



# Evolution of a Medical Writing Functional Resourcing Partnership

## Situation

In 2010, a top-five pharmaceutical company made a decision to significantly reduce its fixed costs and outsource the majority of its medical writing work in a deliverable-based model. Syneos Health™ had previously supported the work in an hourly, role-based model and was among the vendors selected to participate in the proposal process.

## Solution

Having tracked metrics by document type using this client's processes and procedures within the role-based model, Syneos Health was able to develop deliverable pricing for both regulatory and commercialization documents and, in doing so, achieved **30 percent cost savings** through a combination of volume and year-on-year gained efficiencies. In 2014, the medical writing contract was renegotiated, and Syneos Health was able to leave 90 percent of regulatory and commercialization

deliverable project pricing flat with no inflationary increase and develop new low-cost geography pricing for specific types of work as an additional cost savings benefit to the client.

Syneos Health organized the department to be closely aligned with the client's internal structure, incorporating 19 of the affected client associates with experienced Syneos Health team members; the new department was divided into a Clinical Pharmacology unit and four therapeutic area units, each with its own manager to facilitate communication with corresponding client management. In parallel, Syneos Health began building a small team in India with its own local manager to provide support to client-facing, U.S.-based writers for quality review, narrative work, and other types of writing support tasks to provide additional cost savings. Currently, 10 percent of the writing and quality review tasks are completed offshore.

## Demonstrated Capabilities

### OVERVIEW

- Deployment of deliverable-based MW solution
- 30 percent savings over hourly, role-based model
- Successful offshore deployment to support efficiencies
- Expansion to include new geographies and document types

## Quality Metrics

The teams collaboratively developed a core set of metrics and key performance indicators (KPIs) to measure quality and productivity.

The client's own assessments of these KPIs have established that Syneos Health has demonstrated consistent customer satisfaction year-over-year. Established productivity benchmarks have also been consistently met or exceeded by Syneos Health staff.

## Evolution and Growth

As a result of high levels of customer satisfaction, the medical writing partnership has grown significantly since the original contract award. In 2011, Syneos Health took on all regulatory primary publishing work. In 2012, Syneos Health added standalone regulatory and commercialization editorial and quality review services directly to the client's internal writers. In 2014, Syneos Health added support in Australia for its emerging markets business unit, and in 2015 Syneos Health started a very successful team providing writing, editing and publishing support to the client's Chemistry, Manufacturing and Control (CM&C) group for both manufacturing specification and regulatory submission documents.

The partnership currently consists of 105 writers, editors and management staff supporting each of the client's therapeutic areas, the client's quality systems, CM&C and regulatory document publishing.

## Models

Though the majority of the Syneos Health writers work within the deliverable-based model (priced per document type), as the partnership developed, it was recognized that there was a need for dedicated resources who could be fully committed over time to special submission or publication projects—as a consequence there was a need for an alternate pricing and resourcing model. Syneos Health developed a dedicated staff model for writers hand-selected by the client from Syneos Health staff, using a flat, monthly rate and incorporating a retention bonus plan to help ensure the writers remain dedicated to the project for a fixed amount of time. The dedicated staff model has been a huge success in terms of assuaging customer concerns about having the right resource available for specific project needs.

## Challenges and Solutions

Accurate forecasting has been the most significant challenge in the partnership. Medical writing is notoriously difficult to forecast—many factors in the clinical process can contribute to timeline delays, and sudden regulatory requests result in unforeseen, drop-in projects. Communication with the client management team has been key to working through this particular challenge, and the management team has experimented with various models, including contractor/bench support on an as-needed basis and cross-utilizing writers from other Syneos Health teams. The team has also accumulated historical data on document volume to help predict trends in drop-ins, cancellations, and delays, and continues to discuss improvements with the client on an ongoing basis as this partnership enters its sixth year.

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## About Syneos Health

Syneos Health™ (Nasdaq:SYNH) is the only fully integrated biopharmaceutical solutions organization. Our company, including a Contract Research Organization (CRO) and Contract Commercial Organization (CCO), is purpose-built to accelerate customer performance to address modern market realities. Created through the merger of two industry leading companies – INC Research and inVentiv Health – we bring together more than 21,000 clinical and commercial minds with the ability to support customers in more than 110 countries. Together we share insights, use the latest technologies and apply advanced business practices to speed our customers' delivery of important therapies to patients. To learn more about how we are shortening the distance from lab to life™ visit [SyneosHealth.com](http://SyneosHealth.com).

