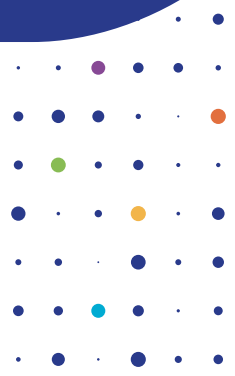
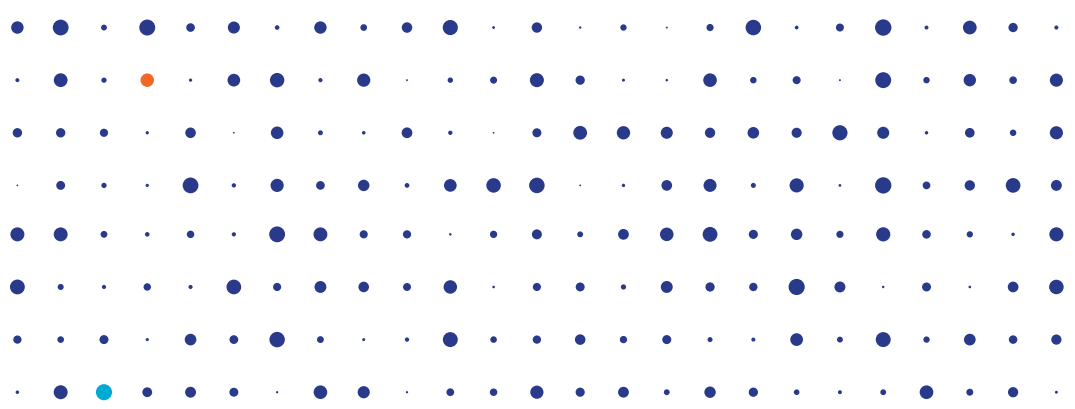


# 2021

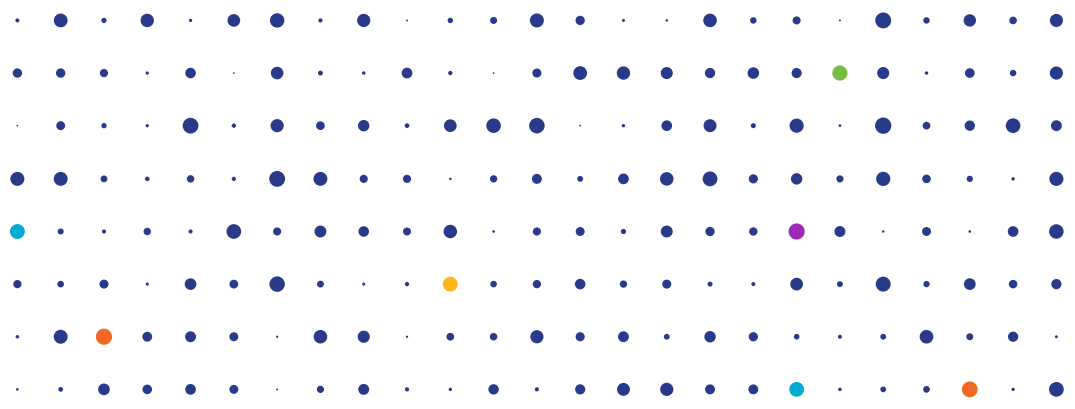
## ANNUAL REPORT





*The National Pharmaceutical Council (NPC) is a health policy research organization dedicated to the advancement of good evidence and science, and to fostering an environment in the United States that supports medical innovation.*

*Founded in 1953 and supported by the nation's major research-based biopharmaceutical companies, NPC focuses on research development, information dissemination, and education on the critical issues of evidence, innovation, and the value of medicines for patients. For more information, visit [www.npcnow.org](http://www.npcnow.org) and follow NPC on Twitter [@npcnow](https://twitter.com/npcnow).*



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# Chair's Message



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NPC plays a unique role in the health care policy landscape, bringing much-needed insight to issues of innovation and health spending, the value of medicines, and patient access to medicines.

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2021 was one of the most important years in the history of the National Pharmaceutical Council (NPC).

We conducted searches for and selected both a new chief executive officer and chief scientific officer, as well as crafted a strategic plan for 2022-2024. I was honored to lead NPC at this critical time and to help set the organization's course for a strong future.

As a backdrop to NPC's internal changes, our society continued to face a once-in-a-lifetime global pandemic, while also engaging in an intense debate around health care spending in the United States. This environment made NPC's leadership changes and strategic planning efforts even more vital. NPC plays a unique role in the health care policy landscape, bringing much-needed insight to issues of innovation and health spending, the value of medicines, and patient access to medicines.

With the appointment of John M. O'Brien, PharmD, MPH, as president and CEO in June, NPC is well-positioned to develop rigorous research that informs ongoing policy debates. His wide-ranging experience – including as a pharmacist, a federal government official, and an insurance executive – brings different, meaningful perspectives on the challenges and opportunities for improving our health care system.

In his first six months, Dr. O'Brien led the search that found NPC's new chief scientific officer, Sharon Phares, PhD, MPH, who brings her own diverse background in health policy research and a clear vision for NPC's future research. I'm confident that the partnership between these two leaders will result in a bright future for NPC and the successful execution of the 2022-2024 strategic plan.

Developed under the Board's guidance, the strategic plan keeps credible research at the core of NPC's work while seeking to greater amplify this research through a more communications-forward approach. Scientific breakthroughs in medicine are outpacing the development of new payer models and policies in the health care system. To ensure patient access to new, life-changing treatments, it's more important than ever that health care decision-makers are reading NPC's research. NPC's work digs deeper into topics like the uncertainty inherent in health technology assessments (HTAs) and how employers can implement more equitable health benefit design, helping stakeholders better understand the possible consequences of health policy decisions and actions.

I am excited to see NPC's new strategic plan come to life under the leadership of 2022 NPC Board Chair Steven Romano, MD, executive vice president and chief scientific officer of Mallinckrodt Pharmaceuticals. Going forward, NPC's work will continue to inform critical health policy conversations and solutions that achieve patient access and affordability while also fostering innovation.



**Michael L. Ryan, PharmD** — Senior Vice President, Worldwide Value, Access, Payment & Health Economics and Outcomes Research — Bristol Myers Squibb

# President's Message



When I took the helm of the National Pharmaceutical Council in June 2021, I had the privilege of joining an organization with a rich history of policy-relevant research and a dedicated team of professionals working toward an important mission. I am honored by the trust that the Board of Directors has placed in me at this important time in NPC's history.

In working with the Board this year to develop NPC's strategic plan for 2022-2024, we strove to preserve NPC's tradition of conducting high-quality research and addressing challenging policy questions around innovation and spending, access for patients, and the value of medicines. We also incorporated a communications strategy that aims to expand our reach and impact, putting our research into the hands of health care decision-makers. NPC made solid progress in this direction in 2021, overhauling our website to make our research more easily accessible and understandable, growing our social media presence, and presenting our research at numerous events.

As the debate around U.S. health care spending intensified in 2021, NPC provided rigorous health policy research and analysis to encourage policy conversations that are grounded in evidence. Among NPC's 16 peer-reviewed studies, white papers, and articles, we examined the [drivers of health care spending](#), along with the potential unintended consequences for patient health and biopharmaceutical innovation from various policy proposals intended to rein in spending, including [international reference pricing](#), [government price setting](#), and [budget caps](#).

NPC research also explored the access barriers facing patients and demonstrated how [building better health benefits](#) can improve health outcomes. For example, we published [criteria](#)

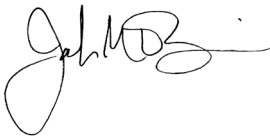
[for implementing step therapy protocols](#) that account for patient needs and concerns, not just costs. Our team members also partnered with the National Alliance for Healthcare Purchaser Coalitions to [create](#) and [present](#) valuable research and resources on patient-centered benefit design for employers and other stakeholders.

Of course, the ability to appropriately value medicines plays an important role in benefit design, with some insurers making coverage decisions using value assessments. As such, NPC continued to serve as a leading voice on the need to improve value assessments through the inclusion of a broad range of evidence and stakeholder perspectives, [especially patients](#). NPC also called for increased transparency around the uncertainty inherent in these assessments, as demonstrated by [NPC-sponsored research](#) by Tufts Medical Center.

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Despite facing ongoing challenges from the COVID-19 pandemic, NPC's staff accomplished an impressive amount of work in 2021. I am incredibly grateful to lead NPC and am excited about our bright future.

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*John M. O'Brien, PharmD, MPH — President and CEO — National Pharmaceutical Council*

# NPC in 2021: Demonstrating the Value of Biopharmaceutical Innovation Through Rigorous Research



In 2021, the COVID-19 pandemic continued to serve up challenges and test our resilience as individuals and as a society. But we were armed with a better way to fight against the virus: vaccines.

Over the course of the year, about 205 million people in the U.S. were fully vaccinated against COVID-19. As an organization, NPC committed to [requiring COVID-19 vaccination](#) for our employees in our office to preserve employee and public health. The rapid development of these lifesaving vaccines is a testament to the remarkable efforts of the biopharmaceutical industry to protecting the health of our country. But COVID-19 vaccines and therapeutics are just one example of how the biopharmaceutical industry improves patients' lives.

At NPC, we worked hard over the year to explore, demonstrate, and communicate the role and value of innovative biopharmaceuticals to achieve better patient health. NPC's policy-relevant research is the foundation of our organization's work and delves into four strategic areas: biopharmaceutical innovation and



spending, patient access to treatments, the value of medicines, and real-world evidence.

Meanwhile, NPC's communications-forward approach ensured that our research landed in the hands of relevant policymakers and decision-makers. In 2021, NPC kicked off two coordinated campaigns to draw attention to our latest health policy research. The [Building Better Benefits](#) campaign focuses on how modernizing health insurance benefit design can improve patient access and affordability for innovative, high-value medicines. The [Innovation Matters](#) campaign highlights how biopharmaceutical innovation improves patient health and delivers tremendous value to both individuals and society broadly.

Throughout the year, NPC shared its research and activities via a broad array of communications channels including our newly updated website, *E.V.I.dently*<sup>®</sup> blog and e-newsletter, social media, commentaries, and personalized outreach to members, partners, and media. NPC's work and activities were featured in more than 90 news articles.

This report highlights  
NPC's most meaningful  
accomplishments of 2021.



By the Numbers

16 Research Publications

46 NPC Blog Posts

33 Staff Presentations

09 Commentaries

04 NPC Webinars



# Innovation & Spending

## RESEARCH

- Health Spending Expenditures for Commercial Plans Are Predominantly Concentrated Among a Small Population of High-Intensity Consumers Across Settings of Care (*Journal of Managed Care & Specialty Pharmacy*, Nov. 2021)
- Reforms Are Needed to Rein in Health Spending, but Reference Pricing Isn't Worth the Risk (*Health Affairs Forefront*, Oct. 8, 2021)
- It is Not Just the Prices! The Role of Chronic Disease in Accounting for Higher Health Care Spending in the United States (*Journal of Chronic Diseases and Management*, Aug. 31, 2021)

## COMMENTARIES

- Price Setting Bill Is No Panacea for Patients (*RealClearPolicy*, Nov. 26, 2021)
- Don't Limit Innovation; It's the Only Route to a Healthier World (*Chain Drug Review*, Aug. 18, 2021)
- Biopharmaceutical Price Regulation: No Panacea for Patients (*Morning Consult*, July 30, 2021)

## NPC BLOGS

- Creating a Dialogue or Just Playing for Headlines? Third Time Isn't the Charm for ICER's Pricing Report (Nov. 16, 2021)
- Chairman's Blog: Let Data and Research Guide the Pricing and Access Policy Debate (April 1, 2021)

## EVENTS

- Webinar: What's Next for Price Transparency (AcademyHealth/NPC, Oct. 6, 2021)
- Webinar: Understanding the Costs and True Benefits of SDOH Investments (AcademyHealth/NPC, May 4, 2021)
- Webinar: The Budget Cap Dilemma: Can You Reduce Spending and Preserve Patient Health? (NPC, April 29, 2021)



Scan or click the QR code to view the full list of NPC resources.

With more than 500 million COVID-19 vaccine doses administered in the U.S. by the end of 2021, protecting hundreds of millions of Americans from the virus's most devastating effects, the benefits of biopharmaceutical innovation were on full display.

Despite the clear value that biopharmaceutical innovation brought to individuals and society, the policy debate around how to control rising U.S. health care spending focused predominantly on drug costs. But drug prices alone are not the cause of patients' financial burden.

NPC is committed to examining all the drivers of U.S. health care spending through rigorous research. For example, one NPC [study](#) showed the higher prevalence of chronic disease in the U.S. is a significant contributing factor to high U.S. health care spending compared to other developed countries. Another NPC [study](#) found that spending on prescription drugs is not an anomaly but rather follows similar patterns as other health care services. Policy proposals that focus narrowly on constraining drug spending disregard other drivers of health spending that are critical to address.



*NPC's work informs health spending policy decisions by shedding light on trade-offs and unintended consequences for patient health.*

NPC also looked at how health spending policy proposals could affect biopharmaceutical innovation and patient health. A research [survey](#) from NPC and Xcenda found that government involvement in drug pricing would be unlikely to increase patient affordability. In addition, NPC Vice President of Research Michael Ciarametaro, MBA, co-authored an [article](#) in *Health Affairs Forefront* on the trade-offs and risks associated with international reference pricing and suggested alternative policy approaches that could reduce drug costs while maintaining incentives for innovation.

To amplify this work, NPC published commentaries in outlets including [RealClearPolicy](#) and [Morning Consult](#) explaining why government regulation of drug prices would have little effect on patient out-of-pocket costs and could lead to unintended consequences that distort pharmaceutical markets, reduce the development of new drugs, and threaten patient access to medicines.

Finally, NPC's [Innovation Matters](#) campaign brought home the key message: We must foster biopharmaceutical innovation to ensure the continued discovery and development of new medicines that help patients live longer, healthier lives.



# Access

## RESEARCH

- Employer Uptake of Pre-Deductible Coverage for Preventive Services in HSA-Eligible Health Plans (*Employee Benefit Research Institute Issue Brief*, Oct. 2021)
- Limited Role of Patient Input in Specialty Drug Coverage Policies (*Journal of Managed Care & Specialty Pharmacy*, Aug. 2021)
- Stakeholders Find Step Therapy Should Be Evidence-Based, Flexible and Transparent: Assessing Appropriateness Using a Consensus Approach (*Journal of Managed Care & Specialty Pharmacy*, Feb. 2021)

## COMMENTARIES

- Help Get the Right Medications at the Right Time (*Pharmacy Times*, Oct. 22, 2021)
- Drug Innovations Are Delivering for Patients; We Need Innovation In How They're Paid For (*PharmaBoardroom*, Aug. 31, 2021)

## NPC BLOGS

- Achieving "Fair Access" Requires Better Benefit Design (Dec. 1, 2021)
- Rethinking Benefit Design: Eliminating Inefficient Hurdles (Aug. 26, 2021)
- Lessons from COVID-19: Step Therapy Should Not Be a Barrier to Patient Access (July 22, 2021)

## EVENTS

- Workshop: Building Better Benefits: Rethinking Value-Based Benefit Design (National Alliance Annual Forum, Nov. 2021)
- Webinar: Drug Rebates in Medicare Part D (USC-Brookings Schaeffer Initiative for Health Policy, July 27, 2021)



Scan or click the QR code to view the full list of NPC resources.

As new medicines come to market that prevent, treat, and even cure diseases, poorly designed health insurance keeps some patients from accessing these innovative therapies. But NPC research shows building better benefits to eliminate inappropriate hurdles and reduce patients' out-of-pocket burden can improve patient access to medicines and enhance health outcomes.

An [NPC-sponsored study](#) by the Employee Benefit Research Institute found that many large employers are expanding pre-deductible coverage for medications and services used to prevent exacerbation of common chronic conditions and would further broaden this coverage if allowed by law. Providing coverage before patients meet their deductible eliminates a financial barrier for patients and increases utilization of essential medicines.

NPC partnered with the National Alliance of Healthcare Purchaser Coalitions to highlight this research in a [workshop](#) at their annual forum and in an [action brief](#) for employers on equitable benefit design. *The American Journal of Managed Care* also interviewed NPC Vice

President of Health Services Research Kimberly Westrich, MA, for a four-part [video series](#) on value-based benefit design.

Utilization management strategies such as step therapy can also be a barrier to timely patient care. They are burdensome for stakeholders across the health care system and can have unintended clinical consequences that may harm patients. NPC convened a [multistakeholder roundtable](#) – including payers, provider organizations, and patient groups – to discuss the appropriateness of step therapy and identify best practices. While the participants did not agree on when step therapy is appropriate, they did agree on a set of criteria to guide the implementation of step therapy to achieve clinically recommended and cost-effective patient care.

Another [NPC study](#) found that while health plans engage physicians and medical societies in developing their coverage policies, no health plan had a formal process to solicit patient input. The study authors suggested incentivizing or even requiring health plans to engage with patients.

The broader health care delivery and payment system – especially insurance benefit design – should adopt a more patient-centered mindset to achieve better outcomes, NPC President and CEO John M. O'Brien wrote in a [commentary](#) for *Pharmacy Times*. NPC's [Building Better Benefits](#) campaign outlines how patients, employers, payers, and policymakers can all play a role in improving our health benefits system.



*NPC team members (from left) Kimberly Westrich, Amanda Green, and Virginia Sweeter attend the National Alliance of Healthcare Purchaser Coalitions Annual Forum in November.*



# Value

## RESEARCH

- Medicaid Best Price Volatility Could Inhibit Payment Innovation (*Health Affairs Forefront*, Sept. 2021)
- Unknown Unknowns – Uncertainty in Health Technology Assessment: A Case Study of PARP Inhibitors for Ovarian Cancer (*Tufts Center for the Evaluation of Value and Risk in Health*, July 2021)

## COMMENTARIES

- Patient Voices in Value-Based Cancer Care: Priorities for the Biden Administration (*Journal of Clinical Pathways*, April 13, 2021)

## NPC BLOGS

- Making Our Health Care System More Supportive and Inclusive for Caregivers (Nov. 18, 2021)
- Chairman's Blog: Five Questions Decision-Makers Should Be Asking About Health Technology Agencies (Nov. 3, 2021)
- Walking the Walk: Taking Needed Steps to Reduce Low-Value Care (June 8, 2021)

## EVENTS

- Panel: Are Health Technology Assessments (HTAs) Replicable? Implications of Uncertainty for 'Best Practice' and Policy Decision-Making (Virtual ISPOR Europe, Dec. 2021)
- Panels: Association for Value-Based Cancer Care 11th Summit & Educational Program (Oct. 13–15, 2021)
- Webcast: Priorities for Patient-Centered Care in Oncology (*Journal of Clinical Pathways*, Aug. 25, 2021)
- Session: The Impact of Shared Decision-Making on Cost and Utilization and Implications for Value-Based Care (Pharmacy Quality Alliance Annual Meeting, May 11–13, 2021)
- Panel: Advancing Employer Engagement on VALUE Assessment (Virtual ISPOR, May 17–20, 2021)



Scan or click the QR code to view the full list of NPC resources.

As the health care system continues to move toward value-based care, how we identify and measure the value of health care innovations is increasingly important. Incentivizing high-value care and discouraging low-value care requires a shared understanding among stakeholders on the definition of value.

Value assessment is one way to estimate the value of health care interventions. However, value assessment tools often draw on evidence that is incomplete and may not adequately consider the priorities or needs of individual patients. For instance, [NPC-sponsored research](#) by the Center for the Evaluation of Value and Risk in Health at Tufts University Medical Center revealed the impact of uncertainty and potential for bias in health technology assessments (HTAs). NPC Chief Science Officer and Executive Vice President Robert W. Dubois, MD, PhD, moderated a panel at virtual ISPOR Europe 2021 that highlighted this research and further explored HTAs and the implications of uncertainty for policy decision-making.

In addition, value assessments need to better incorporate a wider range of benefits. “When

'value' is defined from the payer perspective, it may not capture the most meaningful priorities of patients and family caregivers," NPC's Ms. Westrich and co-authors wrote in a [Perspectives piece](#) in the *Journal of Clinical Pathways*. A *Morning Consult* [commentary](#) cited this article in advocating for the expansion of incorporating patient outcomes and patient-reported measurements when defining "value" for cancer treatments.

Because some health insurers, employers, and other stakeholders use value assessments when making coverage decisions that impact patient access to treatment, understanding the potential pitfalls of these assessments and ensuring transparency in their processes is critical. To this end, NPC continued to serve as a leading voice in this discussion by conducting research examining the inputs, methods, and standards used in value assessment and engaging with the Institute for Clinical and Economic Review (ICER) and other value assessment organizations to promote the inclusion of all perspectives on value.



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*NPC's John M. O'Brien (second from right) speaks during a panel at the Association for Value-Based Cancer Care's 11th Summit & Educational Program in October.*





# Evidence

## RESEARCH

- Prevalence of Avoidable and Bias-Inflicting Methodological Pitfalls in Real-World Studies of Medication Safety and Effectiveness (*Clinical Pharmacology & Therapeutics*, July 2021)
- The Impact of COVID-19 on Real-World Health Data and Research (IQVIA White Paper, April 2021)
- Online Tools to Synthesize Real-World Evidence of Comparative Effectiveness Research to Enhance Formulary Decision Making (*Journal of Managed Care & Specialty Pharmacy*, Jan. 2021)

## EVENTS

- Panel: Real-World Data in the Times of COVID-19. Did the Pandemic Change the Way We Generate and Interpret Real-World Evidence? (Virtual ISPOR, May 17-20, 2021)
- Workshop: Evaluating RWE from Observational Studies in Regulatory Decision-Making: Lessons Learned from Trial Replication Analyses (Duke-Margolis Center for Health Policy, Feb. 16-17, 2021)

High-quality data, well-designed studies and transparent, reproducible methods serve as the backbone of rigorous research. Not only does NPC strive to meet these standards in our own work, but we are dedicated to promoting these practices for all health policy research.

NPC is a partner in the Real-World Evidence Transparency Initiative, led by the International Society for Pharmacoeconomics and Outcomes Research (ISPOR), which aims to establish a culture of transparency for the analysis and reporting of real-world evidence (RWE) in health care and health research. In 2021, the initiative launched the Real-World Evidence Registry to provide researchers with a platform to register their study protocols before they begin work. “Using open, centralized workflows enhances collaboration and facilitates the transparency needed to elevate the trust in the study results,” ISPOR [announced](#).

The need for broadly accepted standards and protocols is clear. A [study](#) from NPC, Brigham and Women’s Hospital, and Harvard Medical Center concluded that the potential for biased findings in RWE studies increases substantially



Scan or click the QR code to view the full list of NPC resources.



in the absence of rigorous and appropriate methodological approaches to study design and analysis.

The COVID-19 pandemic also presented potential complications for RWE studies due to the dramatic shift in how and when patients sought medical care. NPC partnered with IQVIA on a [study](#) highlighting key areas that researchers should think through when designing, analyzing, and interpreting real-world studies using data collected during this pandemic.

NPC, along with other organizations, has long worked to identify [best practices and standards](#) for collecting and analyzing RWE. NPC continues to offer the [CER Daily Newsfeed](#)<sup>®</sup>, providing a summary of RWE and health policy research activities and news from around the world. By helping researchers recognize common methodological flaws, these issues can be addressed during the design phase of studies, improving the rigor of evidence and the utility of research findings.



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*The COVID-19 pandemic spurred dramatic changes in health care, and NPC's research highlights important challenges for real-world studies using data collected during the pandemic.*



## Membership and Board of Directors

NPC is a member-based nonprofit organization supported by leading biopharmaceutical companies committed to facilitating rigorous and timely research that gets to the heart of pressing health policy issues. NPC does not engage in political advocacy. NPC conducts health policy research, which is frequently published in respected peer-reviewed journals, and regularly engages in multistakeholder initiatives, conferences, and other industry dialogues.

Each member company is represented on NPC's Board of Directors and helps to shape the research agenda through participation on various Board-level committees, as well as on the Research Work Group and Strategic Communications Work Group.

In addition to our public resources, NPC develops materials exclusively for members, including special issue briefs detailing the impact of developments in the health care landscape on the biopharmaceutical industry. We also provide educational resources, practical tools, analytical papers, and other information for our members.



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(Chair)

Head & Senior Vice President,  
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# Staff

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### **Robert W. Dubois, MD, PhD**

Chief Science Officer & Executive Vice President

### **Kathryn A. Gleason**

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NPC/Duke-Margolis Center for Health Policy  
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### **Amanda Green, MPH**

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### **Brian Sils, MPP**

Research Manager

### **Virginia S. Sweeter, CMP**

Director, Alliance Development & Education

### **Kimberly Westrich, MA**

Vice President, Health Services Research







# Innovation & Spending

## RESEARCH

- Health Spending Expenditures for Commercial Plans Are Predominantly Concentrated Among a Small Population of High-Intensity Consumers Across Settings of Care (*Journal of Managed Care & Specialty Pharmacy*, Nov. 2021)
- Reforms Are Needed to Rein in Health Spending, but Reference Pricing Isn't Worth the Risk (*Health Affairs Forefront*, Oct. 8, 2021)
- It is Not Just the Prices! The Role of Chronic Disease in Accounting for Higher Health Care Spending in the United States (*Journal of Chronic Diseases and Management*, Aug. 31, 2021)
- Affordability Is About More Than Drug Prices (Xcenda Insight Issue Brief, July 21, 2021)
- Do Investments in Social Determinants of Health Reduce Health Care Costs? (Research Consortium for Health Care Value Assessment, April 21, 2021)
- The Dollar or Disease Burden: Caps on Healthcare Spending May Save Money, but at What "Cost" to Patients? (*Value in Health*, Jan. 2021)

## COMMENTARIES

- Price Setting Bill Is No Panacea for Patients (*RealClearPolicy*, Nov. 26, 2021)
- Don't Limit Innovation; It's the Only Route to a Healthier World (*Chain Drug Review*, Aug. 18, 2021)
- Biopharmaceutical Price Regulation: No Panacea for Patients (*Morning Consult*, July 30, 2021)
- Pharmacy Outlook: Robert Dubois (*Chain Drug Review*, Jan. 8, 2021)

## COMMENTS

- NPC Comments to CMS: Medicare Program; Medicare Coverage of Innovative Technology, Definition of "Reasonable and Necessary" (April 16, 2021)
- NPC Comments to CMS on Most Favored Nation (MFN) Model (Jan. 26, 2021)

## NPC BLOGS

- Creating a Dialogue or Just Playing for Headlines? Third Time Isn't the Charm for ICER's Pricing Report (Nov. 16, 2021)
- At the Heart of It: How Innovation Drives Improved Patient Outcomes (Sept. 29, 2021)
- On World Hepatitis Day, Looking at Innovation That Goes Beyond a Pill (July 28, 2021)
- What the Data Are Saying on Drug Pricing and Utilization (July 27, 2021)
- Celebrating the Use of Medicines in Keeping People Healthy (June 28, 2021)
- The Trade-off for Price Controls: Are We Willing to Accept Fewer Medicines? (May 16, 2021)
- Chairman's Blog: Let Data and Research Guide the Pricing and Access Policy Debate (April 1, 2021)
- U.S. vs. EU: Not a Direct Comparison When It Comes to Drug Pricing (Jan. 29, 2021)

## EVENTS

- Webinar: What's Next for Price Transparency (AcademyHealth/NPC, Oct. 6, 2021)
- Webinar: The Use of Medicines in the U.S. (IQVIA, July 15, 2021)
- Panel: Making Affordability Actionable (National Alliance, June 7, 2021)
- Webinar: Price Controls: Understanding the Risks and Trade-offs (Council for Affordable Health Coverage, May 26, 2021)
- Webinar: Understanding the Costs and True Benefits of SDOH Investments (AcademyHealth/NPC, May 4, 2021)
- Webinar: The Budget Cap Dilemma: Can You Reduce Spending and Preserve Patient Health? (NPC, April 29, 2021)
- Panel: Drug Pricing & Pharmaceutical Innovation (Northern Virginia Health Policy Forum, Feb. 17, 2021)
- Panel: If the NIH Funds the Research, Should There be a Government Discount? (AcademyHealth's 2021 Health Datapalooza & National Health Policy Conference, Feb. 17, 2021)



## Access

### RESEARCH

- The Patient's Medication Access Journey: A Conceptual Framework Focused Beyond Adherence (*Journal of Managed Care & Specialty Pharmacy*, Dec. 2021)
- Better Value, Smarter Deductibles in HSA-HDHPs: Improving Health, Equity & Engagement (National Alliance of Healthcare Purchaser Coalitions Action Brief, Nov. 4, 2021)
- Employer Uptake of Pre-Deductible Coverage for Preventive Services in HSA-Eligible Health Plans (Employee Benefit Research Institute Issue Brief, Oct. 2021)
- AMCP Partnership Forum: Racial Health Disparities — A Closer Look at Benefit Design (*Journal of Managed Care & Specialty Pharmacy*, Oct. 2021)
- Limited Role of Patient Input in Specialty Drug Coverage Policies (*Journal of Managed Care & Specialty Pharmacy*, Aug. 2021)
- AMCP Partnership Forum: Preparing for and Managing Rare Diseases (*Journal of Managed Care & Specialty Pharmacy*, March 3, 2021)
- Stakeholders Find Step Therapy Should Be Evidence-Based, Flexible and Transparent: Assessing Appropriateness Using a Consensus Approach (*Journal of Managed Care & Specialty Pharmacy*, Feb. 2021)

### COMMENTARIES

- Help Get the Right Medications at the Right Time (*Pharmacy Times*, Oct. 22, 2021)
- Drug Innovations Are Delivering for Patients; We Need Innovation In How They're Paid For (*PharmaBoardroom*, Aug. 31, 2021)
- Preventing Unpleasant Surprises at the Pharmacy Counter (*Chain Drug Review*, July 5, 2021)
- From the Editorial Board: Robert W. Dubois, MD, PhD (*American Journal of Managed Care*, March 12, 2021)

### NPC BLOGS

- Achieving "Fair Access" Requires Better Benefit Design (Dec. 1, 2021)
- Rethinking Benefit Design: Eliminating Inefficient Hurdles (Aug. 26, 2021)
- Lessons from COVID-19: Step Therapy Should Not Be a Barrier to Patient Access (July 22, 2021)
- Savvy Employers Alter Status Quo to Address Drugs, Deductibles and Disincentives for Treatment (March 30, 2021)

### COMMENTS

- NPC Comments on CMS' Proposed Medicare Shared Savings and Physician Fee Policies (Sept. 13, 2021)

### EVENTS

- Workshop: Building Better Benefits: Rethinking Value-Based Benefit Design (National Alliance Annual Forum, Nov. 2021)
- Webinar: Drug Rebates in Medicare Part D (USC-Brookings Schaeffer Initiative for Health Policy with, July 27, 2021)





# Value

## RESEARCH

- Medicaid Best Price Volatility Could Inhibit Payment Innovation (*Health Affairs Forefront*, Sept. 2021)
- Unknown Unknowns – Uncertainty in Health Technology Assessment: A Case Study of PARP Inhibitors for Ovarian Cancer (Tufts Center for the Evaluation of Value and Risk in Health, July 2021)

## COMMENTARIES

- Patient Voices in Value-Based Cancer Care: Priorities for the Biden Administration (*Journal of Clinical Pathways*, April 13, 2021)

## NPC BLOGS

- Making Our Health Care System More Supportive and Inclusive for Caregivers (Nov. 18, 2021)
- Chairman's Blog: Five Questions Decision-Makers Should Be Asking About Health Technology Agencies (Nov. 3, 2021)
- Walking the Walk: Taking Needed Steps to Reduce Low-Value Care (June 8, 2021)

## EVENTS

- Panel: Are Health Technology Assessments (HTAs) Replicable? Implications of Uncertainty for 'Best Practice' and Policy Decision-Making (Virtual ISPOR Europe, Dec. 2021)
- Panels: Association for Value-Based Cancer Care 11th Summit & Educational Program (Oct. 13-15, 2021)
- Webcast: Priorities for Patient-Centered Care in Oncology (*Journal of Clinical Pathways*, Aug. 25, 2021)
- Session: The Impact of Shared Decision-Making on Cost and Utilization and Implications for Value-Based Care (Pharmacy Quality Alliance Annual Meeting, May 11-13, 2021)
- Panel: Advancing Employer Engagement on VALUE Assessment (Virtual ISPOR, May 17-20, 2021)



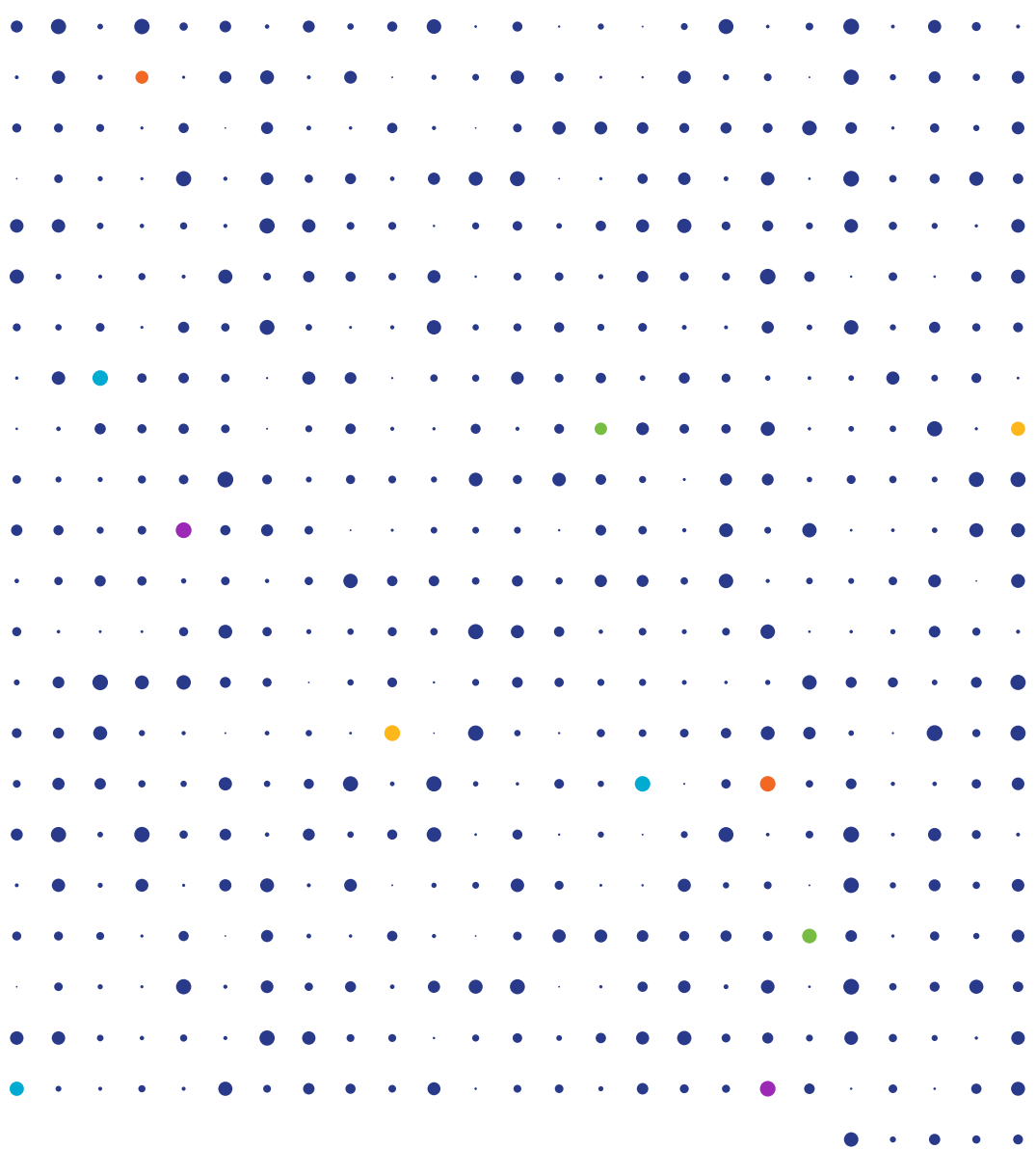
# Evidence

## RESEARCH

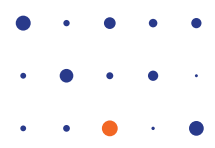
- Prevalence of Avoidable and Bias-Inflicting Methodological Pitfalls in Real-World Studies of Medication Safety and Effectiveness (*Clinical Pharmacology & Therapeutics*, July 2021)
- The Impact of COVID-19 on Real-World Health Data and Research (IQVIA White Paper, April 2021)
- Online Tools to Synthesize Real-World Evidence of Comparative Effectiveness Research to Enhance Formulary Decision Making (*Journal of Managed Care & Specialty Pharmacy*, Jan. 2021)

## EVENTS

- Panel: Real-World Data in the Times of COVID-19. Did the Pandemic Change the Way We Generate and Interpret Real-World Evidence? (Virtual ISPOR, May 17-20, 2021)
- Workshop: Evaluating RWE from Observational Studies in Regulatory Decision-Making: Lessons Learned from Trial Replication Analyses (Duke-Margolis Center for Health Policy, Feb. 17, 2021)



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