

9 Things Medical Leaders Need to Do in 2021

Across the last year, Advisory Board spoke with 50+ medical and HEOR executives, as well as 100+ decision-makers across the health care ecosystem to understand the impact of key trends and market disruptions.

Based on insights from those conversations, we believe all medical leaders should ensure their strategic and operational plans are informed by answers to **three critical questions**:



WHAT IS INFLUENCING OUR CUSTOMERS' DECISION-MAKING?

- 01 Understand how Covid-19, the economic recession, the new Biden administration, and the telehealth revolution are changing how U.S. customers behave and what they prioritize.
- 02 Engage with health technology assessment (HTA) organizations throughout evidence generation and medical communication plans to maximize influence in downstream U.S. payer and provider decisions.
- 03 Recognize how new patterns of influence resulting from online communication platforms are breaking the traditional KOL model and diffusing medical influence across a broader—and harder to control—network of voices.
- 04 Monitor how the patient voice influences customers' priorities and decision-making processes, and develop evidence and value narratives that directly support patient-centered decision-making.



HOW ARE SOURCES AND USES OF MEDICAL EVIDENCE EVOLVING?

- 05 Take advantage of the opportunity created by the Covid-19 pandemic to evangelize RWE across the organization and with customers.
- 06 Think creatively about how the decentralization of clinical trials can create an opportunity for trial design, data collection and endpoint selection to be more patient-centric.



HOW IS THE ROLE OF MEDICAL AFFAIRS CHANGING?

- 07 Assess opportunities to develop new-in-kind roles that elevate the role of medical across the product lifecycle and formalize connections with internal and external customers.
- 08 Identify ways to adapt company-wide organizational models to optimize RWE generation and use.
- 09 Prepare to evolve the role of the MSL as medical information becomes more available, tailored, and actionable through digital platforms and channels.

To learn more about medical leaders' priorities, check us out at [advisory.com/medicallleader](https://www.advisory.com/medicallleader) or email medicallleader@advisory.com

