

CAPTURING AND LEVERAGING INSTITUTIONAL MEMORY



A HIGHPOINT SOLUTIONS WHITEPAPER

Project based work is a complex environment. Information comes in from a multitude of sources and locations at an astounding rate. Decisions vital to the objective of the effort, which at times are based on months of discussion, analysis, and careful calculation, are made. These decisions can then be questioned or changed based on new information. Actions are identified, assigned, and completed on a daily basis. Keeping track of all of this to retain project health can be a daunting task. Remembering why a certain decision was made or a particular action was taken can become even more complicated.

It's not that organizations learn nothing worth re-using from previous programs. Rather, it's that most organizations have inadequate tools for capturing and acting upon that knowledge. There are meeting minutes in Word documents, spreadsheets with budget information and data points, PowerPoint presentations to showcase progress and milestones. But all these elements are related by...what? Few companies have any framework upon which to connect these objects or understand the relationships they imply. Various documents may showcase decisions and results, but they may not show clearly how decisions were made. They may not enable you to understand what fruitless paths your teams might have travelled before accomplishing a task.

Without access to those insights, you risk having to explore those same fruitless paths in the future. You risk wasting time, money, and resources recreating processes and procedures that you have already created. And not just once. Without tools that enable you to capture the knowledge, relationships, chronology, and the insights related to achieving those results, you risk wasting this same time and recreating these same processes and procedures with every clinical trial you undertake.

Real World Use Case: Clinical Trial Design Memory

Life science organizations need what we might call a design memory tool. One aspect of such a tool would enable an organization to capture and organize all the development and management events associated with the development of a program. A second aspect of such a tool would enable you to build upon the structures and insights that arise from your experiences in previous programs.

For example, in the case of clinical trials:

- **On average**, 33% of the issues raised by regulators stem from a finding that a program's design has not generated sufficient evidence to support a claim.¹
- **On average**, some 22% of the data collected during a clinical trial does not support any of the trial's objectives.²

¹ Witch E. Tracing the roots of quality. 5th DIA European Workshop on Medical/ Technical Writing, Paris. 2003.

² Getz KA, Stergiopoulos S, Marlborough M, Whitehill J, Curran M, Kaitin KI. Quantifying the Magnitude and Cost of Collecting Extraneous Protocol Data. Am J Ther. 2015 Mar-Apr; 22(2); 1124. See www.ncbi.nlm.nih.gov/pubmed/23429165.



HEALTHCARE
& LIFE SCIENCES

Case Study

- Organizations conducting clinical trials often lack a mechanism for capturing and leveraging data relating to the design and management of the clinical trials themselves.
- In the absence of re-usable insights, organizations often waste time and resources planning and executing clinical trials as though conducting one for the first time.
- A flexible design memory tool, designed with the needs of clinical trials in mind, can enable an organization to design and manage a trial more effectively—and enable that organization to leverage insights and best practices efficiently when building out the next clinical trial.



A design memory tool can enable you to defy these averages. It can help you capture the data you will need and not waste time and resources capturing data you will not need. It enables you to build on your experience to anticipate executives' questions and requests, thus designing programs that can ensure that you capture the evidence that executives will want.

In short, a design memory tool enables you to gain actionable insights that you can then re use in subsequent programs. You gain an ability to create a set of unique, tailored templates upon which to construct future programs, templates that enable you to build upon the knowledge and best practices that evolve within your organization over time. To put it another way, a design memory tool enables you to avoid recreating the wheel each time you need to move forward. Instead, you can move forward using the wheels you have already built, tested, and tuned to meet the needs of your organization.

Managing the Art of Program Design

There are those who will argue that programs cannot map to a rigid template—and we would agree. Every program is unique. Yet some needs persist from program to program in a given class of pharmaceutical products and medical devices. Program developers require the ability to:

- Work with teams in different locations and time zones
- Capture, track, and manage both structured and unstructured content
- Manage workflows and metadata
- Monitor and report on progress
- Exchange information securely with other enterprise tools and assets (including executive dashboards, portals, data repositories, web services, communications and content management systems, and more)

Moreover, they need tools and services to facilitate:

- Decision making (including review, commentary, voting, etc.)
- Decision tracking and auditing
- Content traceability and historical reference analysis
- Event and milestone tracking (with tools for alerts, alarms, and notifications)

Given all the variables reflected in these needs, it becomes clear that a design memory tool must focus on facilitating the art of program design. It must help an organization accommodate the critical dynamics of each program as it evolves, and provide enough flexibility for those aspects of each program that may be unique. At the same time, it must be able to help the organization build upon and re-use those aspects of a given program that can enable a new program to get underway faster, at lower cost, with fewer errors and wasted efforts.



"HighPoint's Design Memory Tool allows us to leverage our existing usage of Salesforce.com to provide a solution to a persistent problem. The tool was easily adopted by both operations as well as IT as the Salesforce.com platform is intuitive and easy to use and the necessary support structures were already in place. The simplicity of the effort has us thinking about other uses of the Salesforce.com platform."

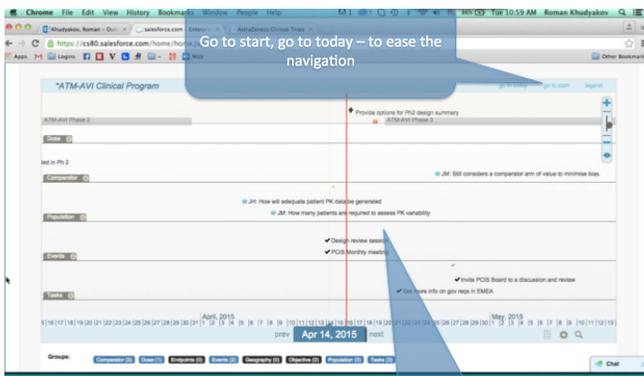
– AstraZeneca

Delivering a Project Memory Tool

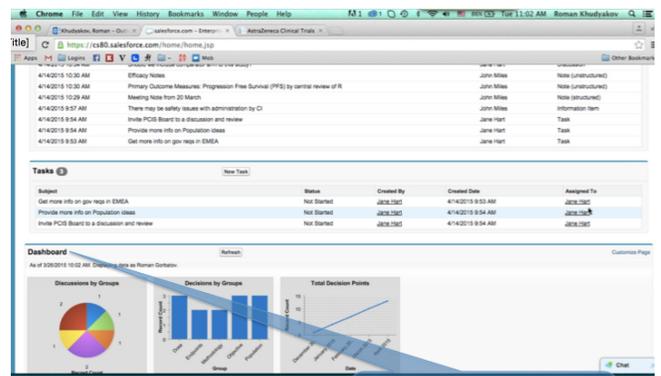
HighPoint offers a project memory tool expressly designed to meet the needs of organizations with repeatable projects of similar dynamics. Based in the cloud and leveraging the same core object management technology that drives Salesforce.com, the HighPoint project memory tool enables an organization to capture any kind of structured or unstructured data relating to the development, management, and execution of a program. It provides mechanisms for connecting events, decisions, and data so that an organization can always gain insight into who made which decisions, how they arrived at that decision, and why they made the decision they did. It provides mechanisms for tagging events and documents, for searching for information, even managing workflows relating to decisions and events pertinent to the program. And, it provides all these features with the security, flexibility, and traceability that enterprises in regulated industries demand.

The HighPoint project memory tool provides mechanisms to roll out new programs based on the experiences and the insights captured in previous programs. The best practices that emerge from past experience are not lost; they become the framework upon which new programs can be set in motion. Indeed, it is not always clear—during the life of a program—which decisions and which actions will prove to be of greatest significance. Clarity comes with reflection, and—because of the flexibility of the underlying object management system enables you to capture everything—the project memory tool that HighPoint has developed enables you to build upon those elements that, in retrospect, are discovered to be of greatest importance.

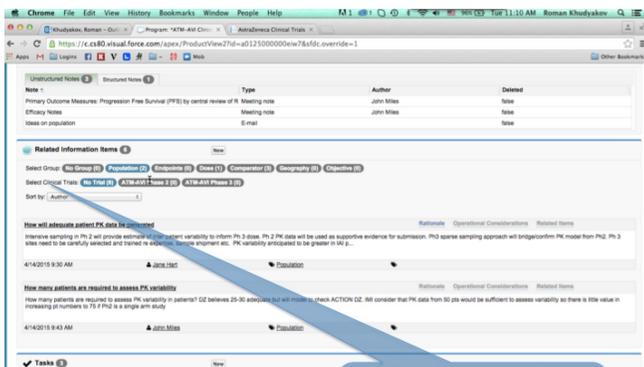
HighPoint Solutions offers a project memory tool expressly designed to meet the needs of organizations in regulated industries. This tool enables an organization to capture any kind of structured or unstructured data relating to program development, management and execution.



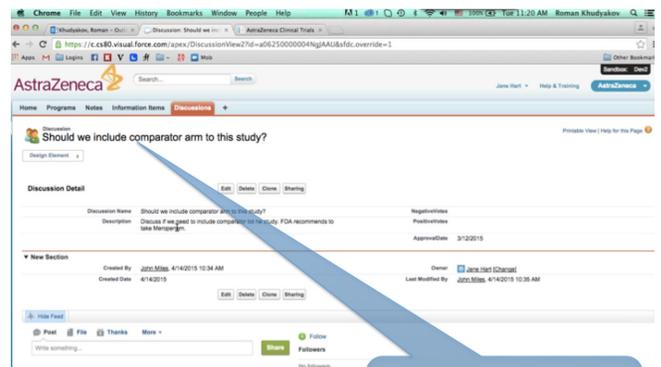
Updated timeline, new icons, colors, layers (info items, notes, tasks, events) etc.



Dashboards to track performance



Gather and sort information for different trials (phases, versions) within one program



Run discussions in the system

Summary

It has been said that those who do not know history are doomed to repeat it. Given the real-world pressures to be more cost effective and efficient in our key initiatives, organizations need to find ways to build on the past in a constructive manner.

The HighPoint Solutions project memory tool ensures that you'll make the most of your experience and insights when it comes to running repeatable projects.

A project memory solution from HighPoint Solutions ensures that you can make the most of your experience and insights when it comes to the creation and management of organizational projects. You can capture designs and decisions, data and best practices. You can build on what works to construct and commence programs more quickly. You can build on your experience to ensure that you can answer proactively the questions that executives will ask. And, you can integrate all this knowledge and experience into the fabric of your organization, thus ensuring that this project memory becomes a core part of an enterprise memory that lives on and informs future efforts, even as the individuals who have contributed these insights move into other roles or leave the organization.



To learn more about how HighPoint Solutions can help you improve your ability to design and manage organizational projects, contact Lior Keet or Jim Goldfinger, or visit www.HighPointSolutions.com.

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