI will have an increased talent pool, which members can elect from to support key projects and campaigns. ABPI is working towards IIP accreditation status.

d. IT

In addition to improving the physical availability and reliability of IT services, the IT Strategy will create an environment that can quickly adopt new technology to better service ABPI staff and stakeholders. Common IT platforms will be developed to facilitate campaigns and project management, supporting ABPI's move to dynamic cross-issue working groups. The IT Strategy will support the business to deliver impactful member communications. This will include building knowledge based collaborative areas accessible to member companies and bringing together all the public facing web sites. This will allow all our stakeholders and other communicators an opportunity to see the bigger picture of what ABPI and our members do.

Office of Health Economics

The OHE is a research and consulting organisation. Its main output will be research and analysis aimed at those who inform, make and influence public policy within and outside government, including government leaders, health care professionals, the pharmaceutical industry, and those involved in academic and other research. The OHE will provide consultancy services and undertake commissioned work in line with this mission. It will provide the ABPI with expert advice and analysis on these issues, and act as a strategic, horizon scanning resource to provide future direction on key public policy issues.

Economic and statistical analyses will be emphasised, reinforcing the distinctiveness of OHE's approach through focus on major health care and pharmaceutical industry issues. Wherever appropriate, effective partnerships will be created with external organisations to tackle these issues. Research and consultancy will focus on three core areas:

- the financing, organisation and delivery of health care, including the determination of how much to spend, and the implications for access to medicines and other care;*
- the efficient use of medicines and other health care technologies to include the evolving use and methodologies of health technology assessment*
- the economic environment needed for the R&D-based pharmaceutical industry, and for other R&D based health care industries, to provide cost-effective therapies and treatments.*

OHE's research output will have a strong UK content, but will draw on international perspectives, analysis and comparisons as appropriate.