

# From affiliate exploration to broader company engagement – Learnings from AstraZeneca’s Value-Based Healthcare journey

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## Introduction

The principles of Value Based healthcare (VBHC) and public-private partnerships offer the possibility to jointly address both clinical and economic challenges to improve patient experiences and pathways, while optimizing healthcare delivery and costs. However, the implementation can prove challenging for several reasons. In this work we showcase how we addressed country level challenges and used exploratory learnings to motivate broader engagement and development of VBHC practices within AZ.

## Methods

In a financially constrained health system, delivering new value-based approaches to evoke system changes requires not only operational change, but also shifts in mindset – both internally and by external stakeholders. AstraZeneca co-developed VBHC initiatives to enhance patient access and care, and while the principles were met, faced difficulties in implementation. We present how lessons learned can help transitioning from a national proof of concept toward the development of a broader company strategy.

## Results

### AstraZeneca’s VBHC journey

STEP 1

Local development of PoC

Design & exploration of PROMs in CVRM (2021)

Key Objectives of VBHC POC Project

1. Embrace a patient centric approach, involving all stakeholders throughout patient journey

2. Demonstrate impact of improved outcomes (e.g. clinical, financial) incorporating CROMs + PROMs

3. Support engagements with HTA & payer organisations

Table 1: Internal implementation challenges for CVRM POC

Pros for PoC	Challenge	Action
• Patients with late diagnosis leading to poor outcomes	• No experience in designing/ implementing PROM's	• VBCH expert engagements and meetings
• Collection of outcomes, leading to adjustment of therapeutic options	• Additional resource and capacity needs (FTEs, time & cost) • Set-up of ad hoc registry to collect PROM data	• Cost shared among several departments • Identification of required minimal dataset
• Affiliate GM, team support & enthusiasm • Global AZ team support	• Required workload (in addition to current one) • Perception that output will not have sufficient impact on HTA/ pricing engagement	• Project leader/ FTE allocated • Discussions and expectation alignment with FR authorities
• Fast identification of experienced partner (ext.)	• Study results not consistent with authorities' expectations	• Efforts to align objectives with HTA requirements base on their publication

Table 2: External opportunities and challenges

Opportunity	Challenge
• HTA organisation interest in PROMs <sup>1,2</sup>	• So far, no PROMs used in French HTA/pricing negotiations
• Already existing ICHOM standard set in the disease	• Timing of implementation and project results to insert into next cycle of HTA/payer engagement (e.g. deployment of tools, data collection)
• KOLs interested by the PROM project	• Time to set-up contracts with HCPs and stakeholders • Stakeholder awareness of PROMs/ VBHC and buy-in to novel concepts

STEP 2

Onboard VBHC concept

AZ team training & awareness campaign (2021)

Overall Objectives for campaign

• Train AZ employees on VBHC principles and objectives

• Improve awareness & interest (authorities, HCPs etc.)

• Disseminate knowledge e.g. via presentations, publications

• Engage stakeholders in a value/ outcome driven journey with impact

• Sensitize healthcare policymakers through International VBHC Conference (High Patronage of the French President of the Republic)

1) Internal activities

• Organized meetings with VBHC national experts

• Set-up meetings and AZ employee trainings to increase their knowledge/interest in VBHC/ PROMs

Measuring Value

Incentivizing Value

Comparing Value

Unlocking Value

Improving value

5 training modules

Key pillars

• Theoretical and pragmatic training

• Immersion visits in VBHC engaged facilities

• Development of VBHC use cases

• Mentorship by VBHC leaders

2) External activities

• “Value Academy” Partnership with Université Paris Cité - School of Medicine and a medical device company<sup>3</sup>

STEP 3

Embed learnings at AZ

Shaping a global VBHC strategy (2024)

Background

• Since 2019, AstraZeneca has been executing a broader Value-Based Agreement Strategy across the business

• While many types of models have been implemented, outcomes-based agreements in partnership with federal/ central public payers have been most common – however, with lesser ability to inject RWE into high impact above and across brand decisions

• In 2024, AstraZeneca developed a global VBHC strategy, working with cross-functional colleagues discussing learnings/ knowhow from countries

Objectives

• Increase company engagement in VBHC, and how principles can better reflect value in decision making at local/ regional/ national levels

- Collect dynamic RWD/E to inform HTAs and payer engagements and decisions
- Understand needs and evidence gaps to inform R&D, differentiation and clinical practice change

• Establish an agile team that designs and implements VBHC-like PoCs/ solutions in partnership across different disease areas

- Cross-fertilise learnings to overcome sub-national access barriers, ultimately driving end-to-end patient access

• Develop leadership in disease management based on PROMs, CROMs and PREMs – internally and externally

- Important for both public and private channels

Value-based health

Value = quality/ cost

Workforce

Technology

Patient-generated health data

Community

EHR-derived data

Payer claims

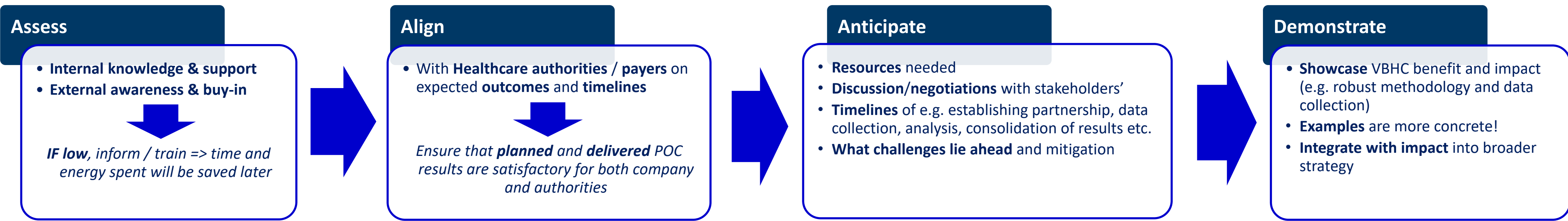
Innovation

Automation

Value-based care



## Key Learnings and Insights



## Conclusions

As a pharmaceutical company, while highly motivated to engage in a clinically and economically optimized health system, embarking on a VBHC journey presents several challenges – both internal and external. Teams’ awareness and understanding of patient access barriers and how to address those with VBHC principles can be low, all while health authorities’ buy-in is still evolving. Engaging in activities that demonstrate impact of VBHC requires diligence, anticipation, cross-functional approach, matched with a clear strategy and common access objectives with all parties involved.