



## How Do You Eat an Elephant?

# Ensuring the Abundance of Policy Information is Digestible and Understood!

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# Agenda

- **It's a New World**
- **The Challenge**
- **Solution**
- **Key Considerations**

# It's a New World...

**Work**

Regulatory Environment Evolution  
Market Evolution & Globalization  
Science & Product Evolution

Policy & Guideline  
Adaptability



**Personal**

Google



LinkedIn



## How Do We...

- Help people making responsible decisions
- Engage people in being accountable on policy, guidelines, rules
- Enable people to fish on their own
- Leverage technology as enabler
- Ensure adaptably
- Engage people to provide insights

# The Challenge

## Content

- The “Manual”
- Context – What AND Why
- Interpretations and Layers

## People

- You vs Us
- Just Tell Me
- Demands for Attention

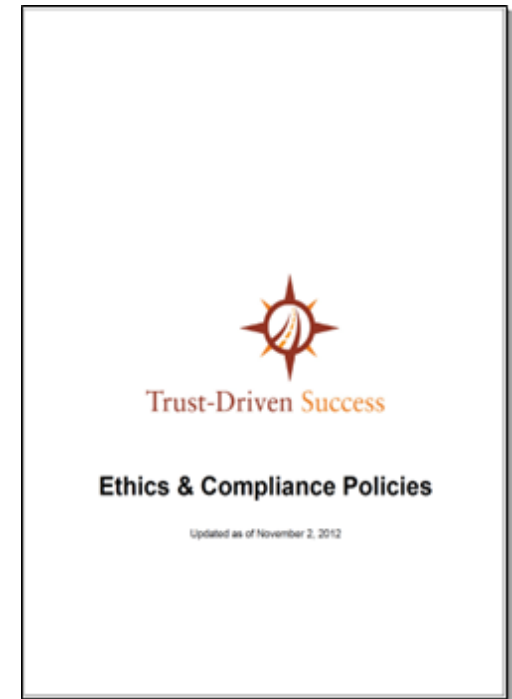
## Technology

- Accessibility
- Sea of Information
- Limited Insights

# Original Policy Manual (PDF) in need of a “Refresh”

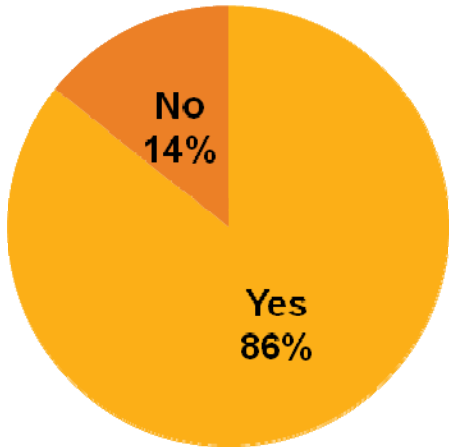
## Current E&C Policy Manual

- Linear, text-only content
- Could be difficult to navigate and time consuming to find the right information
- Limited search capability
- Suboptimal organization: some topics addressed in multiple sections
- Format, writing style, tone didn't always support associates
- Varying level of detail, which mixed policy and procedure
- Suboptimal access on mobile devices

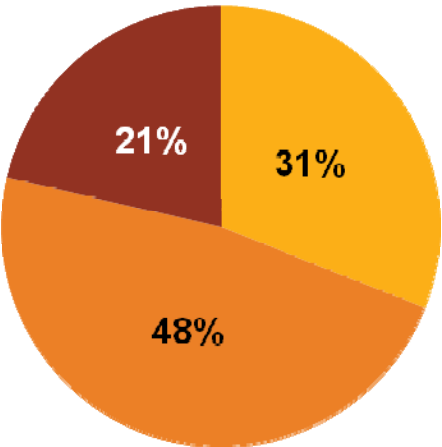


# Business survey showed that associates wanted clearer and easier-to-access policies

*Associates' number one priority is clearer policies*

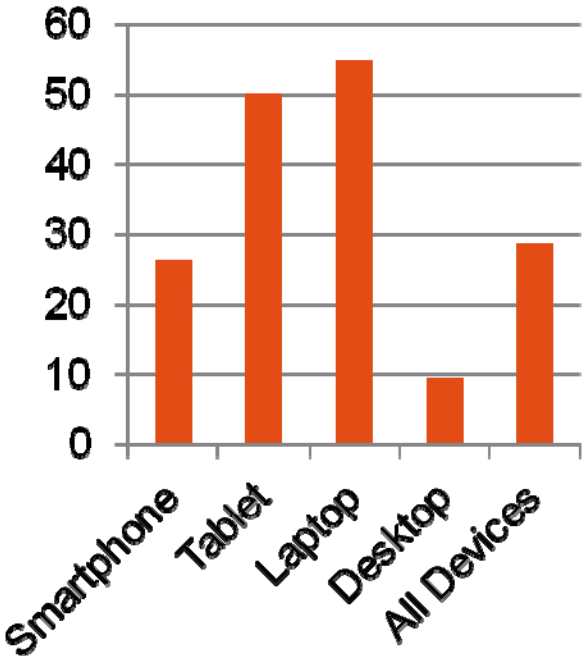


*Most associates would access policy more frequently if it were in a user friendly or more accessible format*



- Improved Accessibility
- Clearer Policies
- Supplemental Resources

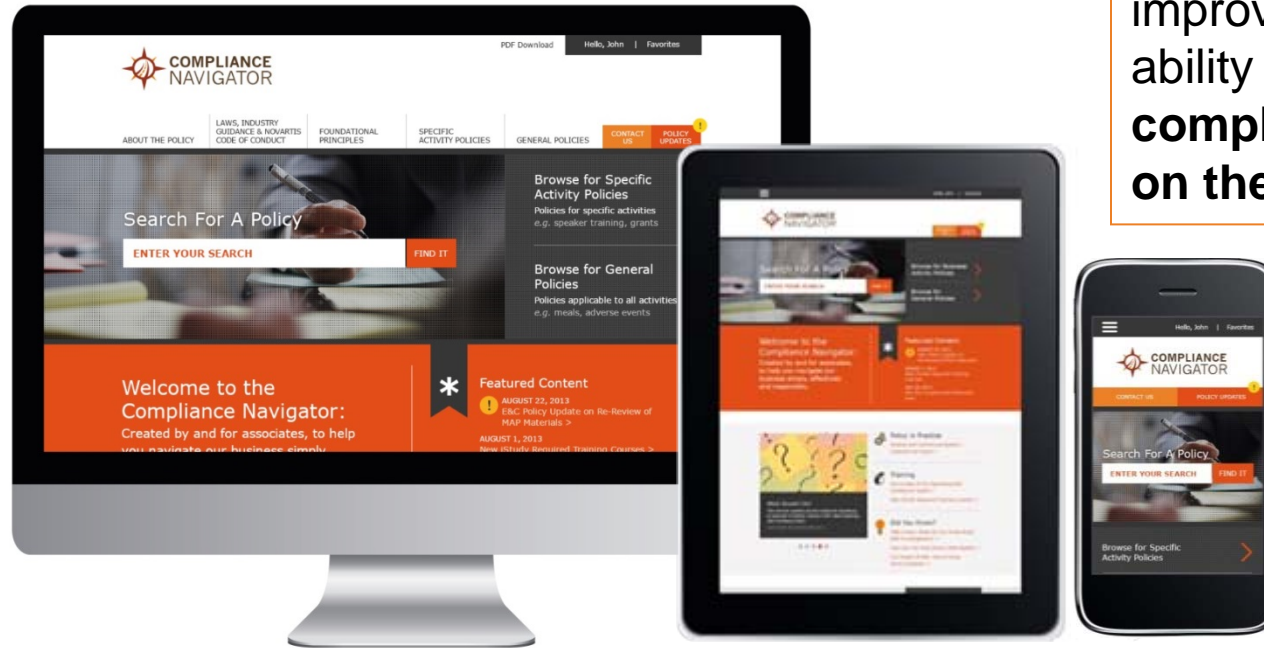
*Associates would like to access policies on mobile devices*



*Survey sample: 51 respondents*

# Features Overview

*Compliance Navigator* accessible and easy to use...



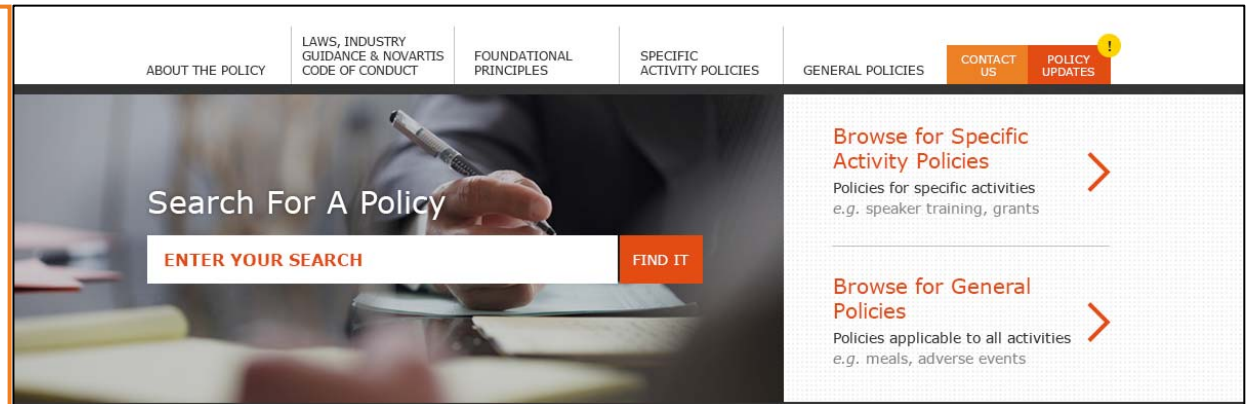
Remote access has improved associates ability to **check compliance policies on the go**

Links from training platform have **increased uptake and usage** (analytics show peak usage during training periods)



...with features to help associates make confident decisions...

Understandable and intuitive **navigation** with robust **search function** have made it easier for associates to **quickly locate specific policies**

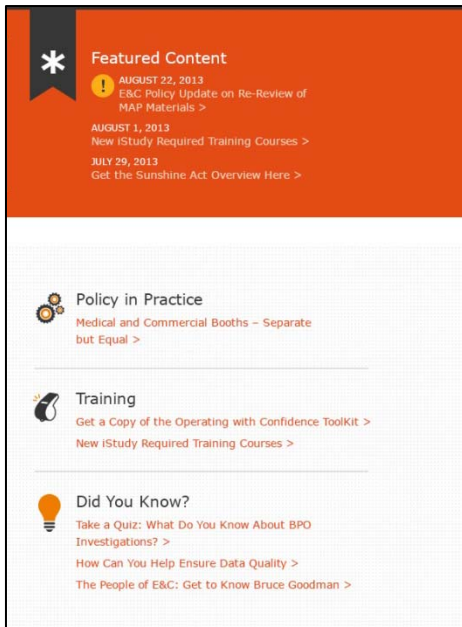


**Single sign-in simplifies access** for associates and allows them to save policies to **favorites for easy access**



**Featured content** has provided opportunities for Compliance to highlight important policies or features

**Additional resources on homepage** have provided additional context through real-life examples, additional information and learning opportunities



... and advanced features and resources that provide greater context and help associates utilize policies

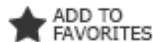
## Speaker Training (SP4.8)



SHARE



PRINT



ADD TO FAVORITES



ASK A QUESTION

**Managers and other associates can share sections** with colleagues to assist learning and highlight applicable policies

**Associates can submit questions, feedback or technical assistance to Compliance** to support understanding, suggest enhancements and highlight issues

### Related Policies

Speaker Programs >

Conventions >

Product Theaters >

### Related Resources

GenMeds Governance

Board Submission Form >

Oncology EOC

Submission Form >

### Policy in Practice

Multiple Product Speaker

Training >

### Policy Anchor

Promote on Label >

### Training

Speaker Program Training >

**Related policies and resources for each section** have given easy access to related information

**Real-life examples and policy anchors have provided context** and the 'why' behind policies, which aim to improve understanding

Links to training have **highlighted opportunities to learn more**

# Compliance Navigator has helped provide clear direction in our dynamic business



## Compliance Navigator: BEST PRACTICE

### Content enhancements:

- Incorporated new policies that better reflect evolving business needs
- Implemented intuitive organizational structure
- Created more concise policies that are easy to understand for all associates

### Innovative features of online platform:

- Easy-to-use, accessible website
- Searchable and available on multiple devices
- Content is easy to update

### Result:

- Improved ability to communicate policies and guidelines to associates
- More responsive to business needs
- Enhanced productivity

# Comprehensive Change Management Plan Critical to Successful Launch and Adoption

## Pre-launch Working Together



- **Built key messages and vision statement** (burning platform, business solution, keys to success)
- **Senior leadership engagement**
- **Extensive associate engagement**
- **Training within Compliance function**
- **Raised awareness** with presentations at business meetings
- **Developed toolkits** for Compliance and external managers to use
- **Create advocates and change ambassadors** with preview sessions for user testers
- **Contingency planning**

## Launch Engaging the Organization



- **Visual launch campaign**
- **Raised awareness** of policies and Compliance Navigator tool with presentations at business meetings
- **Training** for all associates, HQ and field (including links to Training)
- **Built business ownership** with managers presenting during staff meetings
- **Demonstrate responsiveness** by gathering initial feedback & rapidly addressing issues
- **Ensuring IT Hypercare**

## Post-launch Sustained Performance



- **Ongoing engagement** by responding to questions and suggestions
- **Sharing success stories** and policies in leader communications
- **Dynamic, updated content** on Navigator and continued communication push
- **Obtain feedback** through structured focus groups (field and HQ)
- **After Action Reviews** to capture learnings and best practices

# Re-Imagined Education

*Instill confidence, ensure competence, and empower NPC associates through meaningful, memorable, and inspirational learning and development to elevate performance and ensure compliance*

## Clarity



*Enhance clarity... By making content relevant, digestible, accessible, designed and delivered in a engaging way*

## Inclusion



*Drive Inclusion... By ensuring learning is driven by Associates & Leaders and integrated into business activities*

## Impact



*Ensure Impact... By linking learning to key business drivers, building in “feedback loops” that measure effectiveness on Associate knowledge and confidence*

*Foundation:  
Distribution and  
Completion Tracking*

*Optimize Learning  
Relevance,  
Engagement,  
Integration*

*Sustainable and  
Accessible Learning  
Assets; Knowledge  
Ownership*

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2010

2015+

# Heightening Engagement

*eLearning as an interactive conversation*

## Functionally Relevant Modules

**Simple and clean user interface**

**Scenarios and questions drive learning**



**Personal score reinforces accountability**

**Reinforces Utilization of Compliance Navigator – teach “how to fish”**

**Conversation/Audio Driven with supporting words and graphics**

# Custom Game Format Drives Engagement for Live Meetings and Reinforces How To Access Information

- 1-hour interactive game based on “Cash Cab”
- Designed to reinforce relevant policy in an interactive, group setting
- Versions customized for BUs across Gen Meds
- Facilitated by E&C and Team Leads
- In teams, competitive



# Ongoing Training Reinforces “How To Fish”

## *Enhanced Approach to Learning is Having a Favorable Impact...*

- **96% of Associates indicate favorable opinions** about: feeling knowledgeable, knowing the what and why of policy, feeling confident in making decisions, knowing how to access information, and feeling like they get manager support . And, **Associates indicate they feel more strongly (by 6 – 24%) than previous year**
- **24% increase in strength of response** – “I know how to access policy related information”
- **Strong demonstration of policy knowledge**

## *... And Our Evolution Continues!*

- **Strengthen Connection** between integrity and compliance and our focus on patients, customers and “powering our potential”
- **Reinforce** “Compliance Navigator” to ensure one-stop-shopping for most current policies – teach “how to fish”
- **Address** knowledge wants/needs and **Engage All Associates** in dialog
- **Continue** to deliver/evolve customized, interactive eLearning and “live” engagement options
- **Evolve** our approach to more modular, segmented learning, strategically assessing content and building on feedback/lessons learned:



# Key Considerations

## Content

- Make it Digital
- What and Why
- Examples, Graphics, and Links

## People

- Engage Organization in the Process
- Responsible Decision Making
- Change Management is Key

## Technology

- Any Device, Anywhere
- Search and Multiple Ways to Get information
- Get Analytics; Incorporate Feedback Loops – Continuously Learning