



## Case Study Bristol-Myers Squibb

### Business Overview

Bristol-Myers Squibb is a "Next-Generation BioPharma Leader" with 30,000 employees worldwide. Around the world their innovative medicines help millions of people in their fight against serious diseases such as cancer, heart disease, diabetes, HIV/AIDS, rheumatoid arthritis, hepatitis B and psychiatric disorders.



### Challenges

The mission of BMS' Global Medical Information Project was to deliver consistency and excellence in medical information to health care providers and patients' worldwide, ensuring scientific rigor, medical accuracy, and an unbiased and timely response.

- Medical Information is a critical interface between BMS and healthcare professionals / patients
- Healthcare professionals and patients want high quality scientific and balanced information about BMS products
- Global approach enables efficient leveraging of medical information expertise and resources to meet local customer needs

To this goal BMS implemented two initiatives; to develop a global approach to medical information development and management, and to implement a technology platform to support medical information processes worldwide.

The system that was implemented is used by Medical Information teams to capture and respond to requests for medical information from both consumers (patients) and healthcare professionals (doctors).

This system comprises of two core technologies; Siebel, which records the requester information such as who called, when they called and what the medical information question was regarding. Secondly, Documentum and FirstDoc, the content management system that manages the creation of standard responses and all the components which will formulate the letter that is sent in response to the request.

### Requirements

To support the deployment of the system globally BMS had a requirement for the development of training materials and the delivery of training to their user base of approximately 200 users globally. Training delivery and training materials were to be presented in the local language as appropriate, this included Brazil, Italy, Spain, Germany and France.

In addition the system was to be implemented in the local language and translation of the system was required.

The system was to be deployed in a phased approach with Phase I to include US, Canada, UK, Mexico, Puerto Rico, Brazil, Italy, Spain, Germany, France and Australia.

### Solution

Training Project Manager - Michelle Davies was assigned as the training project manager to manage the specific training deliverables on behalf of BMS working directly with the solutions provider FCG (now CSC).

Training Needs Analysis - The first task was to perform a Training Needs Analysis (TNA) to establish the current skill levels of the users, these were fairly diverse in terms of existing PC skills (some users currently used a paper based system), as well as to establish the language requirements as in some cases although English was not the first language users had good English skills.

Training Strategy - From the TNA the training strategy was formulated and this specified the approach that was to be taken and the processes that were to be followed.

Development of Training Materials - Michelle Davies developed the User Guide which detailed the complete functionality of this bespoke system. This User Guide was developed in English only and was made available via the Help function within the system; as such this then became the main reference for help within the system.

From the User Guide "Quick Reference Guides" (QRG) were developed which detailed the key functions of the system that were covered during the Instructor Led Training (ILT). Each user who attended training received a copy of the QRG. QRGs were translated into the local language where required.

ILT materials were developed to support the training; these included a Lesson Plan, PowerPoint Presentation, Activities (for assessment), and Evaluation Forms.

System Translation - Michelle Davies provided translation services for the translation of both the system and training materials and developed a process to ensure that this service was provided in a time and cost effective manner, liaising with the system provider and the client to review and approve the translations (as these are sometimes open to interpretation and this can be a time consuming and complex process).

Training Delivery - Local language training consultants were assigned to the project and an internal Train the Trainer program was developed and delivered, ensuring that training was consistent and the quality of the delivery was high.

A training schedule was developed which detailed the allocation of appropriate local language resources to each site which followed the Phase I deployment plan.





## User Support

To ensure the effective transference of knowledge from the training room back to the work place, Michelle Davies allocated consultants to each site post training to provide "floor walking" and local onsite first line support, working with the users through their local business processes and liaising with the project and technical teams to resolve issues where required.

Following the initial phase of deployment of the system, Michelle Davies' engagement on the project was extended to provide the following services:

**eLearning Course Development and Delivery** - Michelle developed an eLearning training program to support the training of new users of the system in those countries where the system had already been deployed. The eLearning materials were developed and then deployed in the Plateau system which is BMS' in-house electronic Learning Management System. The course materials were developed to be SCORM and AICC standards compliant to enable rapid and easy deployment in Plateau.

**Project Manager** - Michelle Davies' project manager role was extended in terms of geographical responsibility in order to manage the implementation of the system outside of the US.

This included the planning, management and delivery of a revised implementation strategy, including redesign of the eLearning course as a pre-requisite to ILT reducing the time spent in the classroom, and enabling ILT to focus on business process rather than functionality. A major part of this role was the planning and management of pre-training activities, to ensure the system met the needs of the business in each of the locations prior to implementation.

This involved the confirmation of critical requirements, coordination of enhancements between the local business and the technical team, identification and communication of issues and risks, coordination and management of follow up actions. In addition Michelle was responsible for:

- Management and coordination of the Project Schedule, liaising with all parties to drive the plan
- Identification and implementation of solutions ensuring the system meets local business requirements whilst considering global impact
- Planning and coordination of Regional User Group meetings

- Participation in Global Medical Information Meetings representing the project team
- Work with the business to ensure the system enables each site to continue to provide effective & quality medical information services
- Training Project Management

Working with the system owner, Michelle as project manager, devised and implemented a strategy for the development and deployment of a system which gave users restricted access to the document management element only. This enabled Medical Information in regions where the original system had yet to be implemented to have access to standard responses.

**Support** - Michelle Davies was responsible for providing continuing support of the user community within the Europe, Middle East, Africa and Asia Pacific regions. This involved several levels of support ranging from Tier 1 where Michelle's team were the first point of contact, and the issue was easily resolved, to Tier 2 which involved more complex issues which required further investigation and a more in depth knowledge of application and business process, to Tier 3 involving administration tasks.

Where issues required escalating to technical support, the support team used their local language skills to liaise between the business and technical support to ensure that these were clearly communicated and to assist in a speedy resolution.

In addition, a Knowledge Database was developed to assist with the effective resolution of technical issues relating to the system.

**Additional Services** - Several videos were developed in response to BMS' request for a time and cost effective training solution which could be deployed globally.

Throughout this project Michelle and her team worked as an integral part of the BMS project team, becoming highly familiar with the BMS Medical Information business which enabled the team to actively contribute to the solutions and strategies that were implemented.

