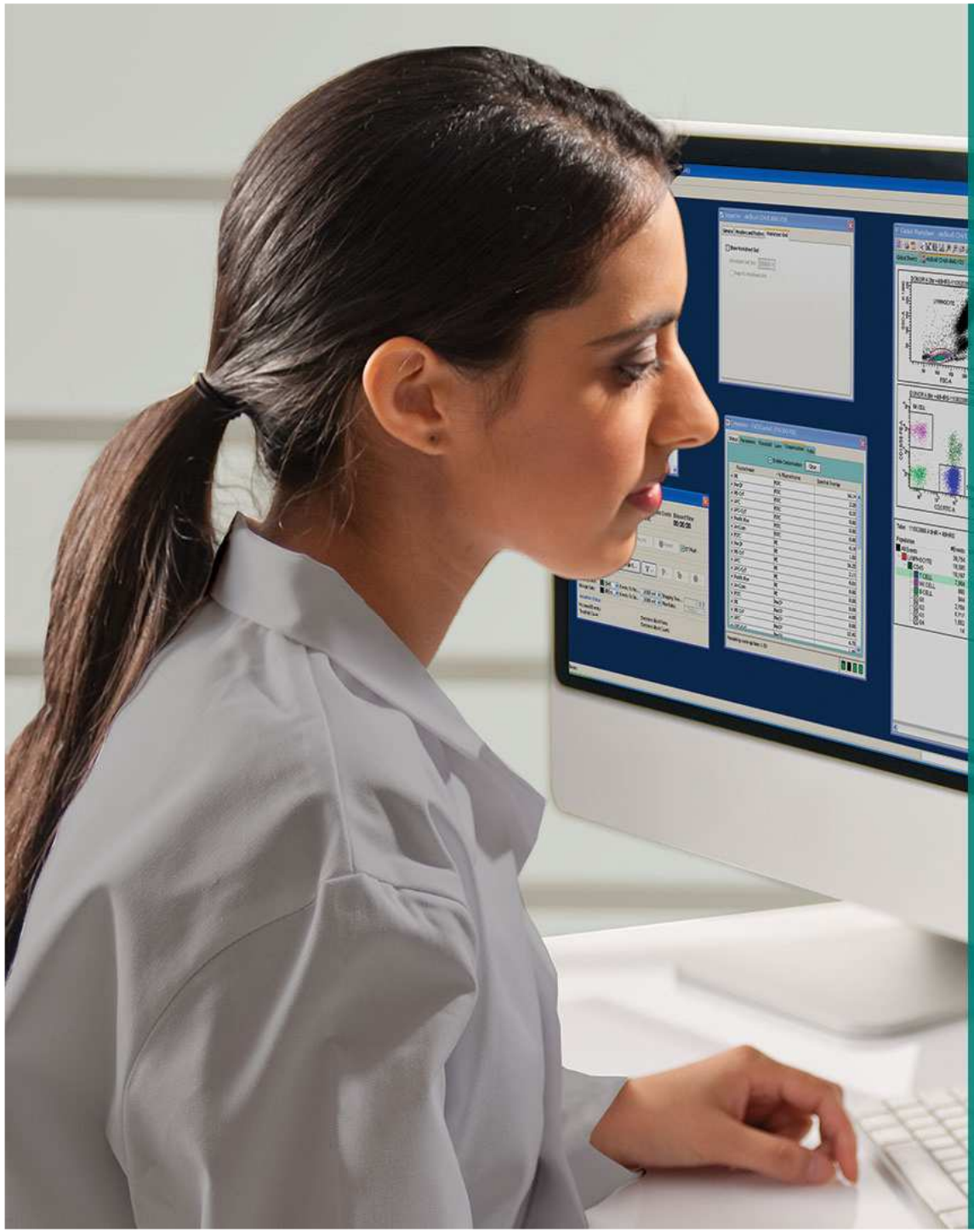

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Using Metrics To Drive Process Improvement

Kevin Graham,
VP Business Operations, ICON

Elena Bolanos,
Senior Director Clinical Operations, Lilly

Lilly
Answers That Matter.

Agenda

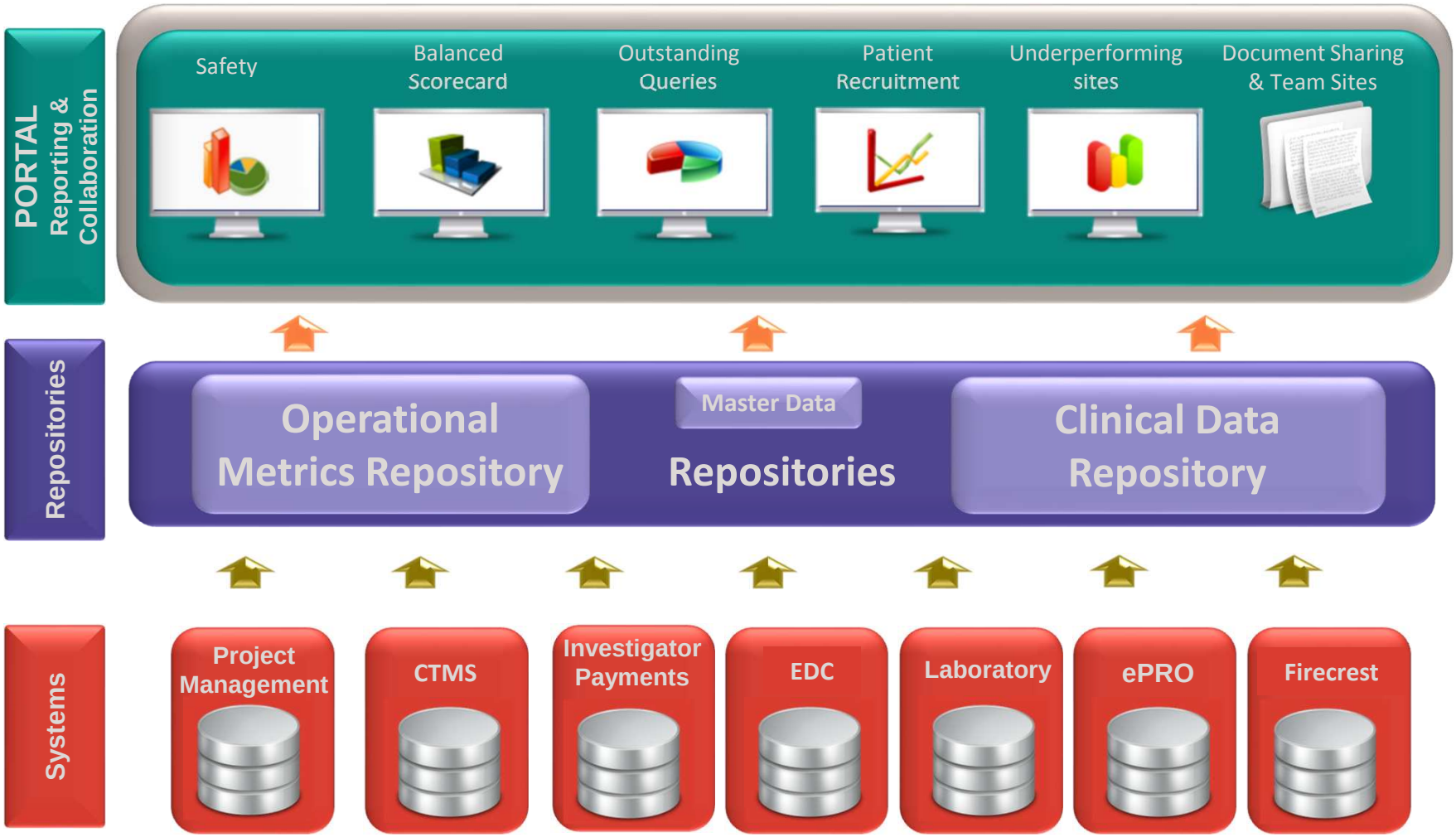
Use of Metrics in ICON

Incorporating Customer Feedback
- ICON Engage Program

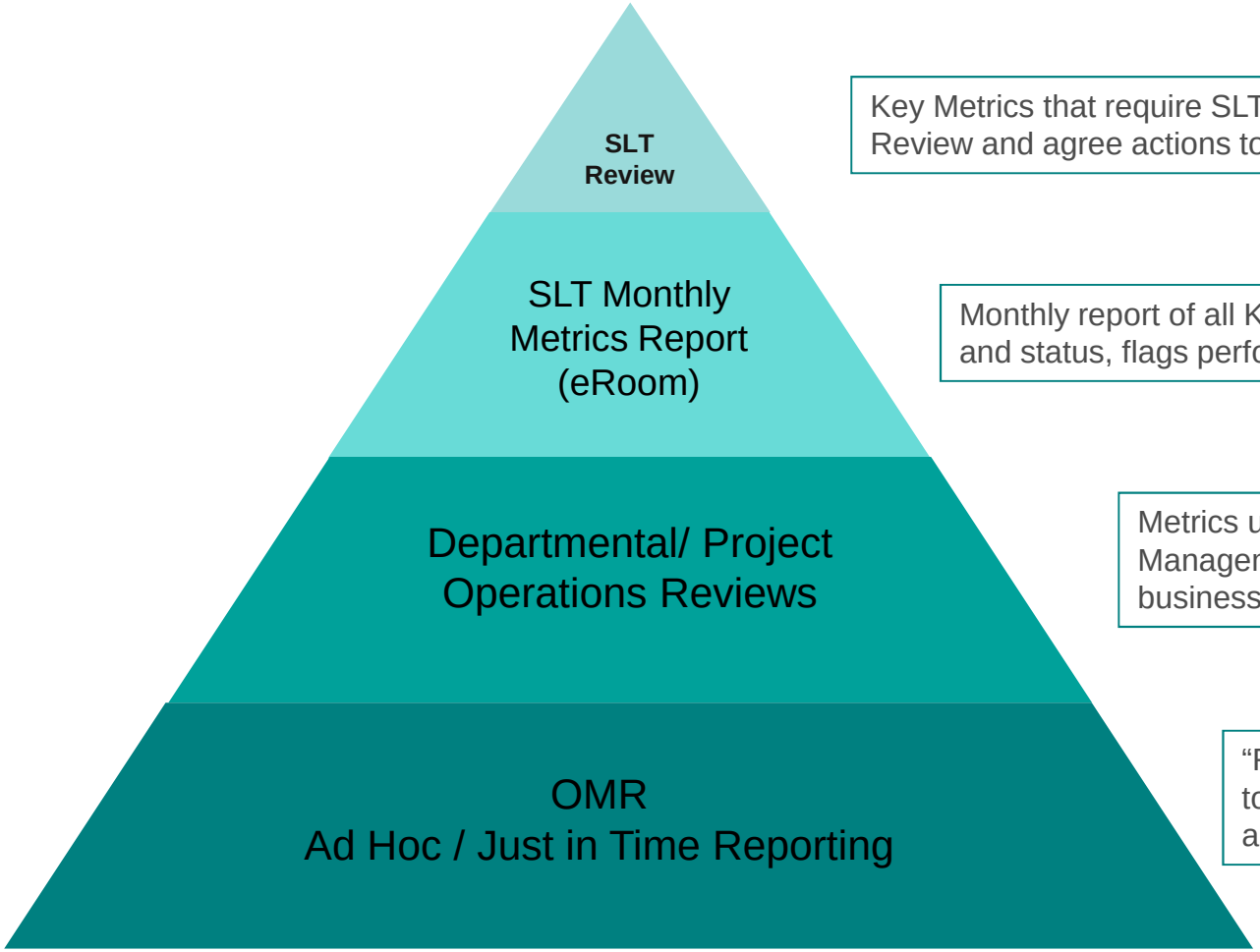
ICON's Methodology for Delivering Business
- Process Improvement (BPI)

Case Study : ICON – Lilly Functional Outsourcing
- Background and Relationship
- Organising the team
- Use of Metrics : ICON – Lilly Dashboard
- Key results achieved

ICONIK : Our integrated information platform



Use of Metrics in ICON



Key Metrics that require SLT Management attention. Review and agree actions to drive improvement

Monthly report of all Key Metrics. Tracks trends and status, flags performance issues

Metrics used by Project/ Operations Management to understand and drive business

“Real time” ad hoc reporting to understand performance and analyse issues

Incorporating Customer Feedback – The ICON Engage Program

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- ICON engaged The Avoca Group to design and conduct a study specific survey program to measure customers' perceptions of ICON's performance versus expectations of a Top 5 CRO

- Projects are surveyed at three touch-points in their life cycle: Study Start, Study Maintenance and Enrollment, and Study Closure.

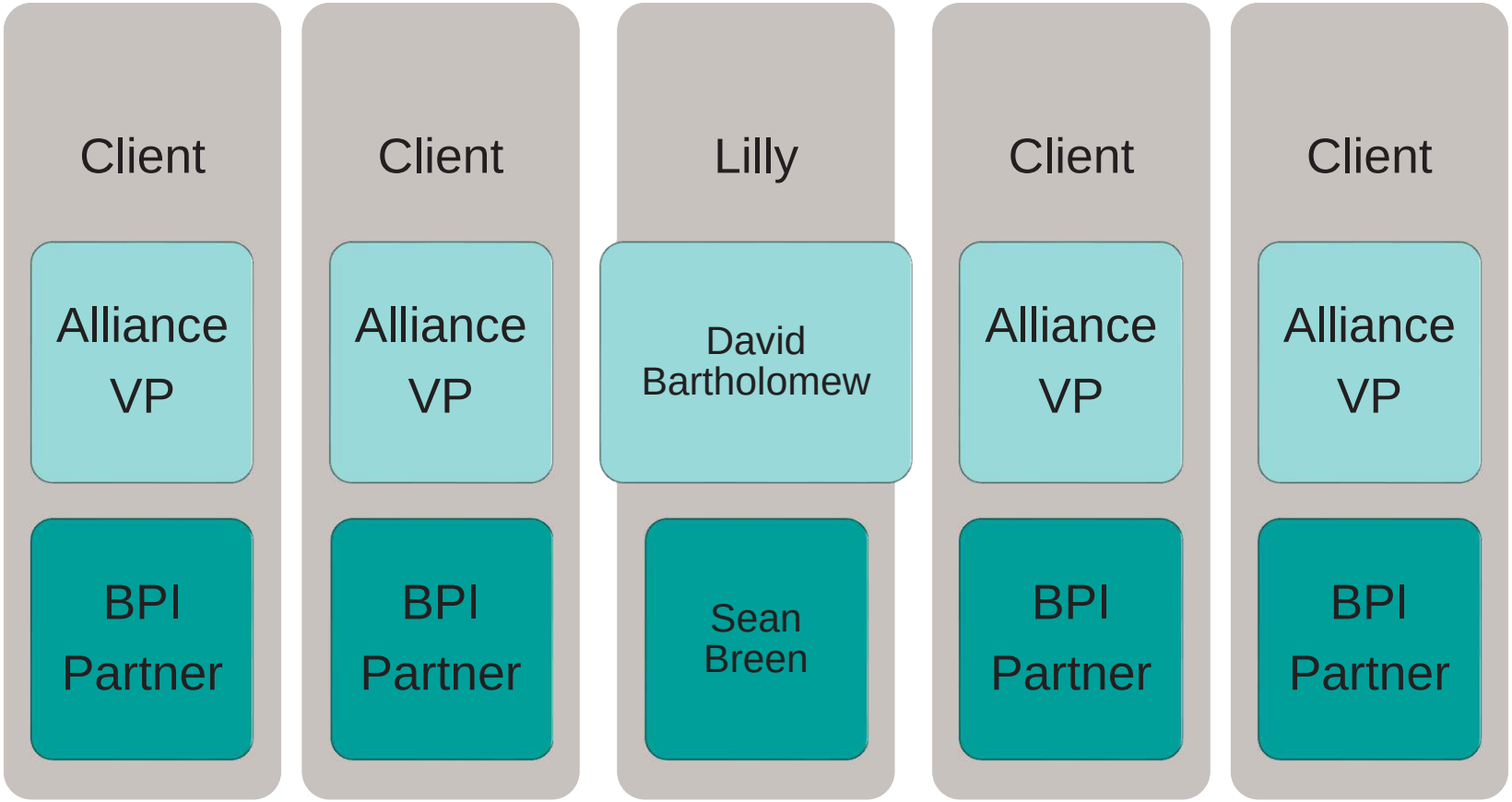
- The surveys are web-based, with selected respondents asked for a follow-up telephone interview to clarify answers and probe for more information on issues reported.

- Additionally, Action Documentation Forms (ADFs) are created for each issue of concern captured in the surveys. ICON is using this Avoca-created system to track issues to resolution.

- All individual surveys are posted on the ICON AvocaViewTM web portal.

- When a new survey is received, is it sent to the PM. Notifications are also sent to the relevant members of the SLT and other senior operations executives

BPI Partner Model



BPI Partner is responsible for supporting Alliance VP to drive continuous improvement agenda with each client. .

BPI Methodology : Project Selection and Governance

PI Methodology : Project Selection and Governance

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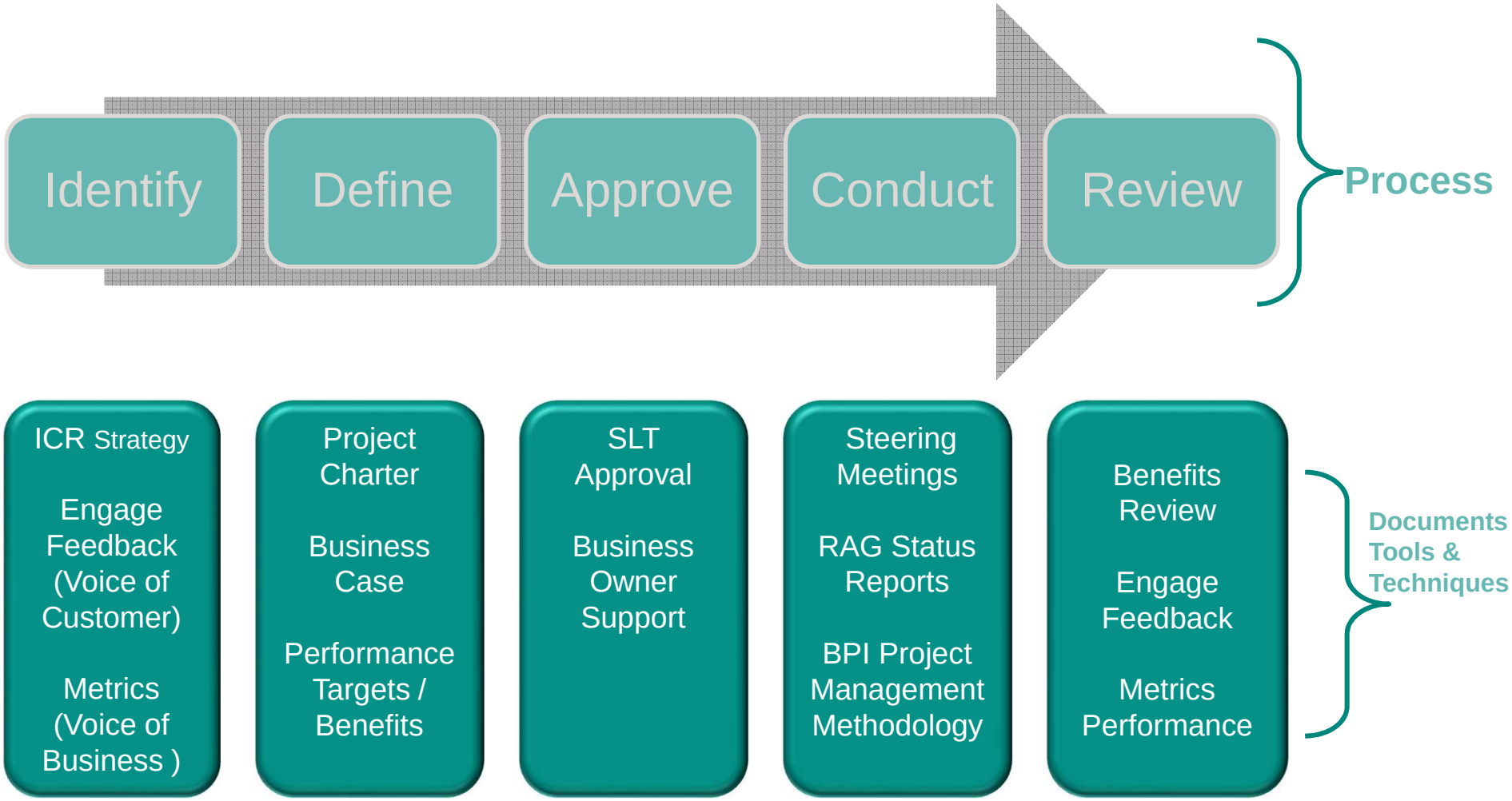

BPI Project Management Methodology

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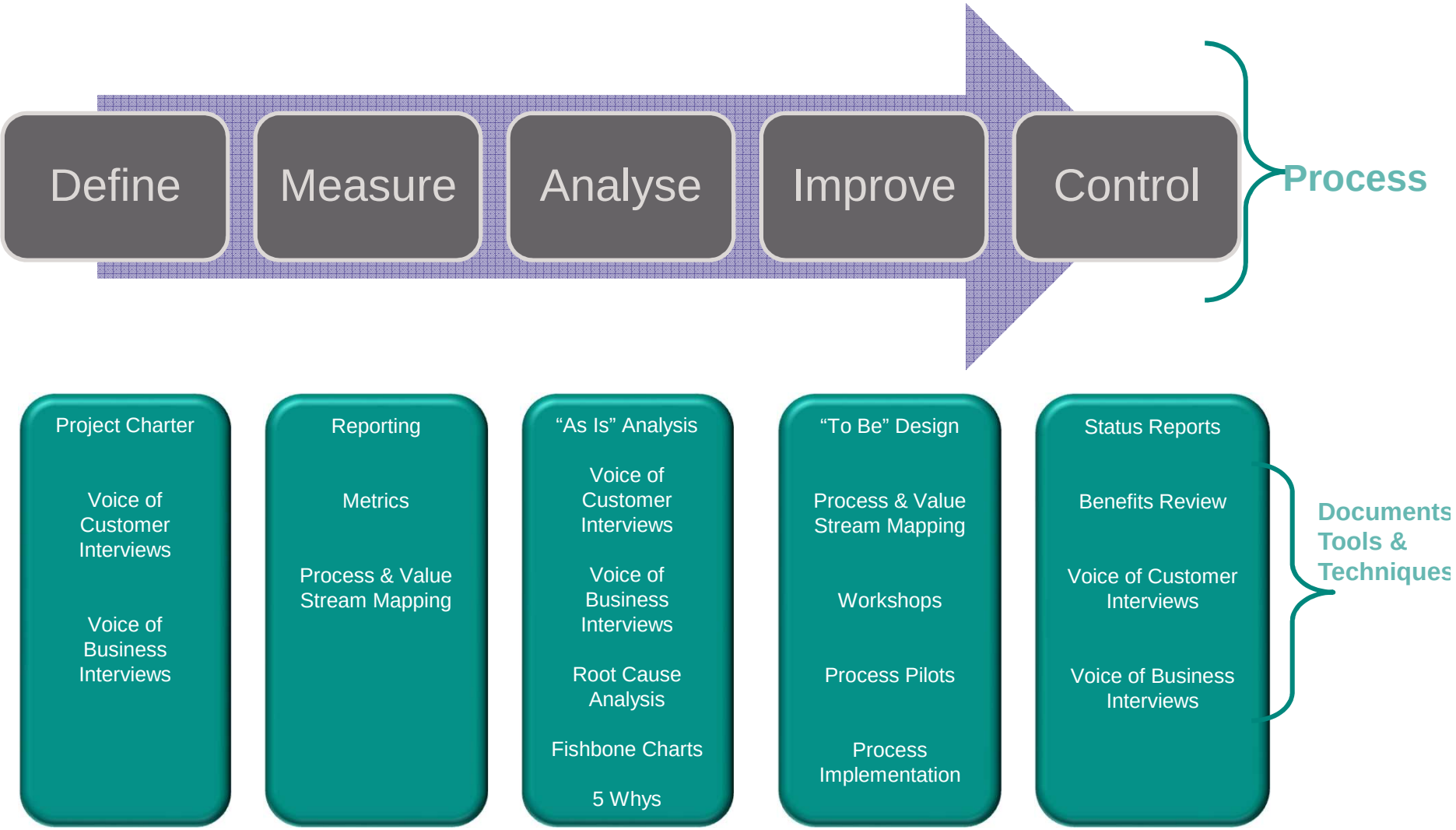


Example Internal Projects/ Results

50% improvement in Resource Forecasting accuracy

- Metric: Accuracy of Forecast Resources Required in 90 days

30% reduction in Critical audit findings

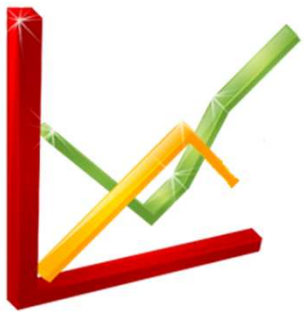
- Metric: Reduction in Critical Audit Findings/ Audit for both Internal and Sponsor Audits

25% improvement in SSU on-time performance

- Metric: Achieving on time Site Activation vs Plan

20% improvement in LPR on-time performance

- Metric: Achieving on time Last Patient Recruited vs Plan



ICON –Lilly Functional Outsourcing

Case Study

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Lilly
Answers That Matter.

ICON – Lilly Functional Outsourcing

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In June 2009, ICON and Eli Lilly entered into exclusive strategic partnership in Europe

- ICON to manage Clinical Trial Set Up and Monitoring for all European countries
- Transition of 100 on-going studies, 3,000 active sites
- 27 countries

Dedicated ICON –Lilly staff to support partnership

- Aligned by Therapeutic Area

Metrics agreed as fair indicators on partnership performance

- KPIs
- IPIs (In Process Indicators)

Lilly
Answers That Matter.

ICON – Lilly Governance

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Executive Steering Committee

Strategy and Overall Relationship

(2 Times Per Year)

Joint Operating Committee

Project / Performance Reviews

(Quarterly)

Operational Management

Performance Measurement and Improvement

(Dedicated Staff)

Lilly
Answers That Matter.

Contractual Metrics: KPIs

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- Regulatory Compliance
- Quality of Monitoring
- Sites Reg Ready Actual vs. Plan
- Site Readiness to SIV
- Patient Visit to Data Entry
- Query Resolution up to LPV
- Query Resolution post LPV
- Investigator Payments

ICON – Lilly agreed a set of KPIs that provide a "Dashboard" of overall performance

Lilly
Answers That Matter.

Driving Process Improvement : IPIs

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- PA to Contract Execution
- ICOTrial Impact Transfer
- Monitoring Compliance 6 months
- Monitoring Compliance after FPET
- MVR Sign-off Timeline
- PA to Site Readiness
- Sites Set up within 30 days
- Payments outstanding 90+ days
- Clinical Operations Staff Turnover
- DBL to COV
- Site Level Staff Turnover

ICON – Lilly also developed a set of IPIs that provide a focus for understanding process performance and driving improvements

Lilly
Answers That Matter.

Examples Results

93% reduction in Critical audit findings

27% improvement in timeliness of opening site to regulatory ready

18% improvement in monitoring report sign off

12% improvement in closing sites after database lock

10% reduction in Start-Up cycle times

Answers That Matter.

Questions ?

Answers That Matter.