



Training & Communications: Make the Most of Limited Resources

**CBI Life Sciences West Coast Compliance Congress
Wednesday, October 23, 2019**

Agenda

- Introduction
- Audience Survey & Reflection
- Defining Limited Resources & “Making the Most”
- Training & Communication Foundation:
 - Adult Learning Principles
 - Instructional Design
 - Developing a Training & Communications Plan
- Tools & Techniques for Maximizing Resources
- Applying What We’ve Learned

Introduction



Adam Oakley

Director
Potomac River Partners

- Advised life science compliance clients since 2011
 - Compliance background since 2008
- Expertise in:
 - Training & communications
 - Policies & procedures
 - Auditing & monitoring
 - CIA requirements & implementation
- Deep experience in change management and organizational development, including creation of training plans, content, courses, and communications

“

**Managers today have to do more
with less, and get better results
from limited resources, more than
ever before.**

BRIAN TRACY

Introductory Reflections

- What information do you need to train/communicate?
- Why is it important your audience knows this information?
- What steps have you taken to obtain more resources?
- What have you done to maximize existing resources?
- What training and communication avenues have you explored?



“

**Strategy is about stretching limited
resources to fit ambitious
aspirations.**

C.K. PRAHALAD

Defining Limited Resources & “Making the Most” of them

- Let’s begin by defining “limited resources” in our context:
 - Time
 - Money
 - Headcount
 - Support (All Directions!)
 - Other resources?
- How do we define making the most of limited resources?
 - Maximizing effectiveness
 - Transfer understanding and knowledge to your audience
 - Develop compliant behaviors and build culture
 - Minimize organizational risk
- Allocate limited resources based on:
 - Objectives
 - Priorities
 - Risks
 - Opportunities



“

**Tell me and I forget, teach me
and I may remember, involve me
and I learn.**

BENJAMIN FRANKLIN

Adult Learning Principles: Theory

- Types of Adult Learners:
 - Visual
 - Auditory
 - Kinesthetic
- Principles of Adult Learning:
 - Autonomous & self-directed
 - Directed toward a goal
 - Relevant & practical
 - Acknowledges experience
 - Matches learner' s style
 - Active
 - Provides feedback
 - Takes place respectfully



Collins, J. (2004). *Education techniques for lifelong learning: principles of adult learning*. ([LINK](#))

Adult Learning Principles: Application

Adult Learning Principle	Application
Autonomous & self-directed	<ul style="list-style-type: none">• Involve learners in development• Give them opportunity to direct what they need to know• Develop buy-in• Anticipate needs beyond those identified by learners
Directed toward a goal	<ul style="list-style-type: none">• Show learners the big picture• Provide clear and specific objectives• Ground learning in practical outcomes
Relevant & practical	<ul style="list-style-type: none">• Base learning around cases and problems from practice• Use real-life teaching situations• Provide examples from experience

Collins, J. (2004). Education techniques for lifelong learning: principles of adult learning. ([LINK](#))

Adult Learning Principles: Application

Adult Learning Principle	Application
Acknowledge experience	<ul style="list-style-type: none">• Realize that learners have much to contribute to knowledge and skills• Know your audience• Assess prior learning by KWL:<ul style="list-style-type: none">• Know• Want• Learn
Matches learner' style	<ul style="list-style-type: none">• Teach in a variety of modes:<ul style="list-style-type: none">• Visual• Auditory• Hands-on• Active & reflective• Big picture & steps• Practical & theory• Solitary & groups

Collins, J. (2004). Education techniques for lifelong learning: principles of adult learning. ([LINK](#))

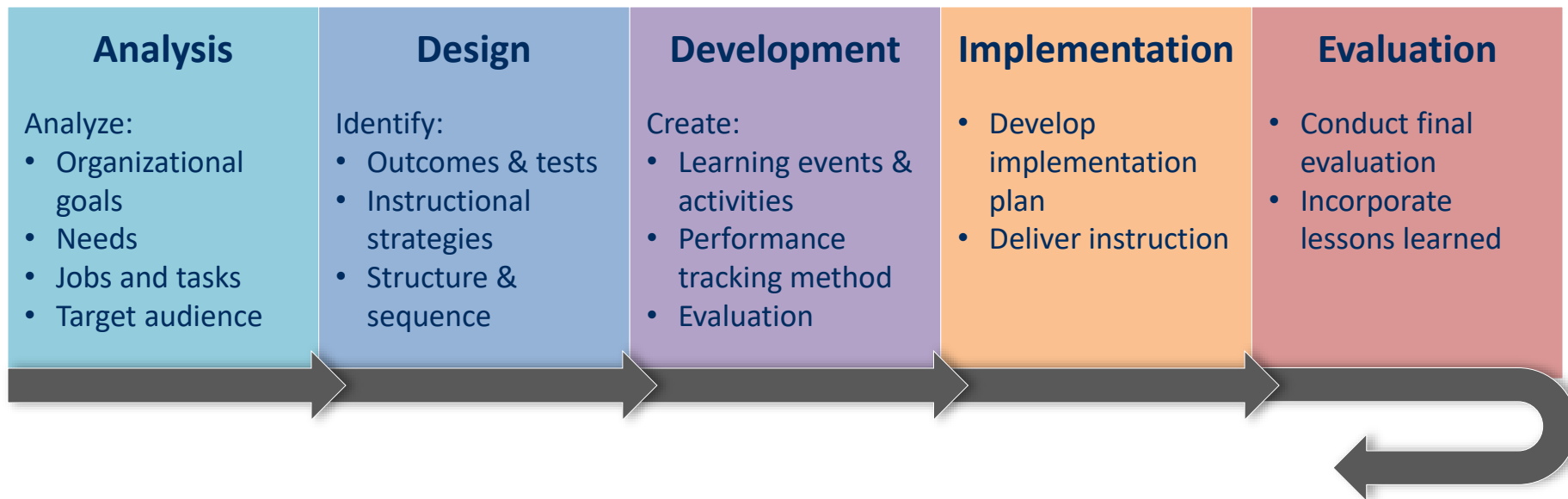
Adult Learning Principles: Application

Adult Learning Principle	Application
Active	<ul style="list-style-type: none">• Encourage thought and interaction• Ask questions• Hands-on application• Demonstrations
Provides feedback	<ul style="list-style-type: none">• Give constant timely feedback• Balance positive with negative• Be respectful
Takes place respectfully	<ul style="list-style-type: none">• Be courteous and patient• Learn and use names• Show value in all contributions

Collins, J. (2004). Education techniques for lifelong learning: principles of adult learning. ([LINK](#))

Instructional Design

- Fundamentals of Instructional System Design (ISD)
 - Systematic – Follow a logical order
 - Systemic – Cover the information critical for success of the goal
 - Reliable – Describes the information in sufficient detail to be applicable
 - Iterative – Improves during and post-development through the process below
 - Empirical – Created based on data used during development



Developing a Training & Communications Plan

Think

Clearly identify:

- What are our concerns or risks we need to address?
- Who is our audience?
- How do we make this matter to them?
- What are our objectives and constraints?
- What are our timelines?

Plan

Design your approach:

- Do we need to train or communicate? Both?
- What is the best method to reach our audience?
- Who do we need to communicate to before?
- Who do we need to involve for support or buy-in?

Do

Put your plan into action:

- Create your training & communications
- Distribute and follow-up with audience
- Evaluate against your plan:
 - Audience engaged?
 - Behavior changed?
 - Improvements needed?

“

Sometimes when you have limited resources and you really have to think about creative ways to get around some of these problems, generally the end result is better.

TODD LIEBERMAN

“

**Where my reason, imagination or
interest were not engaged, I would
not or could not learn.**

SIR WINSTON CHURCHILL

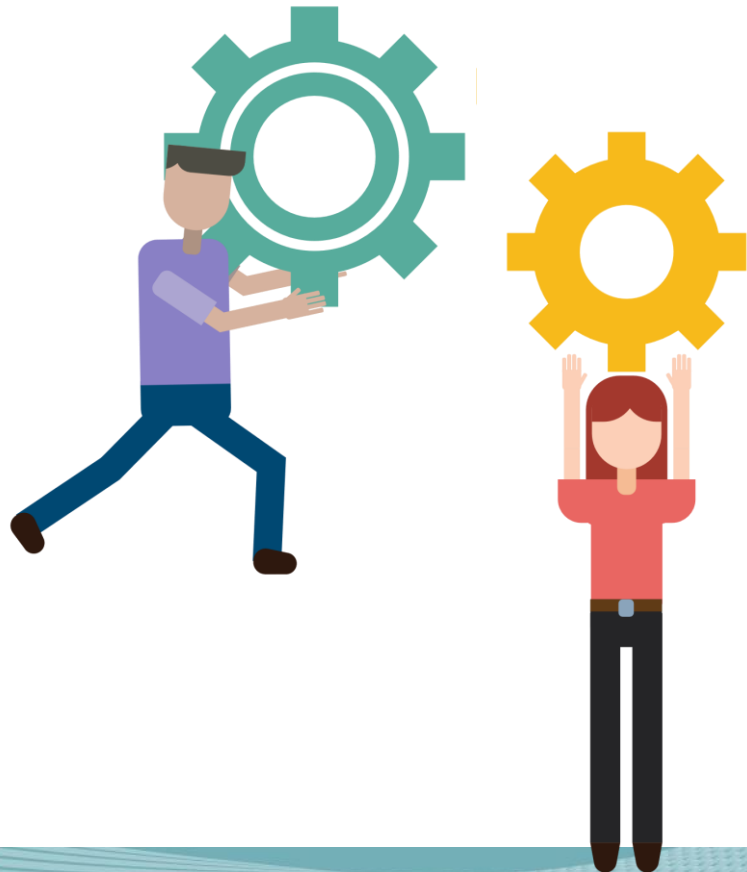
Tools & Techniques for Maximizing Resources

- Develop & engage internal partners
 - Build relationships
 - Use Internal Systems
 - Identify Training Avenues
 - Identify Talent
- Combine adult learning principles with creativity
 - Relevance
 - Motivation
 - Interactivity
 - Length & Repetition
 - Tone
- Measuring Success



Tools & Techniques for Maximizing Resources: Partners

- Build relationships with obvious business teams and leaders
 - Be objective and authentic
 - Ensure your “value-adds” meet or exceed your “asks”
- Use Internal Systems:
 - Sales Operations
 - HR
 - QA
 - IT
- Identify Existing Avenues:
 - Sales Training
 - HR Training
 - Internal Newsletter
 - Intranet Homepage
- Identify Talent:
 - Brand
 - Marketing
 - IT



Tools & Techniques for Maximizing Resources:

- **Relevance**
 - Develop training where it's needed, not because it was done before
 - Focus on the relevant audience and explain why it matters
- **Motivation**
 - Consider what drives that individual:
 - Relationships
 - Expectations
 - Welfare
 - Advancement
 - Escape
 - Interest
 - Consistently add value to what they do and remind them when you do!
- **Interactivity**
 - CBT: “Branching”, Games, Scenarios
 - Live: Role Playing,
 - Video: Include individuals across the organization
- **Length & Repetition**
 - More is not always better
 - Practice, practice, practice
- **Tone**
 - Reflect the culture you want to achieve
 - How do you want the organization to view compliance?
 - Make it fun!

Tools & Techniques for Maximizing Resources: Measuring Success

- Measurable vs. Meaningful
 - Not mutually exclusive
- Sample across functions, roles & leadership
- Compare tangible results in regular intervals:
 - Hotline statistics
 - Policy violations
 - Training scores
 - Internal audit findings
 - Survey results



Metric	Increasing	Decreasing
Hotline Statistics	May indicate better hotline awareness or speak-up culture OR more potential violations are occurring or identified	May indicate less violations are occurring OR less reporting is occurring

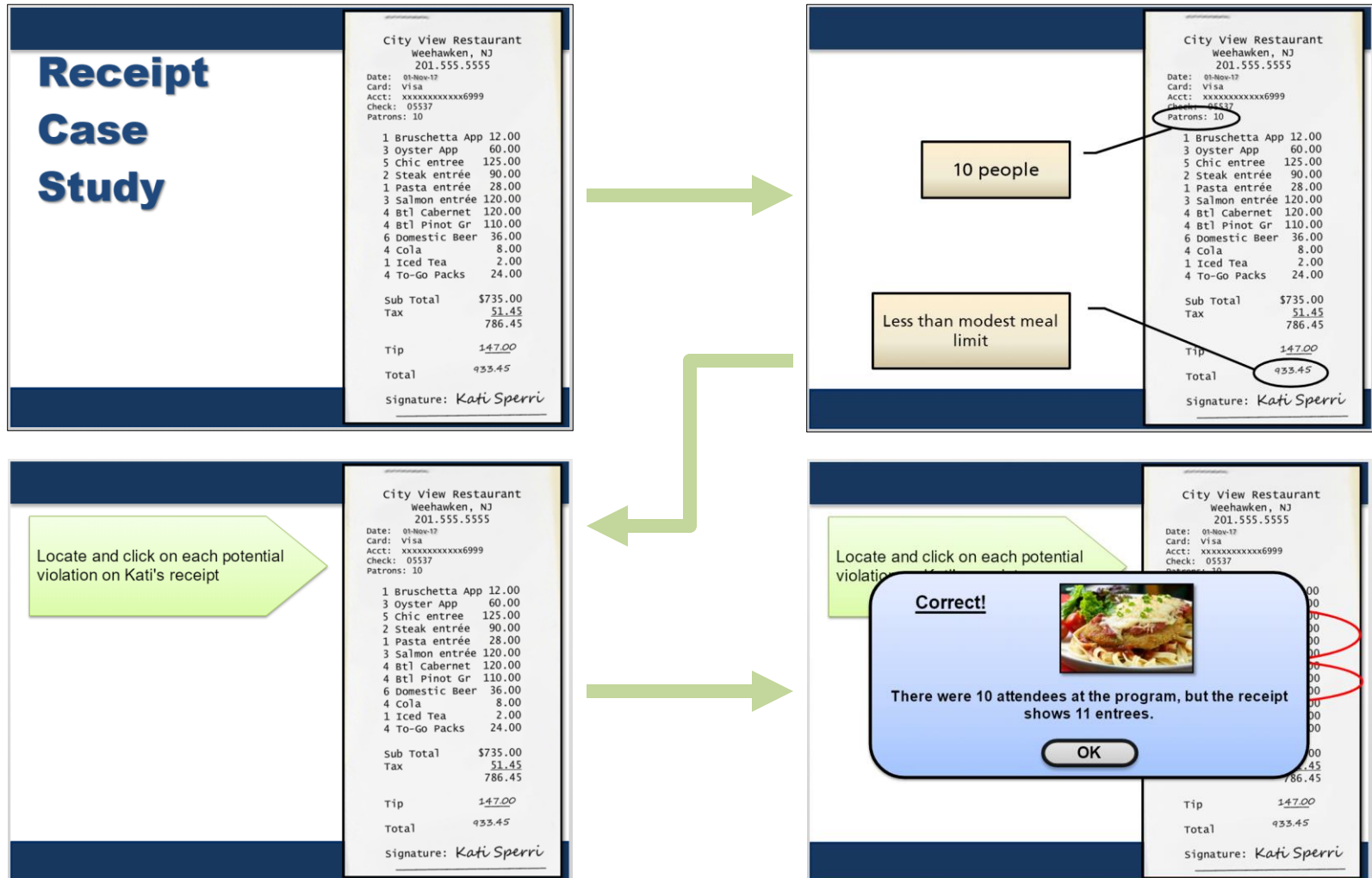
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**The single biggest problem in
communication is the illusion that
it has taken place.**

GEORGE BERNARD SHAW

Applying What We've Learned: Training Example

- Make it relevant and interactive:












Applying What We've Learned: Training Example

- Allow the audience to direct their training:

Key Codes and Governing Entities

Click to learn more:
When you have viewed each law or regulation, please click the Next button to continue.

 PhRMA Code	 OIG	 FCA
 HIPAA	 AKS	 Sunshine Act
 PDMA	 Social Media Guidance	 FDCA

Applying What We've Learned: Training Example

- Repeat training on key lessons or high risks:



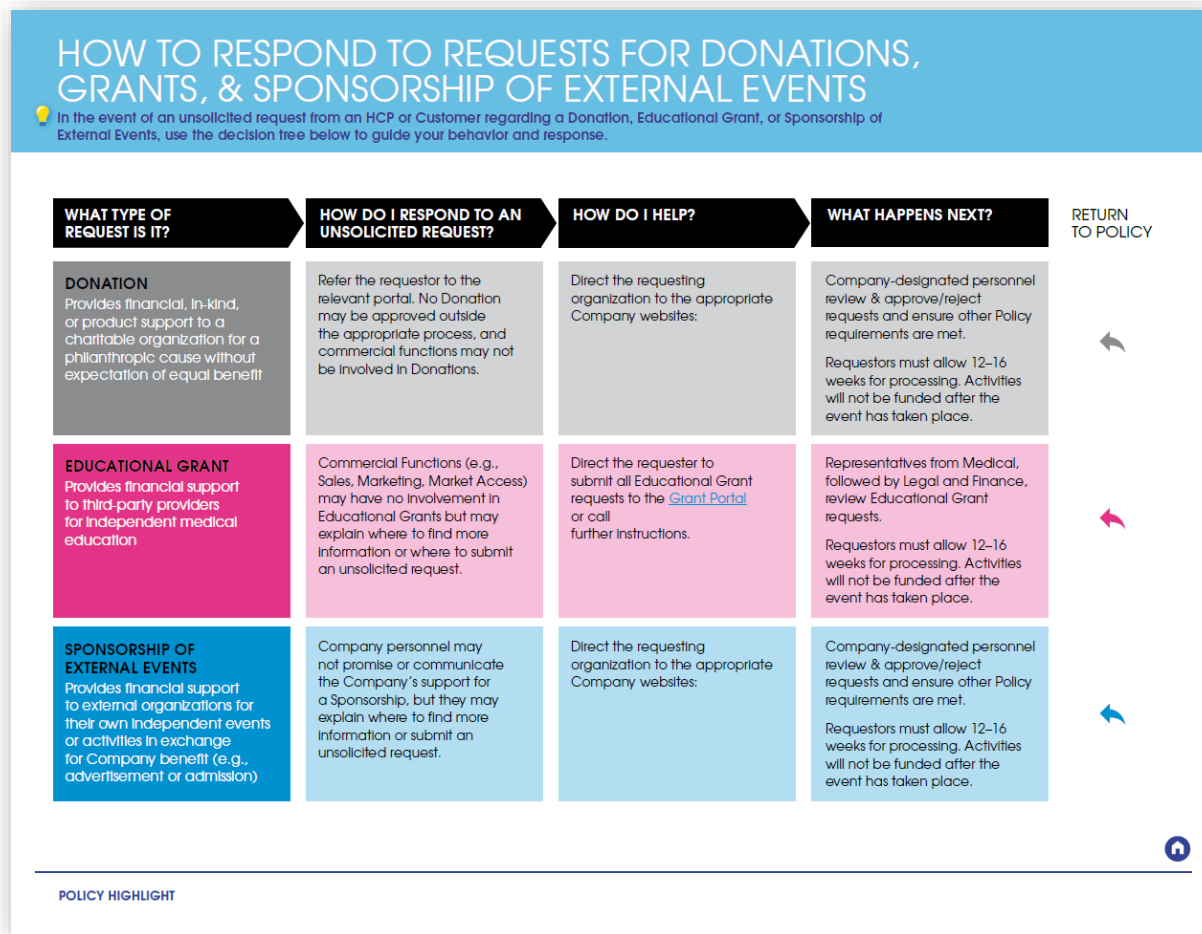
Applying What We've Learned: Training Example

- Make it fun!



Applying What We've Learned: Communication Example

- Make it relevant:



Applying What We've Learned: Communication Example

- Make it useful:

Who we are

Our Mission

is passionate about advancing the world of health. Our passion drives a strong commitment to promoting human health, improving the communities we serve, and funding educational and research initiatives.

External Funding Opportunities

Funding Opportunities

accepts funding requests from qualified external organizations that align with our mission, values, therapeutic areas, and strategic objectives. BD participates in the following types of funding:

- Educational Grants
- Investigator Sponsored Studies
- Commercial Sponsorships
- Charitable Contributions

On an annual basis, receives hundreds of requests from external requestors. Due to finite resources, not every qualified request will receive support.

Charitable contributions funding is available only to organizations that are registered as 501(c)3 organizations, or the equivalent.

The information in this document is applicable to funding requests from U.S. organizations only.

For more information or to apply for funding, visit:

General Requirements

never provides funding to influence the purchase, lease, recommendation, or prescription of BD products or solutions.

provides external funding in response to unsolicited requests from qualified organizations. Requests should be submitted at least eight (8) weeks prior to program/initiative start date.

Types of Funding

Educational Grants

Educational grants are considered for training institutions or conference sponsors to support bona fide educational programs dedicated to promoting objective scientific and educational activities and discourse.

does not support educational grant requests from or benefiting individual healthcare professionals.

Investigator Sponsored Studies

provides investigator sponsored studies grant support in response to unsolicited requests from qualified organizations. supports independent research to advance scientific and clinical knowledge related to our products, technologies, and therapies.

Proposals are evaluated according to their scientific merit, alignment with our areas of research interest, and available funding. Decisions to support investigator sponsored studies' requests never take into account the volume, nor value of actual or potential business generated by the requestor. does not provide research grant funding to individuals.

Commercial Sponsorships

supports commercial sponsorships to support events involving healthcare professionals, healthcare organizations, patients, or the public. may pay for booths and exhibits at third-party conferences to promote or demonstrate its products, as well as corporate memberships to industry organizations. does not provide sponsorship funding to individuals or participate in direct sponsorship of healthcare professionals. must have a legitimate business purpose for the commercial sponsorship and must receive a tangible benefit for the support (e.g., exhibit, booth, advertising, or promotional space at the conference).

Payment for commercial sponsorships must represent a commercially reasonable fee/fair-market-value for the marketing and promotional benefits received.

Charitable Contributions

strategically partners with leading nonprofit organizations and foundations to invest in programs and initiatives that address unmet healthcare needs, improve healthcare access and strengthen the capacity of health systems to care for all patients, especially the most vulnerable. The majority of philanthropic dollars are allocated as part of an annual budgeting process and are focused primarily on existing programs that are led by our current non-profit partners.

Charitable contributions funding is available only to organizations that are registered as 501(c)3 organizations, or the equivalent.

The information in this document is applicable to funding requests from U.S. organizations only.

For more information or to apply for funding:

Visit _____ or contact _____



Applying What We've Learned: Communication Example

- Add value to their role:

Planning & Conducting an Advisory Board

Take these steps to ensure an efficient and meaningful advisory board meeting.

Complete the Questionnaire

The advisory board/round table questionnaire must:

- ☐ Document the specific purpose of the meeting
- ☐ Distinguish the purpose of the meeting from other meetings or programs

Submit the Advisor List to Compliance

Advisor List must:

- ☐ Be submitted with a copy of each advisor's CV
- ☐ Be reviewed and approved by Compliance before utilizing the advisors

Determine the Number of Meetings

- ☐ How many meetings will be held over the next year with this advisory board?
- ☐ Are follow-up teleconferences (full-panel or one-on-one) anticipated?

Develop and Submit Meeting Materials to Compliance

The following materials help ensure that the meeting proceeds as planned:

- ☐ Agenda
- ☐ Discussion Guide
- ☐ Background materials (as necessary)

At the Advisory Board

You must ensure:

- ☐ The meeting follows the agenda and discussion guide
- ☐ Each advisor has an opportunity to provide feedback
- ☐ Capture the advice received from participants
- ☐ Only invited attendees are present

Submit Post-Ad Board Materials to Compliance

Including:

- ☐ Fully executed attendee agreements
- ☐ Final attendee list
- ☐ Final agenda

FOR INTERNAL USE ONLY

Responding to HCP inquiries

ON-LABEL INQUIRIES

- Respond to on-label questions only by providing an answer consistent with the FDA-approved label and approved materials.
- Provide answers that are clear, accurate, not misleading, and provide fair balance.
- Never include information about unapproved products, unapproved indications for approved products, or any off-label information.

UNSOLICITED OFF-LABEL INQUIRIES

- Direct any questions that are not consistent with the FDA-approved label to the Compliance Call Center to manage the Medical Affairs interaction.
- Forward request to the Compliance Call Center via e-mail at info@compliance.com or by calling 1-888-555-1212.
- You may also submit a request by filling out the Medical Information Request Form ("MIRF") via iPad, and obtaining the HCP's signature and submitting the request.

GRANT INQUIRIES


- Refer any questions about grants or other financial support must be directed to Headquarters or to the Grants website.
- Never offer to follow up on a grant request.

MEDIA OR FINANCIAL INQUIRIES

- Direct all questions relating to media or financial matters to Investor Relations.
- Never provide additional information, even if it is publicly available.

ADVERSE EVENT INQUIRIES

- Report to the Compliance Call Center within 24 hours.



Applying What We've Learned: Communication Example

- Make it fun and reflect the culture you want to build!



Thank you!



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