

# Building Effective Health Economic Outcomes Research (HEOR) Teams

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## Abstracts

How to build an effective health economic and outcomes research team

Health Economic and Outcomes Research (HEOR) teams play a critical market access role from refining clinical research and building a brand's value proposition to informing post-marketing reviews. As the demands of payer, regulator and Health Technology Assessment (HTA) agencies grow, what does a modern and effective HEOR team look like in 2016?

This expert report analyses the growing pressure points on HEOR teams and identifies the essential staff talents, organisational positioning, external providers and evaluation criteria needed to deliver persuasive HEOR in a demanding market.

“The role of HEOR is to enable long-term market access to therapies, not only the strict cost-utility analysis but going further and helping market access teams to provide an understanding of the value of a therapy.”

Vice President, Market Access, Health Policy and Medical Affairs

Top 10 Vaccines Manufacturer

Answering key questions

Payer/HTA pressures: Growing and specific payer/HTA requests for data and supporting evidence is demanding on an HEOR team's time. How can companies optimise their resources?

Where's the money? Investment in HEOR is increasing, but demands and workloads are expanding even faster. Can pharma get a head of the funding curve?

Early engagement: How, when and why should pharma involve HEOR teams in clinical research planning?

HEOR Organisation: Medical affairs? Market access? Does it matter?

Outside help: In what circumstances can external consultants bring value to HEOR and what are the key management issues concerning their engagement?

Skills gap: How can you recruit, train, reward and retain hard-to-come-by HEOR staff and should employers be looking beyond health economists for talent?

Performance Management: What evaluation techniques and metrics can be employed to measure HEOR team performance?

## Key Topics Explored

Payer/HTA demands for specific evidence and data is outstripping pharma's investment in HEOR. Given its importance for commercial success, isn't it time pharma rethought the level of investment in HEOR?

Finding staff that combine good technical skill with capabilities for delivering complex data persuasively to multiple stakeholders is a big ask. Where should recruiters be looking and what are the essential skills needed?

Opinion differs about where HEOR should sit organisationally, but cross-functional teams are critical to achieving the end result.

Not just bean counters: evaluating HEOR team members and team performance needs to look at much more than activity levels, so what are the options for measuring success?

## Expert Contributors

Expert contributors to this report include senior HEOR and market access professionals working in leading pharma companies. To ensure candid views were expressed their identities have been kept anonymous.

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