

# Unified Clinical Operations: What Does It Really Mean?

### January 23, 2020



# Introduction: Kathie Clark



#### **ENNOV SOFTWARE FOR LIVE**

PRODUCT DIRECTOR, CTMS

24 Years of experience in software for Life Sciences working with over 80 pharma, biotech, CRO and Med Device companies in the US, Europe, Japan and Israel

Formerly:

- VP of Product Management for Wingspan (later IQVIA) for eTMF, eREG (Regulatory EDMS), ePROMO (Promotional Materials Management)
- Director of Product Management for NextDocs (Regulatory and Quality EDMS)
- Director of Professional Services for GlobalSubmit (eCTD publishing, validation and viewing tools used by FDA and sponsors)

Member of the TMF Reference Model Steering Committee





#### **01 – THE ECLINICAL UNIVERSE**

Component systems, adoption



#### 02 - UNIFICATION - WHAT DOES IT MEAN?

Definition, difference between unification and integration, solution touch points

#### **03 – UNIFICATION – A PRACTICAL APPROACH**

Where to start, expected benefits, use cases, decisionmaking framework, important elements of solution

#### 04 - SUMMARY

Points to consider

### eClinical Universe – the Components





- Study Startup
- Investigator / Site Portal
- eISF
- IVRS/ RTSM/ IRT
- eConsent
- Financial/Grants
  / Payments
- eLearning
- Contracts

Clin Ops



- CTMS
- eTMF
- RBM
- eArchive
- QMS
- Study Design / Optimization
- Investigator DB
- Endpoint Adjudication
- Centralized
  Monitoring

### Regulatory



- Clinical Trial Registries
- Safety/PV
- RIM
- Regulatory
- IND/CTA
  Publishing
  Intelligence





- ePRO/eCOA
- EMR/EHR
- Patient Recruitment
- Patient Portal
- Reimbursement
- Wearables



 Clinical Data Warehouse

- eSource
- EDC / CDMS
- Master Data Management



Therapeutic Innovation & Regulatory Science 49(6)



Figure 1. Current usage of eClinical trial technology tools by sponsors and contract research organizations (n = 318).

### 2017 – Clinical Applications Used



#### Figure 1. Clinical applications used.

### 2017 – Clinical Applications Used by Company Size



Figure 2. Clinical applications used by company size.

### Most Critical eClinical Systems for Implementing ICH E6 (R2)



Q13. What are/will be the different data source systems that your organization considers essential to monitor data for implementing ICH E6(R2)? Select all that apply.





In a unified eClinical infrastructure, formerly disparate systems are merged.

Users no longer work in "CTMS" or "eTMF", but in a harmonized clinical infrastructure where a single source of truth is a given, and changes and additions automatically impact the appropriate data, documents and processes.



### eClinical Integration Points

Not Comprehensive: Choosing only the most important in a CTMS-centric view

#### 8. EDC and ePRO

Subject info and status, queries, deviations, patient visits

#### 7. Warehouses / MDM

Product, study, label, manufactures, metrics

#### 6. eLearning

Training requirements, status, retraining.

### **5. QMS**

Deviations, CAPAs, audit findings





#### 1. eTMF

Trials, sites, investigators, visits, MVR documents, milestones, events

#### **2. IRT**

Shipping, dispensing, expiry, destruction, prediction

#### **3. PV**

SAEs, reporting status, safety letter distribution

#### **4. RIM**

New investigators, protocol updates, registry info, submission status, correspondence

### Where to Begin? The Task is Overwhelming!

### 



## N-dimensional problem



Because each of these components should be communication with 1...n others



### Clinical Unification: Not Just "Buy the Right Software and You Are Done!" (or "We've Got APIs")



e

### Begin with **Expected Benefits** of Unification



#### **Single Source of Truth**

- Harmonize product information single source
- Improve data quality and reliability
- Provide quick access to data for all stakeholders



#### **Efficiency / Productivity Gains**

- Eliminate repeated entry of data
- Decrease "clean up"
- Avoid need to monitor for changes

Ennov Software for Life. Collaborative Platform for Regulated Content.

### **Components of Prioritization Decision**





#### **Project Effort**

- Is it an IT Project?
- How much work for your team (including validation)?
- How much business process work?
- How much harmonization work?

#### ROI

- How much will the unification be used?
- How much effort in manual processes?
- How many hours saved? For which resources?
- What can resources do instead?

#### **Risk Avoidance**

- Is this a risk area or just a potential efficiency gain?
- Does this integration pertain to compliance issues or audit /inspection findings?
- Could manual processes be improved instead?



- Software to be purchased or licensed
- Consulting fees
- Internal costs
- Opportunity costs

### The Four Elements of Unification

### 

### Alerts

Dashboards that show actionable insights; notifications that trigger user actions

#### Data

Shared data and streamlined implementation of standards



### Workflow

Workflows that span traditional "silos"

### **Documents**

Common set of documents used by all processes and stakeholders

### **Unification – Beyond Document Sharing**



**Unified workflow** – statuses, actions and completions in one part of the unified system trigger workflows and escalations across the enterprise



**Unified information** – all portions of the unified system share master data and documentation, and can access common information on processes and statuses for reports and dashboards



**Unified alerts** – dashboards and notifications ensure that all users are notified when conditions or events in any part of the system require them to take an action or make a decision

### **Important Unification Use Cases**



<u>CNNO</u>

### A Sample Prioritization Exercise



Element	Weight	CTMS - CLINICALTRIALS.GOV	CTMS - RIM INTEGRATION
How often would this be used?	5	4: at least monthly	5: dozens of times monthly
What is the project cost (software)?	6	0: \$0	2: \$21K-\$50K
What is the project cost (consulting)?	6	1: < \$20K	3: \$51K-\$75K
What is the project cost (internal)?	4	1: < \$20K	4: \$76K-\$100K
How many staff hours would be saved annually?	8	3: 51-200	5: 501-1000
Can existing manual processes be improved?	2	6: Some improvements possible	6: Some improvements possible
Does lack of unification cause compliance issues? (0 - 9)	10	5	7
Does lack of unification significantly increase risk? (0 - 9)	10	5	7
How long would a unification project take?	4	3: 6-8 weeks	3: 6-8 weeks
How much business process redesign is needed? (0 - 9)	6	2	4
How much harmonization across regions is needed? (0 - 9)	8	0	4
How much alteration of current solutions is needed? (0 - 9)	4	2	4
How much impact does freeing up resources have? (0 - 9)	3	2	4
VALUE OF PROJECT		456	435

### Unification: How Do We Get There?



#### **DELAY OTHER INITIATIVES**

Prioritize over adding new technology, implementing new features....

#### **INVEST HEAVILY**

Provide business justification for making significant investment now.

#### PLAN NOW, DO LATER

Concentrate on developing a plan which will be executed in a year or two..

#### **USE EXISTING RESOURCES**

Make the best possible decisions to make progress using the resources you have now.

### Points to Consider

- **Be proactive, not reactive.** Develop a strategic plan for unifying, don't just react to problems as they arise or implement because a vendor offers an integration.
- **Don't be derailed by edge cases.** Interactions that only arise infrequently can still be handled by manual processes.
- Consider the impact of emerging technology and regulations. For example, regulations such as XEVMPD may impact the priority of unification in specific areas. Machine learning and AI may also shape direction.

An edge case is a problem or situation that occurs only at an extreme (maximum or minimum) operating parameter.

 Be pragmatic about which legacy systems should be replaced to achieve unification. As with most projects, a realistic cost/benefit analysis should direct this decision, not just excitement about new technology.

### Summary





Unification can yield significant cost savings, control headcount growth, and reduce risk



Unifying eClinical systems is still a project requiring time and resources (no matter what the vendor says)



Articulate the benefits you want to achieve and the relative weight of each benefit



Ask the hard questions about what vendors offer as unified solutions – still a major project to integrate?



Keep in mind that true unification goes beyond sharing documents and data to include unified processes

# Thank You!



