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# Access to Healthcare Leadership Ladder

Developed by BSR Healthcare Working  
Group

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# Overview

# Five Things to Know About the Access to Healthcare Leadership Ladder

Here are the key things to know about the Ladder:

1. The **HCWG Access to Healthcare Leadership Ladder** is a **maturity diagnostic** and **ambition-setting tool** aimed at guiding and driving progress on access to healthcare.
2. The Access to Healthcare Leadership Ladder was designed through a year-long series of **dialogues with HCWG members companies and multiple stakeholders** as a tool to achieve HCWG members' **shared vision of Access to Healthcare**.
3. **The Ladder is a practical tool** that helps companies **drive progress on access to healthcare** by assessing a company's current level of maturity. The Ladder helps companies look at their practices with a **value chain lens**, realize the **extent to which access is currently integrated across their organization**, and identify **gaps** and **opportunities** for further progress.
4. The Ladder has been designed to cover the **broad spectrum of healthcare companies**, irrespective of the medicines they develop or the markets they distribute their products into, whether big pharma, biotech, generic manufacturer etc.
5. It has been designed to be **relevant to any company, irrespective of their current level of maturity** and should provide insights even to most mature companies.

# Why Was the Access to Healthcare Leadership Ladder Developed?

BSR and the Healthcare Working Group recognize that while much has improved on access to healthcare over the past two decades, **further progress is needed to enable patients worldwide to access quality care**. The shared vision for Access helps companies assess their individual maturity and drives alignment towards increased ambition and progress.

## Why this Access to Healthcare Ladder?

- **Collectively, HCWG members:**
  - **Wanted to use their collective voice and practices** to drive better access on a still urgent topic
  - **Agreed to define a maturity model** and define what best should like, even if best is not yet invented!
  - **Wanted to demonstrate leadership** through collaboration and desire to contribute to enhancing global practice on access
- **Individually, companies can:**
  - Use the assessment results to **drive the necessary conversations internally**
  - Use framework and assessment results to **frame conversations with external stakeholders**

## What are the expected outcomes?

- **A shared vision for Access** and for how pharma/biotech/HC companies are expected to **contribute** and **align with external stakeholders' expectations**
- A framework **building on existing initiatives that complements and expands them**, and that external stakeholders might use to further evolve their own methodologies
- **Positive competition** among companies to address Access challenges thanks to **aspirational ambition levels**
- Best practice sharing from pharma companies with leading access programs leading to **increased Access for patients**

# A Shared Vision for Access to Healthcare

The Access to Healthcare Leadership Ladder was designed through dialogues with HCWG members companies and multiple stakeholders as a tool to achieve HCWG members' **shared vision of Access to Healthcare**.

## **HCWG VISION OF ACCESS TO HEALTHCARE**

*Maintaining and expanding Access to healthcare is a **shared responsibility** that requires bringing together complementary capabilities to **drive system-wide changes**.*

*By **harnessing our unique competencies** and **working alongside** peers, governments, NGOs and other organizations, the healthcare industry **strives to address health challenges globally**, overcome barriers that prevent **underserved populations** from receiving **quality** healthcare, and expand **universal and equitable** Access to healthcare.*

# Access Leadership Ladder | Scope

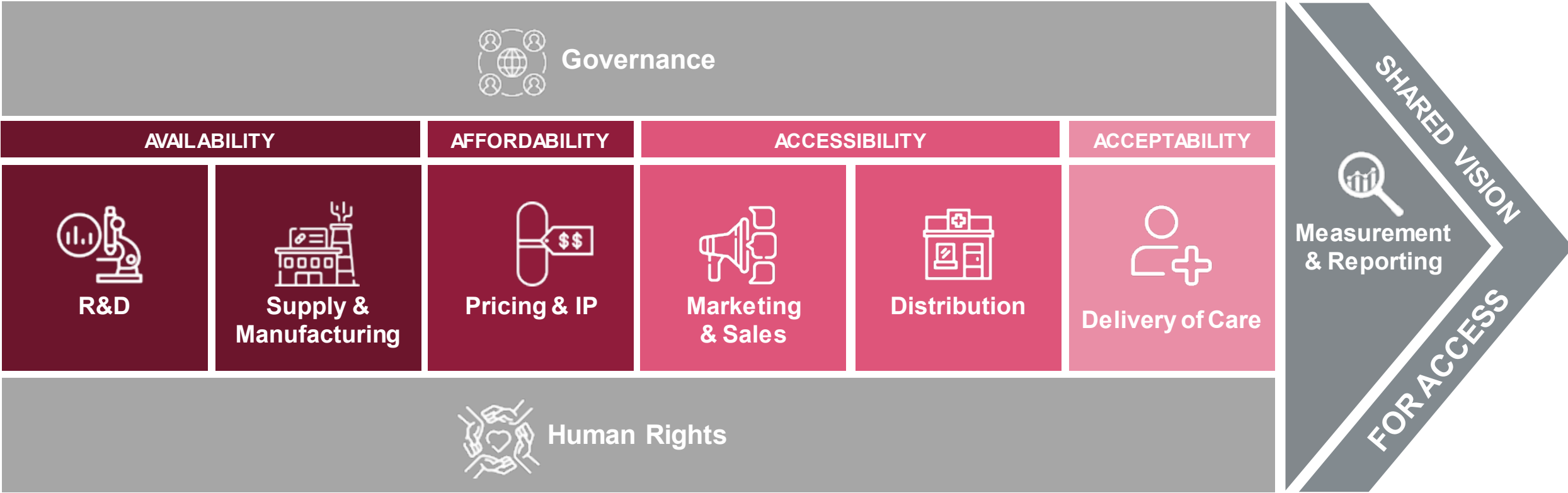
The Leadership Ladder is intended as a **tool to understand how Access is/should be integrated across company operations**. It covers the **broad spectrum of Access issues** for **all healthcare companies**, irrespective of the medicines they develop or the markets they distribute their products into.

Access Leadership Ladder Scope	
Companies	Big Pharma, Biotech, Rare disease, Generics, Specialty pharma...
Diseases	Any: communicable and noncommunicable
Geographies	Global
Scope	Patented medicine Generics Vaccines Biotech <i>TBC - Medical devices / services</i>
Information used	Relevant internal information, stakeholder engagement, public disclosure – <i>it is a self-assessment tool</i>

# The Ladder Dimensions

# Access to Healthcare Leadership Ladder Framework

The Access to Healthcare Leadership Ladder is a maturity tool that assesses a company’s Access to health approaches and practices **across its value chain** through six Access dimensions (**availability, affordability, accessibility, and acceptability**), supported by **three dimensions covering business practices and measurement**.





# AVAILABILITY

AVAILABILITY		AFFORDABILITY	ACCESSIBILITY		ACCEPTABILITY	Governance	Human Rights	Measurement & Reporting
R&D	Supply & Manufacturing	Pricing & IP	Marketing & Sales	Distribution	Delivery of Care			

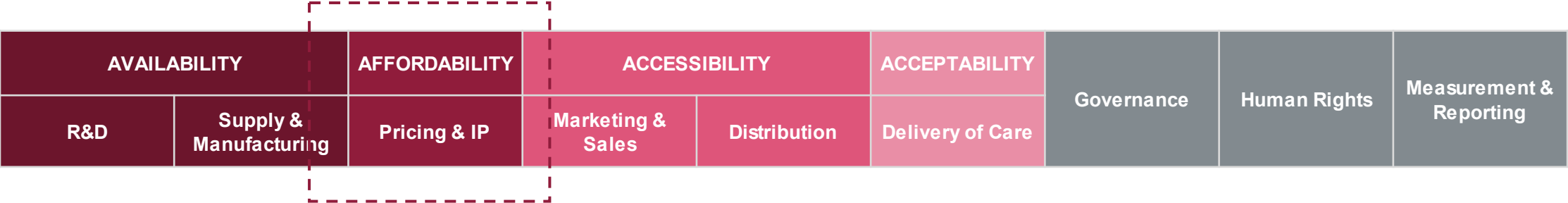
- **Research & Development**

R&D is the primary mechanism through which healthcare companies can meet unmet health needs. R&D involves developing and adapting products, supporting practices and policies that promote innovation, conducting clinical trials and building local R&D capacity.

- **Supply & Manufacturing**

Supply and manufacturing encompasses processes needed to produce medicines, from raw materials to APIs to finished products. Pharma supply chains are complex and involve many different actors, and new technologies are emerging to help them manufacture a wider range of medicines, **with improved efficiencies**.

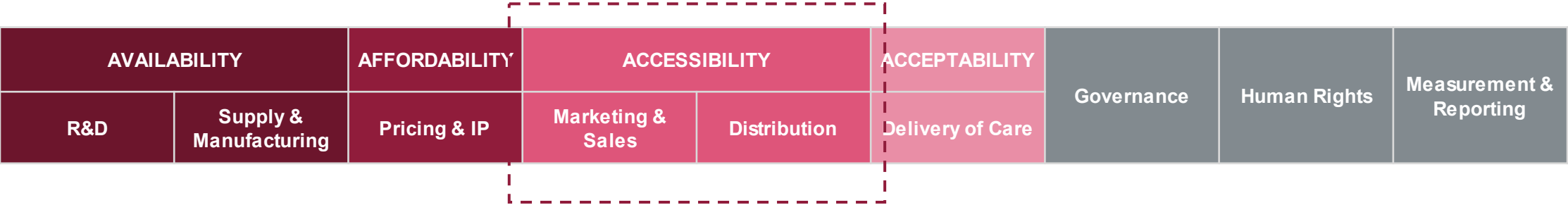
# AFFORDABILITY



- Pricing and IP

Drug pricing is one of the biggest concerns of external stakeholders and a complex equation to solve as it should reflect value to society and patients and be fair, while enabling return on investments and profitability for companies. Seek appropriate pricing and affordability strategies that recognize the value of innovation while addressing barriers to Access.

# ACCESSIBILITY



- **Marketing & Sales**

Marketing and sales involve the broad, timely and efficient registration of medicines through appropriate regulatory frameworks, and responsible promotion: all activities undertaken or sponsored by a company to promote the prescription, administration or consumption of its products.

- **Distribution**

Distribution refers to all activities between the manufacturing processes and the provision of drugs to patients. It also encompasses issues related to traceability, illegal trade, and counterfeiting.

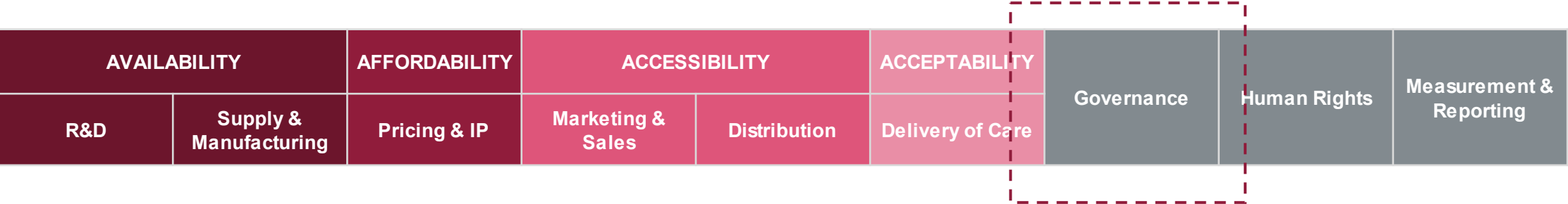
# ACCEPTABILITY

AVAILABILITY		AFFORDABILITY	ACCESSIBILITY		ACCEPTABILITY	Governance	Human Rights	Measurement & Reporting
R&D	Supply & Manufacturing	Pricing & IP	Marketing & Sales	Distribution	Delivery of Care			

- **Delivery of Care**

Quality healthcare rests on the strength and capacity of local health systems. With delivery of care, we consider everything that companies can support beyond manufacturing and selling medicines, from healthcare professionals' capacity building to health literacy.

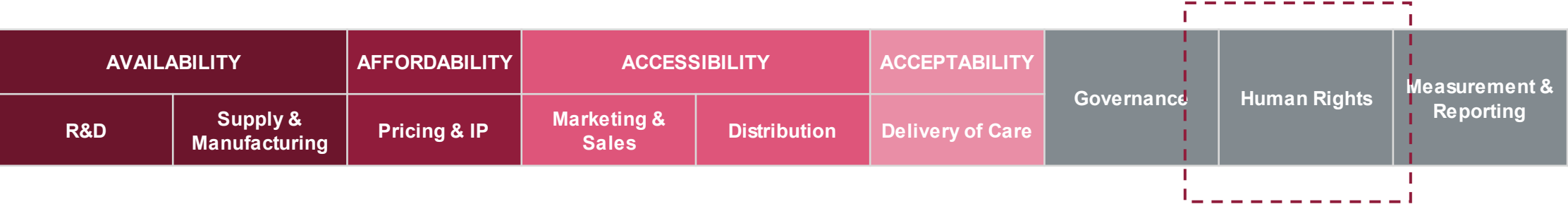
# GOVERNANCE



- Governance

Beyond compliance with applicable laws and regulations, good governance practices imply promoting strong ethical business standards and collaboration with key stakeholders—including governments, multilateral organizations, global health organizations, NGOs, and other industries—to address the shared responsibility for expanding Access to healthcare.

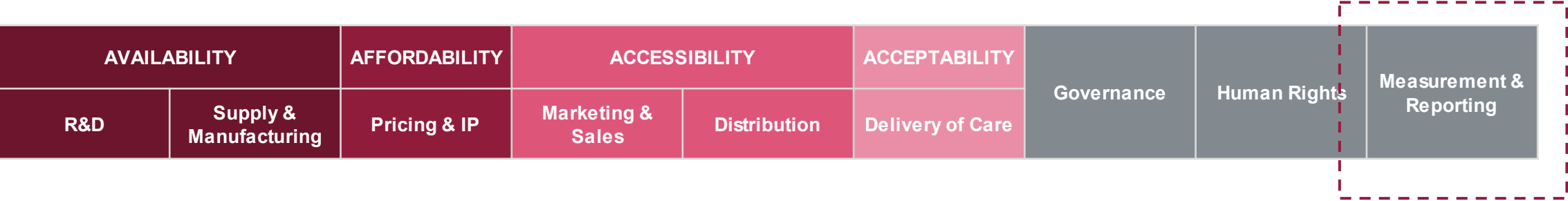
# HUMAN RIGHTS



- **Human Rights**

Respect for human rights should be at the foundation of all activities, in line with principles established in the International Bill of Rights and the Declaration of Helsinki. Non-discrimination is also a key element to support Access to products within communities, irrespective of differences.

# MEASUREMENT & REPORTING

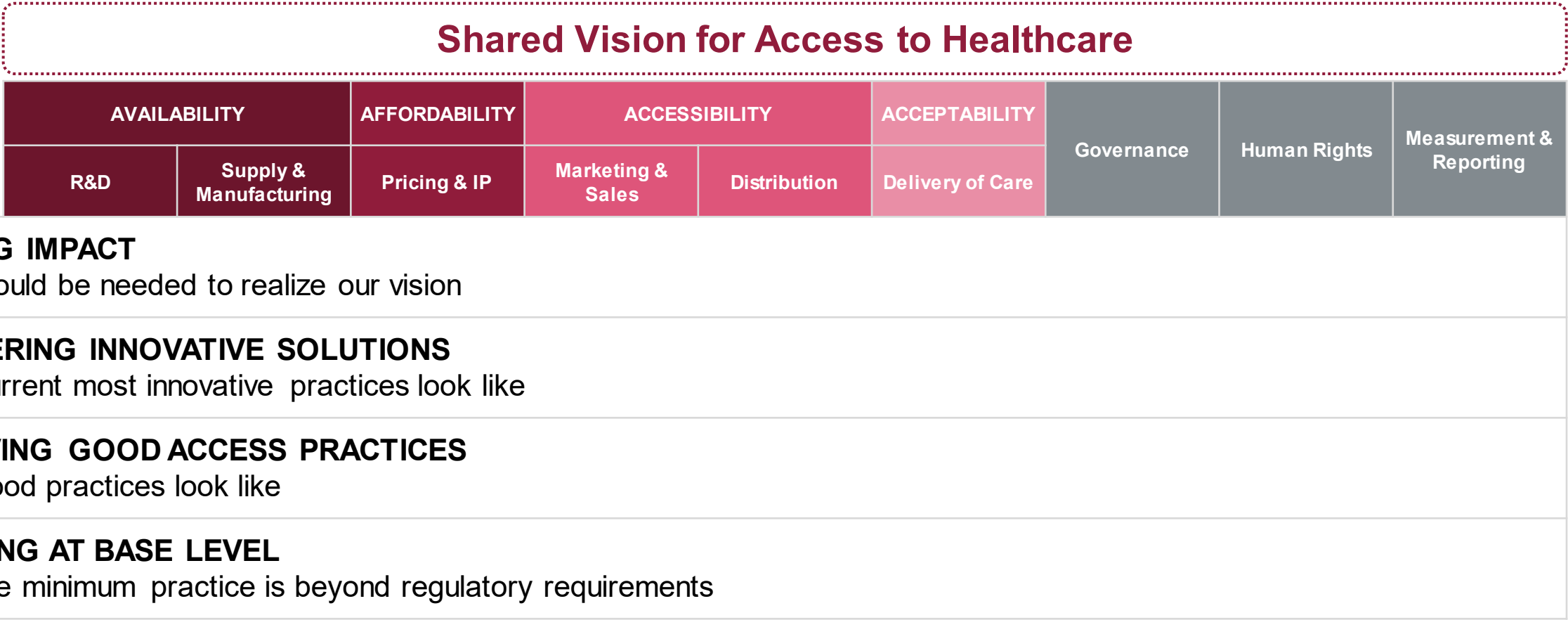


- **Measurement & Reporting**

While no single indicator can grasp the magnitude of challenges with Access to healthcare, measurement and reporting are crucial to understand how effective Access initiatives can be, where companies are making progress, and where there are still gaps to address.

# Access to Healthcare Leadership Ladder Overview

For each of these dimensions we have defined **four maturity levels**.





# The Ladder in Practice

# Access to Healthcare Leadership Ladder Tool Overview

The Access to Healthcare Leadership Ladder is an **Excel-based tool**

Introduction	Guidance	1. R&D	2. Supply & Manufacturing	3. Pricing & IP	4. Marketing & Sales	5. Distribution	6. Delivery of Care	7. Governance	8. Human Rights	9. Measurement & Reporting	RESULTS
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## 12 TABS:

- One Introduction tab
- One Guidance tab on how to use the Ladder
- One tab for each of the nine dimensions
- One result tab to visualize your company's level of maturity at the time of the assessment

AVAILABILITY SUPPLY & MANUFACTURING			
Why this criteria?	Supply and manufacturing encompass processes needed to produce medicines, from raw materials to APIs to finished products. Pharma supply chains are complex and involve many different actors, and new technologies are emerging medicines, with improved efficiencies.		
Internal functions you can engage:	CSR/Sustainability, Global Engineering/ Manufacturing, Compliance/ Ethics, Privacy, Human Rights, Senior Leadership		
Documents you can reference:	Access strategy, Access policy/position, Annual/ CSR/ Sustainability/ Access reports, Human rights policy/ position/ commitment, Ethics line/Grievance channels and related policies, Supplier code of conduct/ Third-party code of conduct		
Level	Criteria	Y/N	Follow-up
Driving Impact	Company fosters coordination with peers for manufacturing of essential medicines, market coverage and supplies	<input type="checkbox"/>	Provide relevant evidence (links to policies, initiatives, etc.)
	Company expands technology transfers to other geographic areas (LMICs)	<input type="checkbox"/>	
	Company advocates for the removal of trade and regulatory barriers that impede efficient global product manufacturing and production. This includes tariffs, export restrictions and inefficient or inadequate customs procedures, trade facilitation measures and regulatory requirements	<input type="checkbox"/>	
	Company explores innovative and groundbreaking solutions and initiatives to increase local availability of healthcare products and services (e.g., micro factories)	<input type="checkbox"/>	
Pioneering Innovative Solutions	Company has a strategic approach to supplier engagement, engaging all strategic suppliers beyond training (e.g., through loans, infrastructure development support etc.) and monitors programs success	<input type="checkbox"/>	
	Company coordinates with peers to tackle supplier challenges for priority drugs / treatments (e.g., CEPI COVID-19 Manufacturing Taskforce)	<input type="checkbox"/>	

ACCESS TO HEALTHCARE LEADERSHIP LADDER BSR										
		Dimensions								
Leadership Level		R&D	Supply & Manufacturing	Pricing & IP	Marketing & Sales	Distribution	Delivery of Care	Governance	Human Rights	Measurement & Reporting
Driving Impact	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Pioneering Innovative Solutions	25%	0%	0%	75%	0%	33%	0%	25%	0%	67%
Achieving Good Access Practices	75%	20%	20%	80%	25%	67%	25%	33%	33%	75%
Working at Base Level	100%	50%	50%	100%	67%	100%	50%	100%	100%	100%

**HOW TO READ THIS SCORECARD?**

The percentage bars show the extent to which the company meets the criteria under each level of the ladder. The more criteria are met, the higher the percentage is.

The graphic shows a company's overall position under each of the 9 dimensions of the ladder. It is determined by the average of all level's outcomes.

# One Tab for Each of the Nine Dimensions

All nine dimension tabs are structured in the same way. Content and number of criteria to review varies based on the dimension

## Under each dimension tab:

- Definition of the dimension
- Recommendations on the documents that companies can reference
- Suggestions on internal functions to engage

ACCESSIBILITY MARKETING & SALES			
<b>Why this criteria?</b>	Marketing and sales involve the broad, timely and efficient registration of medicines through appropriate regulatory frameworks and responsible promotion: All activities undertaken or sponsored by a company to promote its products.		
<b>Internal functions you can engage:</b>	Access, CSR/Sustainability, Market Access, Medical Affairs, Marketing Teams, Sales Teams, Compliance/Ethics, Public Affairs, Senior Leadership		
<b>Documents you can reference:</b>	Access strategy, Access policy/principles/position, Policies on interactions with HCPs/governments/patient organizations/lobbying, Code of conduct/ code of ethics Diversity and inclusion policy/ principles, Health equity policy		
Level	Criteria	Y/N	
		<i>Tick relevant boxes</i>	<i>Provide relevant evidence, policies, initiatives, etc./and/or a short explanation</i>
<b>Driving Impact</b>	Company sets compensation for sales representatives based partly on criteria that go beyond sales value (no. volumes) – via a mixed incentives scheme, across countries and for all diseases, where appropriate	<input type="checkbox"/>	
	Company fosters diversity in backgrounds and trainings of its commercial teams in order to promote health equity	<input type="checkbox"/>	
<b>Pioneering Innovative Solutions</b>	Company publicly discloses information related to transfers of values to healthcare professionals (e.g., payments for attending events or promotional activities), including in countries where it is not required by law	<input type="checkbox"/>	
	Company systematically considers patient education needs in the development of its marketing material and approach, with deliberate inclusion of the needs of vulnerable / underserved patients	<input type="checkbox"/>	
<b>Achieving Good Access Practices</b>	Company tailors its marketing strategy to reach more underserved patient segments	<input type="checkbox"/>	
	Company has established processes to monitor HCP engagement, which can limit compensation and govern contributions and gifts given in countries where this is not regulated	<input type="checkbox"/>	
	Company provides trainings to sales representatives where applicable		
	Company implements compensation schemes that are not just sales targets		
<b>Working at Base Level</b>	Company promotes ethical sales practices (including internal controls)		
	Company promotes responsible and ethical advertising practices		
	Company has a public policy to guide its responsible lobbying activities with governments		

## Under each dimension tab:

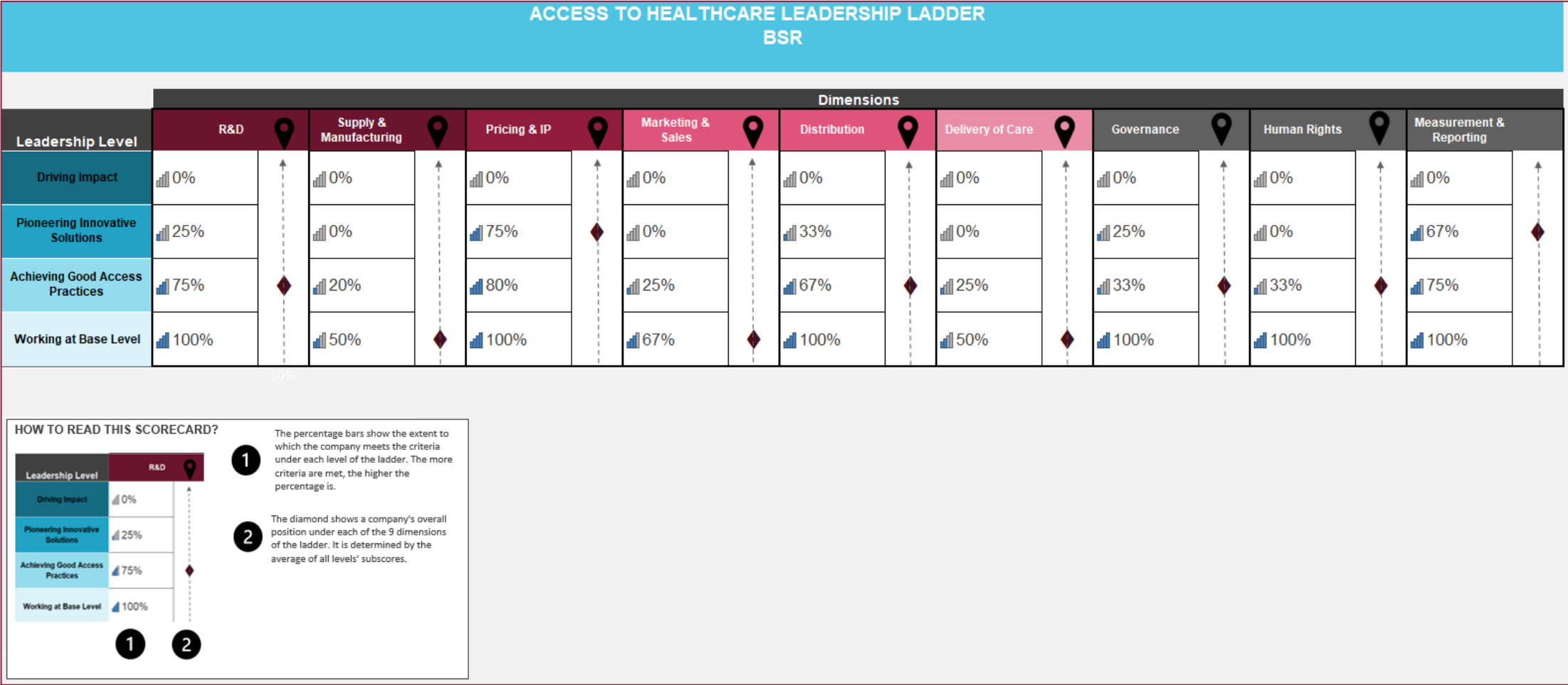
- Each criteria that is met can be ticked
- Relevant proof should be added to supplement the assessment

## Under each dimension tab:

- 4 levels of maturity as defined by the Ladder
- Several criteria under each level

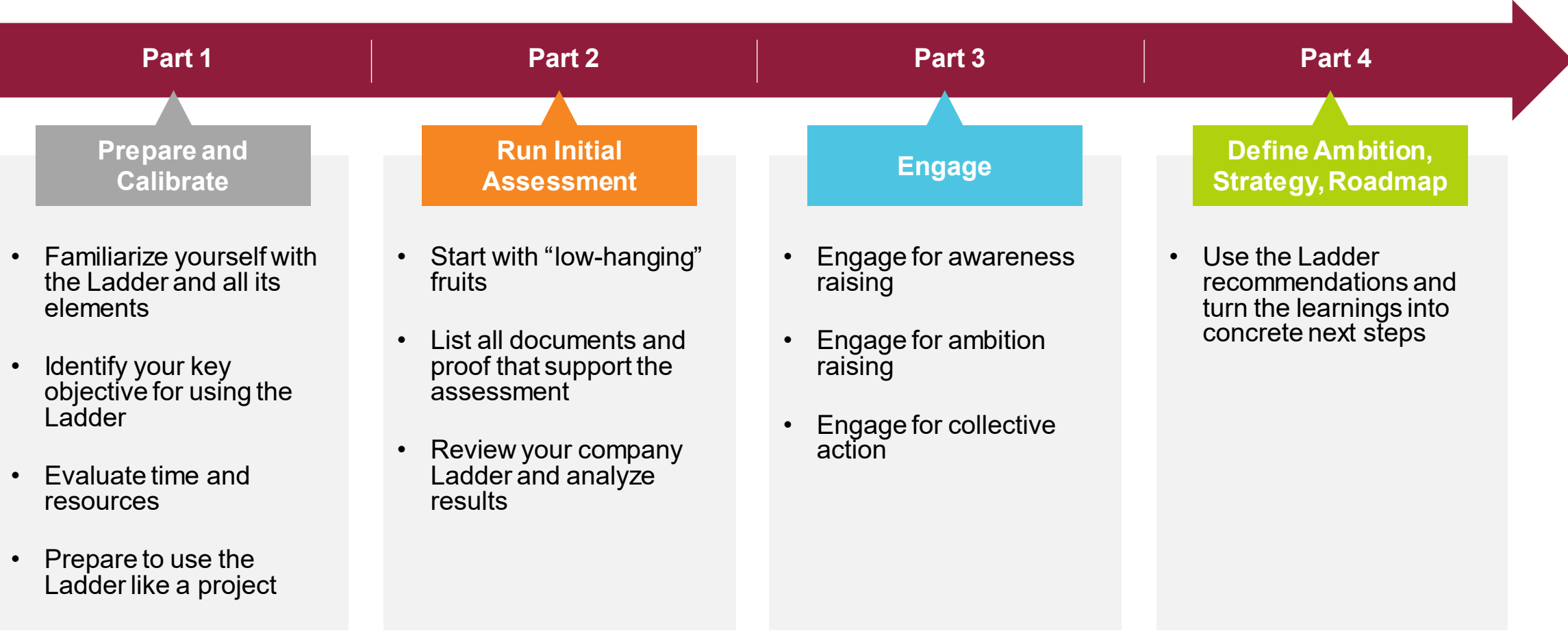
# A Results Tab to View the Company's Overall Assessment

A recap tab visualizes the results of the assessment to help the company quickly identify areas of strengths, as well as gaps



# How to Use the Ladder?

The below guidance is provided to help users have a positive experience with using the Ladder. It is not a strict process to follow but has been designed to help companies understand different reasons and ways the Ladder can be used for.



# Thank You

BSR™ is a global nonprofit organization that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR™ develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

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