Access to Healthcare Leadership Ladder

Developed by BSR Healthcare Working Group
Overview
Five Things to Know About the Access to Healthcare Leadership Ladder

Here are the key things to know about the Ladder:

1. The HCWG Access to Healthcare Leadership Ladder is a maturity diagnostic and ambition-setting tool aimed at guiding and driving progress on access to healthcare.

2. The Access to Healthcare Leadership Ladder was designed through a year-long series of dialogues with HCWG members companies and multiple stakeholders as a tool to achieve HCWG members’ shared vision of Access to Healthcare.

3. The Ladder is a practical tool that helps companies drive progress on access to healthcare by assessing a company's current level of maturity. The Ladder helps companies look at their practices with a value chain lens, realize the extent to which access is currently integrated across their organization, and identify gaps and opportunities for further progress.

4. The Ladder has been designed to cover the broad spectrum of healthcare companies, irrespective of the medicines they develop or the markets they distribute their products into, whether big pharma, biotech, generic manufacturer etc.

5. It has been designed to be relevant to any company, irrespective of their current level of maturity and should provide insights even to most mature companies.
Why Was the Access to Healthcare Leadership Ladder Developed?

BSR and the Healthcare Working Group recognize that while much has improved on access to healthcare over the past two decades, **further progress is needed to enable patients worldwide to access quality care**. The shared vision for Access helps companies assess their individual maturity and drives alignment towards increased ambition and progress.

**Why this Access to Healthcare Ladder?**

- **Collectively, HCWG members:**
  - **Wanted to use their collective voice and practices** to drive better access on a still urgent topic
  - **Agreed to define a maturity model** and define what best should like, even if best is not yet invented!
  - **Wanted to demonstrate leadership** through collaboration and desire to contribute to enhancing global practice on access

- **Individually, companies can:**
  - Use the assessment results to **drive the necessary conversations internally**
  - Use framework and assessment results to **frame conversations with external stakeholders**

**What are the expected outcomes?**

- **A shared vision for Access** and for how pharma/biotech/HC companies are expected to **contribute and align with external stakeholders’ expectations**
  - A framework **building on existing initiatives that complements and expands them**, and that external stakeholders might use to further evolve their own methodologies
  - **Positive competition** among companies to address Access challenges thanks to **aspirational ambition levels**
  - Best practice sharing from pharma companies with leading access programs leading to **increased Access for patients**
A Shared Vision for Access to Healthcare

The Access to Healthcare Leadership Ladder was designed through dialogues with HCWG members companies and multiple stakeholders as a tool to achieve HCWG members’ shared vision of Access to Healthcare.

**HCWG VISION OF ACCESS TO HEALTHCARE**

Maintaining and expanding Access to healthcare is a shared responsibility that requires bringing together complementary capabilities to drive system-wide changes.

By harnessing our unique competencies and working alongside peers, governments, NGOs and other organizations, the healthcare industry strives to address health challenges globally, overcome barriers that prevent underserved populations from receiving quality healthcare, and expand universal and equitable Access to healthcare.
### Access Leadership Ladder | Scope

The Leadership Ladder is intended as a **tool to understand how Access is/should be integrated across company operations**. It covers the **broad spectrum of Access issues for all healthcare companies**, irrespective of the medicines they develop or the markets they distribute their products into.

<table>
<thead>
<tr>
<th>Access Leadership Ladder Scope</th>
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<tbody>
<tr>
<td><strong>Companies</strong></td>
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<tr>
<td>Big Pharma, Biotech, Rare disease, Generics, Specialty pharma…</td>
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<tr>
<td><strong>Diseases</strong></td>
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<tr>
<td>Any: communicable and noncommunicable</td>
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<tr>
<td><strong>Geographies</strong></td>
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<tr>
<td>Global</td>
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<tr>
<td><strong>Scope</strong></td>
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<tr>
<td>Patented medicine</td>
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<td>Generics</td>
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<td>Vaccines</td>
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<tr>
<td>Biotech</td>
</tr>
<tr>
<td>TBC - Medical devices / services</td>
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<tr>
<td><strong>Information used</strong></td>
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<tr>
<td>Relevant internal information, stakeholder engagement, public disclosure – it is a <strong>self-assessment tool</strong></td>
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</table>
The Ladder Dimensions
Access to Healthcare Leadership Ladder Framework

The Access to Healthcare Leadership Ladder is a maturity tool that assesses a company’s Access to health approaches and practices across its value chain through six Access dimensions (availability, affordability, accessibility, and acceptability), supported by three dimensions covering business practices and measurement.
• **Research & Development**

R&D is the primary mechanism through which healthcare companies can meet unmet health needs. R&D involves developing and adapting products, supporting practices and policies that promote innovation, conducting clinical trials and building local R&D capacity.

• **Supply & Manufacturing**

Supply and manufacturing encompasses processes needed to produce medicines, from raw materials to APIs to finished products. Pharma supply chains are complex and involve many different actors, and new technologies are emerging to help them manufacture a wider range of medicines, *with improved efficiencies*. 
### AFFORDABILITY

<table>
<thead>
<tr>
<th>AVAILABILITY</th>
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<th>ACCESSIBILITY</th>
<th>ACCEPTABILITY</th>
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<tr>
<td>R&amp;D</td>
<td>Supply &amp; Manufacturing</td>
<td>Pricing &amp; IP</td>
<td>Governance</td>
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<td></td>
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- **Pricing and IP**

Drug pricing is one of the biggest concerns of external stakeholders and a complex equation to solve as it should reflect value to society and patients and be fair, while enabling return on investments and profitability for companies. Seek appropriate pricing and affordability strategies that recognize the value of innovation while addressing barriers to Access.
### Marketing & Sales

Marketing and sales involve the broad, timely and efficient registration of medicines through appropriate regulatory frameworks, and responsible promotion: all activities undertaken or sponsored by a company to promote the prescription, administration or consumption of its products.

### Distribution

Distribution refers to all activities between the manufacturing processes and the provision of drugs to patients. It also encompasses issues related to traceability, illegal trade, and counterfeiting.
### Delivery of Care

Quality healthcare rests on the strength and capacity of local health systems. With delivery of care, we consider everything that companies can support beyond manufacturing and selling medicines, from healthcare professionals' capacity building to health literacy.
• Governance

Beyond compliance with applicable laws and regulations, good governance practices imply promoting strong ethical business standards and collaboration with key stakeholders—including governments, multilateral organizations, global health organizations, NGOs, and other industries—to address the shared responsibility for expanding Access to healthcare.
### HUMAN RIGHTS

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<td>Delivery of Care</td>
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#### Human Rights

Respect for human rights should be at the foundation of all activities, in line with principles established in the International Bill of Rights and the Declaration of Helsinki. Non-discrimination is also a key element to support Access to products within communities, irrespective of differences.
### Measurement & Reporting

While no single indicator can grasp the magnitude of challenges with Access to healthcare, measurement and reporting are crucial to understand how effective Access initiatives can be, where companies are making progress, and where there are still gaps to address.
Access to Healthcare Leadership Ladder Overview

For each of these dimensions we have defined **four maturity levels**.

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<th>Measurement &amp; Reporting</th>
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**DRIVING IMPACT**
What would be needed to realize our vision

**PIONEERING INNOVATIVE SOLUTIONS**
What current most innovative practices look like

**ACHIEVING GOOD ACCESS PRACTICES**
What good practices look like

**WORKING AT BASE LEVEL**
What the minimum practice is beyond regulatory requirements
The Ladder in Practice
Access to Healthcare Leadership Ladder Tool Overview

The Access to Healthcare Leadership Ladder is an **Excel-based tool**

**12 TABS:**
- One Introduction tab
- One Guidance tab on how to use the Ladder
- One tab for each of the nine dimensions
- One result tab to visualize your company’s level of maturity at the time of the assessment
One Tab for Each of the Nine Dimensions

All nine dimension tabs are structured in the same way. Content and number of criteria to review varies based on the dimension.

Under each dimension tab:
- Definition of the dimension
- Recommendations on the documents that companies can reference
- Suggestions on internal functions to engage

Under each dimension tab:
- Each criteria that is met can be ticked
- Relevant proof should be added to supplement the assessment

<table>
<thead>
<tr>
<th>Level</th>
<th>Criteria</th>
<th>VN</th>
<th>Definition</th>
<th>Error</th>
<th>Personal context</th>
<th>Website link</th>
<th>Action plan application</th>
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<tbody>
<tr>
<td>Driving Impact</td>
<td>Computer policies and procedures for managing data security and protecting consumer information</td>
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<tr>
<td>Pioneering Innovative Solutions</td>
<td>Computer policies and procedures for managing data security and protecting consumer information</td>
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<td>Anchoring Good Access Practices</td>
<td>Computer policies and procedures for managing data security and protecting consumer information</td>
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A Results Tab to View the Company’s Overall Assessment

A recap tab visualizes the results of the assessment to help the company quickly identify areas of strengths, as well as gaps
How to Use the Ladder?

The below guidance is provided to help users have a positive experience with using the Ladder. It is not a strict process to follow but has been designed to help companies understand different reasons and ways the Ladder can be used for.

Part 1: Prepare and Calibrate
- Familiarize yourself with the Ladder and all its elements
- Identify your key objective for using the Ladder
- Evaluate time and resources
- Prepare to use the Ladder like a project

Part 2: Run Initial Assessment
- Start with “low-hanging” fruits
- List all documents and proof that support the assessment
- Review your company Ladder and analyze results

Part 3: Engage
- Engage for awareness raising
- Engage for ambition raising
- Engage for collective action

Part 4: Define Ambition, Strategy, Roadmap
- Use the Ladder recommendations and turn the learnings into concrete next steps
Thank You

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

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