

Connect

ANNUAL NEWSLETTER OF THE MRII

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Issue 12 - September 2021



2021

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Olive Kelly, MRII President 2021/22

Key Account Manager, Nordic Pharma Ireland



Dear Colleague,

Welcome to this year's issue of CONNECT, the MRII's annual hardcopy newsletter.

I am honoured and delighted to be serving my term as your MRII President this year.

As we embrace the autumn months, we do so with a real sense of optimism as increasing numbers of our population are vaccinated and we experience our society gradually opening again.

Whilst looking through some past issues of CONNECT recently, I was reminded of how long it has been since we experienced a live MRII event. I am hopeful if things continue going in the right direction in terms of public health, there will be opportunities for us to meet in person safely soon again. Relationship building and networking with industry colleagues is pivotal to our business and so many of you have fed back that the aspects of your career you most enjoy, is meeting with your fellow colleagues. Until that time comes, the MRII will continue to offer support where we can.

One of my objectives during my term is to work with my MRII colleagues on driving a strong and interesting educational agenda for our members. I hope you have enjoyed our online meetings so far this year and we promise that the autumn will bring even more great webinar speakers. We have listened to feedback received

through recent member surveys and welcome all the suggestions that have been returned to us. Keep in touch during the year – we need your involvement!

If the past year and a half has taught us anything, it is that when it comes to this unforgiving Covid virus, things change quickly. Only a few months back we were unfamiliar with 'Delta' and now it consumes the newswires – a reminder that as a society we are not out of the woods yet.

It was a further cruel blow that just as there was light at the end of the tunnel with the roll out of vaccines, our healthcare system was hit with a vicious cyber-attack resulting in further unimaginable strain for our healthcare colleagues and fellow citizens. Having spoken to many of you in recent months and weeks, it is clear we continue to demonstrate great empathy and support for our healthcare colleagues.

As an industry we too have had to continually step up and go the extra mile – showing our capacity to evolve and do what needs to be done in our ongoing commitment to our profession. It has not been easy but we have remained accessible and approachable to provide expert knowledge to Healthcare Professionals on medicines that benefit so very many Irish patients.

For the first time ever, the MRII examination is moving online on September 25th. A huge thank you to the MRII Exam Subcommittee and the team for all the time and effort that went into this project. We are confident that this new digital online exam format will ensure the accessibility of the exam for all candidates going forward.

I would like to take this opportunity to thank our sponsors for their ongoing support and I encourage all our members to keep them top of mind as things open up further over the coming months.

With best wishes,

Olive Kelly

MSL Park Motors

DISCOVER A RANGE OF ELECTRIC, HYBRID, PETROL OR DIESEL VEHICLES.

MSL Park Motors has three dealerships on the Navan Road at Cabra Cross displaying new and used Mazda, Mercedes-Benz and SKODA models. These three different car marks allow customers to choose from vehicles with varying monthly payments, so there is something to suit everyone's budget.

MSL Park Motors offers PCP Finance across the entire range of new vehicles*. PCP simply stands for Personal Contract Plan and is essentially a lease scheme. The customer pays a deposit, followed by monthly repayments usually over a 3 - 5 year period.

In our ever-changing world, electric and hybrid vehicles are becoming a popular choice for the modern driver. You may choose a fully electric vehicle (EV) or perhaps a Hybrid or Plug-In Hybrid, which offer huge savings on fuel. The sales teams at MSL Park Motors assess a customer's lifestyle, driving needs and vehicle requirements and advise on what would best suit them.

If you are in the market for an electric vehicle at an unbeatable price point, look no further than the all-electric SKODA Enyaq. This model launched earlier this year to sell out demand. It boasts long ranges of 400-500 kms and starts from only €367** per month with PCP Finance.

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Live@Lunchtime: with Prof. Luke O'Neill

'Update on COVID19: vaccines and therapeutics'

Luke O'Neill will update us on all the latest news on the vaccination campaign and also on developments on new therapeutics for COVID19 which continue to be explored with interesting data emerging.

September 16th, 1.15 – 2.15pm via Zoom

MRII webinars are free for MRII members (€25 for non-members)

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LIVE @ LUNCHTIME

This event is very kindly sponsored by:

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Is your greatest asset protected?

We don't usually think of our current income and our future earnings as an asset. However, if you take a moment to think about it, the money you earn pays for almost everything you have... mortgage, car loan, bills, children's education, insurance and so on. Without it, you are faced with a pretty worrying picture. Nobody wants to think about what life would be like should disability or illness strike.

This is where an Income Protection plan is so important and is appropriate to anyone earning a salary, both the self-employed as well as other employees, regardless of their age or stage of life. With Income Protection you pay a monthly premium which is based on your occupation and the state of your health. This ensures that in the event of an accident or illness, which leaves you unable to work, the policy will pay you a regular income. **As there are no restrictions on the type of injury, illness or disability that an income protection plan policy covers, you get complete peace of mind.** Best of all, you get to choose and tailor an income protection plan that suits your individual circumstances, with a range of cover types. What's more, as your needs and circumstances change, you can adapt your income protection policy to suit changes in your life.

In general, we tend to be overly optimistic about how we would manage if we were unable to work due to illness or injury. We over-estimate sick pay arrangements and the support provided by the State. Some employers will cover sick pay for the first 6 months of illness, however, they are not obliged to. The State Illness benefit for 2020 is only €10,556 per annum (for a single person) or €21,304.40 per annum for a married couple with a dependent spouse and 2 children under 12. And if you are self-employed you will not qualify for the state illness benefit but may be eligible for the invalidity pension which you can qualify for after 12 months of being incapable of work and can prove that you are likely to be unable to work for a further 12 months. The invalidity pension is €10,843 per annum for a single person or €22,328 for a married couple with a dependent spouse at home and 2 children under 12.

The reality for most people is that their level of "outgoings" either matches or exceeds their income. So, for a person who no longer is earning that income there will be a significantly negative impact on their lifestyle. But what can you do to protect your salary?

Talk to us today. As a valued members of the MRII I would be delighted to assist with your Income Protection needs. In summary Income protection should form a core part of any financial plan.

Please note we offer financial advice at discounted rates for all MRII members covering the following areas, Financial planning, Pensions, Income Protection, Life Cover, Serious illness, Budgeting, Investments, Mortgages & review.



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Have you missed an MRII webinar?

The majority of these are recorded and uploaded to the MRII Members' Area, accessible via www.mrii.ie

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Understanding Motivation



The following article is courtesy of the Irish Management Institute from their Leaders Toolkit resource for members. The Leaders' Toolkit includes resources on change management, leadership, communication skills, time management, feedback and much more.



Why do some people go the extra mile while others seem reluctant to get into the starting blocks? What is it that motivates us to work hard and how can we take responsibility for our own motivation? Here we look at the theory of motivation and how to make it work for you right now.

Motivation is the driver behind satisfying needs. We all have certain basic needs to fulfil, e.g. the need for food and water, the need for shelter and protection.

However, once these basic needs are satisfied, personal and aspirational needs take over. We start to focus on our emotional well-being and the need for recognition so that we can fulfil our potential and enjoy the feeling of fulfilment. This is when motivation becomes personal.

Effort and reward

The general premise behind the theory of personal motivation is that people will do the things they are asked to if the outcomes or rewards are of some value to them. It's human nature to ask, 'what's in it for me?' before you do anything, and it's important to remember that we all

have different perceptions of worth and value. Consider the motivation drivers and outcomes in following scenario:

Simon thrives on responsibility and enjoys solving complex problems. His long-term ambition is to be the Head of the Project Management Department. He has spoken to his line manager about his career prospects and they agree on a set of developmental objectives to improve his skills and experience in order to enhance his profile. Simon knows that his performance will now be key to his promotion prospects and dedicates some of his personal time to developing his knowledge about the company project management process. He also exploits a number of opportunities to demonstrate his skills and potential to others, even though this significantly increases his workload. For example, he offers to create a project management handbook for new team members and volunteers to organise the next team away day. Simon's endeavours don't go unnoticed and his manager arranges for him to go on a formal project management course. Simon works hard on the course and passes with flying colours. Following the

course, Simon applies for a transfer into the project team. His manager backs his application and Simon is now well on his way to achieving his ambition within the project team.

Effort and expectation

The key to a productive relationship between effort and reward is performance. It's important to understand that your efforts need to result in outputs that are valuable and acceptable to others in order to reap any kind of reward. For example, spending hours coming up with a new process or way of doing something is not sensible if it's not actually needed and the time it has taken you means your primary responsibilities suffer. Neither party in this case benefits from your good intentions and there will certainly be no reward other than you might have enjoyed doing it.

Many organisations are explicit about their performance expectations. They will use a number of tools to communicate and measure performance standards, the foundations of which can usually be traced back to the organisation's vision statement:





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- **Vision.** A statement capturing the aim and desired outcomes of an organisation's service or business, e.g. to be the world leader in automotive engineering. The vision provides the main focus for all organisational activities.
- **Values.** Designed to promote the image of the organisation, both internally and externally, by stating how the organisation intends to do business e.g. with integrity, by demonstrating excellence, and by focussing on customer service.
- **Competency/Capability Frameworks.** A list of the skills, knowledge, experience and behaviours an organisation believes its employees need to possess or demonstrate to be successful.
- **Objectives.** Objectives are intended to give departments, teams and individuals a specific focus for their activities. They tend to be set annually and will alter according to the needs of the organisation and the individual. Individual objectives will often incorporate the development of competencies.

Are you familiar with any of these tools? Do you know and understand what is expected of you?

Reaping the rewards

High performance can be rewarded in many ways from a simple thanks to the delegation of additional responsibilities, the opportunity to work with different people to the pressure of running a large disparate team. Remember that we all value things differently. Some people enjoy formal recognition, status and money whilst others glean as much enjoyment from their relationships with colleagues, the stability of their role or being able to pursue outside interests.

What is it that you value or need from your job? What gives you a buzz at work?

Improving motivation

It's important to be able to identify the things that really make you engage with your work so that you can play an active part in the development of your career and the maintenance of morale. Use the following three-step process to help you do this:

Analyse

Consider the things that you have done or seen throughout your life (personal and work) that have given you satisfaction. Identify what it was/is about them that you enjoyed. Look for any patterns within your list and group them accordingly. Do the same with the things that you haven't enjoyed.

Focus

Look at your current role and think about how you might incorporate more of the things from your analysis that you enjoy and reduce the things that you don't.

Act

Discuss your ideas with your manager remembering to present the benefits to both you and the organisation of making any changes to your role and the effort you are prepared to put into achieving your goals.

And finally ...

Think long term. Short-term solutions to poor motivation tend to expire very quickly. Appraise the realities of your situation against your real aims and ambitions – it could be time for a fundamental rethink of the type of work or role you should be performing.



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Meet a Member: John Elliott

Customer facing Key Account Manager, Pfizer Healthcare Ireland



What are the greatest challenges you face in your role on a regular basis?

In both the normal and virtual engagements we have with customers time is an increasingly valuable commodity. Gaining access is getting more difficult but our customers are very kind to give us their time. Between the pandemic and cyber-attack, we really have to be able to provide value to all HCPs in the interactions we have. Some factors outside our control, Brexit being one, can bring their own complexities, but I work with a great team of people in Pfizer who have a great can do attitude, no matter what.

What are the values that drive you?

Honesty, integrity, respect and hard work.

Your top 3 favourite Podcasts/ Books?

Anything By John Grisham or David Baldacci along with autobiographies. I am currently reading 'Work: A History of How We Spend Our Time' David Suzman'.

I have only started this book but the approach is around time management and productivity to produce more focused output in a more defined timeline. Taking away mundanity of work and keeping one interested to ensure maximum engagement and productivity over a lesser number of hours is very revealing. The pandemic is a good real life example of people being productive whilst working remotely and reduced travel/commute times allowing a better quality of life.

What do you enjoy doing when you are not working?

I love to run, swim and kayak. I also find travelling in my campervan particularly relaxing and as I am getting old some gardening is great also.

What does your role entail?

I represent Pfizer as a customer facing key account manager working specifically with Hospital Pharmacists. I cover multiple medicines from different business units in Pfizer.

How long have you been working in healthcare sales?

I am now approaching the 20.5 year mark.

Why do you do the job that you do?

I believe the professional environment that we work in allows us as individuals to constantly develop and grow. Combine this with helping to make a difference to patients' lives with the various medicines we promote is very satisfying.

What gives you the greatest job satisfaction?

Hearing of one of our Pfizer medicines making a difference to a patient's quality of life and outcomes. I have worked with multiple medicines that have made a difference between life and death and knowing that we have helped in some way is very rewarding.

If you could change one thing about your role, what would it be?

Ideally, no targets would be lovely!

From your perspective how has the landscape changed since you started working 'on the road'?

Technology has played a positive role in enabling us as medical representatives to use new methods of engagement with HCPs and better utilise our time and planning. Centres of excellence in both primary and secondary care has also helped in gaining access to our clinicians.

Access to HCPs is definitely becoming more difficult. Digital focus is a big game changer. The launch of new blockbuster medicines is less and the numbers of colleagues has also reduced.

What advice would you give to recent new entrants to a role similar to your own?

Most definitely look to network with industry colleagues and the best way for that is via the MRII. Be yourself and follow through on any commitments you make with your customer.

Do you have a favourite place to stay in Ireland?

I cover the country in my role and have to say I have a liking for the River Lee hotel in Cork, Kilronan Castle in Roscommon and the Croke Park Hotel in Dublin. Whilst all the hotels I stay in provide excellent service and facilities these particular ones are nice to get to every now and then, both professionally or privately

What is your favourite holiday destination abroad?

I have had camper vans for the last 15 years and particularly love to go to France, mainly the south with heaven situated in Les Masseaux camping in Sommieres near Nice.

What is your biggest achievement to date – personal or professional?

I have had many large and small but feel my career and family life are blessed and intermingled and I am very thankful for that.

I have competed in numerous marathons all over Europe and nationally. The completion of a local 10km swim was a standout moment. Sporting achievements have allowed me to find great inner strength and drive which I have brought to my work life. The old saying and adoption of it being a marathon and not a sprint in achieving work objectives has enabled me to achieve some great results at work in launching new medicines during my career to date.

Being a past president of the MRII is also a great personal achievement and one I can look back on with pride.

What is your motto or personal mantra?

'Your Health is Your Wealth' and 'It Could be Worse'.



John pictured here following a recent Winter swim event in his native Sligo.

Achieving Expert Consensus - the Delphi Way!

Brenda Dooley, M.Sc (Health Econ), BA, RGN, RSCN, Founder & Chief Executive, AXIS Consulting



In last year's article for Connect I wrote about value of Expert Opinion in the Irish Pricing and Reimbursement process when this research is conducted according to the specific requirements of our local HTA assessment body, the National Centre for Pharmacoeconomics (NCPE).

In evidence-based practice, according to the hierarchy of evidence ranking pyramid, Expert Opinion sits at the lowest level in terms of its strength and rigour as a recognised research method. However, there is one approach in particular for eliciting expert opinion where robust insights from clinicians can be yielded – the modified Delphi technique. In this article I explain the methodology and details what's involved in a modified Delphi Panel.

Named after the famous ancient Greek oracle, a Delphi Panel is a scientifically validated, academically rigorous and

structured process recommended for use in the healthcare setting as a reliable means of determining expert consensus. It follows an iterative process that uses a systematic progression of repeated rounds of voting/contribution. In a modified Delphi Panel, a questionnaire is constructed and disseminated to the participating experts or panellists seeking their input.

An initial questionnaire is distributed to a panel of experts with direct and relevant experience of the topic and the responses are anonymised. This allows for open and unbiased contribution in the initial phase, which can elicit key insights used to generate subsequent questions.

The responses to the initial phase of questions are then assessed by an independent facilitator using qualitative, and where possible quantitative methods. Feedback on responses to the first-round questionnaire is then provided to participants and reassessment follows in the subsequent rounds of questions. This mechanism of controlled feedback between questionnaire iterations encourages panellists to reassess their initial judgements based on information provided by other panellists as they work towards a consensus view.

Methodological guidelines suggest that for the initial round of a Delphi panel, questions are kept relatively general with a qualitative open-text focus in order to generate context for use in subsequent rounds. As the rounds progress, further structure is introduced with the primary goal of achieving a consensus.

Among the strengths of the Delphi method are its transparency and rigour, as the topics and areas of focus are led and generated by the clinicians themselves through the iterative process. This method has the capability to achieve consensus through the mechanism of a highly structured and scientific process that is highly regarded by many HTA assessment agencies including the NCPE.



The team at AXIS has facilitated a number of modified Delphi Panels over the past 18 months and since the start of the pandemic, all our Delphi Panels have taken place online using a digital engagement platform which facilitates busy clinician schedules as they complete asynchronous responses over a pre agreed period of time. This has resulted in us being able to gather key insights on various treatment regimens used in Ireland and allow consensus on care pathways across several complex disease areas be reached amongst a number of specialists.

While the modified Delphi Panel may still feel relatively new to Ireland, its already well established as a robust method to gather those critical insights from local clinicians that need to be integrated into pricing and reimbursement submissions.



HIERARCHY OF EVIDENCE courtesy Glover et al 2011.



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Your next remote interview presentation - Ensure success

Sarah Geraghty, Senior Training Consultant with The Communications Clinic. She has written for The Irish Times, The Journal, Business Post and The Gloss Magazine.



For the last 15 months, my colleagues and I have worked with hundreds of people to help them achieve their communications objectives in a new remote working world.

From running meetings and pitching to clients to replicating those all-important “watercooler” moments or finding innovative ways to engage with colleagues, we’ve all been adjusting to working in a virtual world.

This is all undoubtedly trickier over a screen; when you don’t have the chance to shake hands, make direct eye contact and connect with someone face-to-face.

The stand-out lesson we’ve learned since March 2020 is this: the same rules apply on Zoom and Webex as in every human communication - it’s about the other person, listening to them and meeting their needs.

Take this as the starting point for your next presentation – whether it’s in-person or remote - and you’re heading in the right direction.

Just because you are presenting to an interview panel from your spare bedroom doesn’t change the basic rules for preparing effectively.

Remote working is here to stay. Even if that means you’re only in the office or on the road for part of the week, communicating through video is now part of your daily role so you need to be exceptional at it. We’ll show you how.

Identify your audience

Find out about the company and what makes it tick.

What can I offer that might be of interest or benefit to it? What are the key concerns of the panel? To begin with impact and grab their attention, you have to be interesting, understandable and memorable - while meeting the needs of your audience. Otherwise they’ll tune out.

There is no point spending four minutes telling the interviewer about the history of the company if all they are worried about is its viability post-Covid. Find out what the company sore points and bottom lines are and go from there.

Establish your objective

All excellent communications are objective-led. Ask yourself: What does success look like by end of the my presentation? What do I want my audience to remember?

The answer is clear: that my experiences and capabilities will be known, remembered, understood and clearly related to the role on offer.

Approach the presentation – and the interview process as a whole – as a problem-solving exercise. You need to prove that you understand the needs represented by the role vacancy and that you’re the best solution to those needs.

Structure

You’ll probably have between six and ten minutes to present.

Research tells us that people are likely to take away no more than three ideas from a presentation. When deciding on these three key points, consider the most important elements of the job spec or talk to someone who knows the company and can give you some pointers.

Make these ideas interesting, memorable and understandable with vivid examples and solid evidence. Show the interviewer how you can bring in extra revenue by telling her a vivid story of success, against the odds, in a previous role.

Remember, any claim you make is baseless until you back it up with evidence. If you declare that you’re an “exceptional communicator,” - you need to provide evidence for this so your audience can figure out for themselves if you’re exceptional or not.

End each of your key points with a one-sentence summary of what a great fit you are for the company.

Questions

Most panels will have questions during or after the presentation.

Prepare for these as an essential part of your groundwork. Ask yourself what the



obvious questions are from their point of view and prepare answers grounded in evidence. Think of the questions you dread being asked too and prepare for them. Figuring all of this out will help you craft your presentation persuasively and undoubtedly boost your confidence.

Practise out loud

A presentation is a verbal interaction. It requires verbal practice. That seems simple, but it is overlooked by the vast majority of presenters.

Practising verbally does not mean learning your presentation verbatim. Scripting it and learning it off by heart makes you sound rehearsed and it’s difficult for you to remember. Similarly, thinking your key points through in your head makes you feel like you are being proactive, but it has significantly less impact than proper out loud practice.

The only effective way to prepare is to practice aloud. Talk until you are tired of hearing your own voice. And then practice twenty more times.

You need a muscle memory of saying them out loud. Think of it like an athlete preparing for the Olympics. They practice the key movements, plays and techniques in a training environment so that they can replicate them in the right moment, under pressure.

Remote practicalities right

Position your camera at eye level by placing your laptop on a pile of books. Get your lighting right by making sure you’re facing the light - a lamp or window will do - so that your face is clearly visible (if the light behind you, you’ll appear to the panel as a silhouette. It’s a common mistake people make). Make sure your background is neutral and work-appropriate. Bolt-lock the door so you’re guaranteed no interruptions.

Do a trial run well in advance to familiarise yourself with the platform. Keep a glass of water beside you. Don’t forget to breathe.

Please get in touch if we can help you or your team put this advice into action www.communicationsclinic.ie or 01 644 9700

Follow us on LinkedIn for daily communications insights and advice.

Meet A Manager



Melissa Fisher, Country Manager, Viatris

What does your role as Country Manager at Viatris in Ireland entail?

As Country Manager at Viatris in Ireland, I oversee the local commercial operations and we are in exciting times as our company recently formed in November last year, created through the combination of Mylan and Upjohn. We are proud to be one of the largest pharmaceutical employers in the country with six locations and a combined team of almost 2,000 people.

We have a customer-facing team who work closely with HCP’s and the HSE to ensure that we build a sustainable business where our customers find value and trust in our partnerships.

People are at the core of most of my daily activities and role is to identify and mentor the strengths of each team member, utilising our combined abilities to drive better outcomes for our patients and consumers.

When did you join the pharma industry?

My first pharma role was 25 years ago as a Management Accountant, in an international Consumer Health business in South Africa. I was responsible for implementing the first windows-based ERP system resulting in a life-long obsession about the link between people, systems, and processes.

What is the biggest challenge we are facing today in pharmaceutical sector?

We are all accepting of the fact that the pandemic has accelerated the adoption of the digital age. Companies, our community, hospital pharmacists and doctors, and all others in-between who may have been challenged to embrace an omni-channel approach - where we use multiple channels to provide customers with a seamless and customised experience, based on their needs - have been forced to take notice and adapt.

Describe yourself in one sentence

I would say that I am an authentic woman from very humble beginnings, a proud mother, a wife to an endearing husband, and as a pioneer, passionate about solving problems of the future.

What has worked for you to stay motivated and productive while working from home?

I work to support my team as best I can and watching them overcome the many challenges that we face each day is a huge source of motivation. Seeing their delight at accomplishing their individual objectives is uplifting!

What do you do to relax and unwind?

The answer to this question really depends on what my energy level is like on the day.

I am a Level Two kayaker, currently training towards the Flat-Water Leader award, and I enjoy being on the water when I need to unwind - regardless of the weather!

On days when my energy is low, I enjoy lazing around with a good book or cooking some of my family’s favourite food, while simply listening to my teenagers tell stories from their own day.

Since the pandemic I’ve also discovered that I actually enjoy the outdoors! Sometimes I just go walking outside, making a conscious effort to take in the nature around me. It might sound strange, but it always lifts my spirits when I’m tired.

Meeting friends and family (especially those who makes me laugh) always helps me unwind too.



How do you prefer to start your day?

My energy level is always higher at the start of the day, so I tend to tackle anything challenging at the earlier parts of the day. I'm an early riser and my day generally starts with a good breakfast before turning my focus to what is a priority for the day ahead. I aim to complete that first.

What have been your greatest learnings from the pandemic?

Honestly, I don't think I can say that there has been one particular thing, rather a series of reminders.

A reminder that while some people thrive through change others struggle and need our support. I've been reminded that among our elderly they have shown so much resilience and their life lessons are still so applicable today. I've also been reminded that someone else made sacrifices for me, and I need to continue paying it forward. A life of service has become more important to me.

What advice would you give to someone starting a career in healthcare sales?

We all focus on our technical skills, but from my experience, it's equally important to learn practical resilience skills. We work in a challenging industry, but it is so satisfying when we are equipped with the right skills and mentors.

Who or what inspires you?

Who inspires me? Everyone around me. I find inspiration in the little things people do for others that end up having a major positive impact. I find inspiration when first attempts at projects fail, and we find new ways that work.

What inspires me? Honesty, sincerity, and trust. I am also inspired by the trust placed in me. That sense of responsibility fuels me.

Favourite place to stay and/or eat in Ireland?

I probably have a few favourites but my most recent addition to the list is Sherkin Island in the south of the country. I had the pleasure of kayaking in the area and Sherkin was our base. The food was fantastic, the people so welcoming, the scenery amazing and best of all I didn't need to wear make-up the entire time!

Self-awareness improves your intelligence

Colette Bannon, Executive and Leadership Coach @ colette@workcoach.ie



Research indicates that a high level of emotional intelligence (EI) is important for personal and professional effectiveness, is linked to job satisfaction and is valued by employers.

Self-awareness, an emotional intelligence skill, is fundamental for performance improvements in other emotional intelligence skills including: decision-making; win-win client relationships; problem solving; stress tolerance; empathy, adaptability, optimism as well as social consciousness and managing change. Ruven Bar-On (2002) the founder of EI, defined emotional intelligence as a set of social and emotional skills and non-cognitive capabilities that influence an individual's ability to be successful in coping with environmental pressures and demands.

Being self-aware supports healthy emotional functioning and plays an important role in unlocking the situations and events that get in the way of our happiness and success at work and improve our career prospects.

Developing our self-awareness starts with examining how we respond to what is happening in our external environment i.e. what emotions show up. This includes how we:

- show up at work,
- respond to our customers and their expectations,
- respond to targets and deadlines,
- listen before we respond,
- respond to guidance and instruction,
- respond to change and new ideas
- respond to bad weather, slow traffic etc.

Even if we perceive that we don't have control over these situations, the important thing to note is our response to them when they happen. Our ability to mostly respond intelligently and

appropriately to get a result requires self-awareness of what triggers and drives both our helpful and unhelpful responses. Knowing this can make us alert to how many of our responses are automatic and at times unhelpful, and provides us with the opportunity to consider an alternative response for a better outcome.

Equally gaining greater awareness of what works well allows us to play to our strengths, as we respond to the various work challenges we face. This ensures that when things aren't as we would like, we take control by regulating our responses and in doing so empower ourselves to keep on track with our goals at work and in life.

Another important aspect to all of this is giving space to ourselves. In the fast paced, online, busy world of box ticking and pivoting, finding space to reflect on our responses and the outcomes we get as a result, can be a challenge.

Albeit exciting living in the fast lane, scheduling time to reflect on the part we played when things went wrong will provide insights and learning on how to appropriately change tack when responding in the future. Examining for example how we deal with tricky conversations, closing sales and difficult exchanges might prompt us to behave in more intelligent ways that achieve better outcomes and in doing so develop and grow personally in the process.

To learn more on how to develop emotional Intelligence at work please contact **Colette Bannon – Executive and Leadership Coach** at **colette@workcoach.ie**. **www.workcoach.ie** Colette is a certified in the use of the EQ-i 2.0/ EQ 360 assessment tool. This tool, founded by Ruven Bar-On is considered the gold standard for measurement of people's emotional intelligence at work and identifies areas where leaders can improve their performance and the impact they make in work and in life.



Can't afford to have a rainy day fund? The truth is you can't afford not to

Kel Galavan, Money Mentor, QFA, author and Instagrammer



How long could you live your current lifestyle if your income disappeared tomorrow?

If the answer to that question scares you, then read on.

You work hard at your job; you're constantly upskilling, training and developing. You give up a large share of your physical and mental energy to it. In return for this dedication, a salary is paid to you every month; the company's thank you for a job well done.

For most of us, this money is the only income we have to pay for and build everything in our lives. Clothes, food, socialising, gifts, holidays, mortgage and yes, savings and wealth building are all demands on this one income. Yet, no one tells you to save or build a rainy day fund. There are no mid-year money reviews or top saver awards. No one is checking to see that your money is working as hard for you as you do for it. You are an expert in your field. As such, you are assumed to be a money expert too.

Unfortunately, this is rarely the case. We are often trained within an inch of our lives in a specific niche, but rarely are we taught to manage the paycheck that comes with

it. Money management is a skill to be learned like all others. If mastered, it can increase your quality of life and reduce stress in a way that few other skill sets could ever hope to achieve.

Part of your financial security can be found in something as simple and as powerful as a rainy day fund. A rainy day fund is for the bad weather in life. Rain is always on its way; it is Ireland, after all. We don't know when it will rain, how heavy that rain will be or how long it will last. What we do know, for sure, is that it's coming.

Life is the same. Something is inevitably going to break or go wrong when it comes to our personal lives. We don't know if it will be a week, a month or a year, but we know that something will need fixing, and it will always find the most inconvenient time to require that fixing. The washing machine will fill the kitchen with water, the heating will pack it in on the coldest day of the year, or there will be redundancies on the horizon.

A rainy day fund is an accessible savings account that money is only drawn from under a predetermined set of circumstances. When life throws you a curveball, the last thing you want to be worrying about is money.

Leaving money wallowing in a savings account may not intuitively feel like the best use of your money. But imagine what life would be like if you or your partner lost your income or couldn't work for health reasons. How would you support yourself through that difficult time? Think of your rainy-day fund like an umbrella. If you don't have one, the weather can make life pretty miserable; if you do, you can sing in the rain and ride out the bad times.

Once a rainy fund is in place, you can get on with living your life. Extra money can be invested, used for that home extension or whatever you love to do. In addition, this fund gives you the security of knowing that if circumstances change, you have the breathing space to make clear-headed decisions that are right for you and not stressful acceptance of what's available at the time. Many experts recommend approximately three to six months for a rainy day fund, but if you are

starting out, aim for €1k and build consistently over time until you reach your target number.

There are many benefits to having a fully funded rainy day account. It reduces the need to lean on credit in an emergency. It gives you peace of mind, lowers stress and lets you get on with life. Having one also reduces the cost of living as paying for things upfront allows for negotiation on prices. It also reduces future vulnerabilities as you won't need to depend on future earnings to pay off loans simply because you won't have those expensive loans in the first place.

No one can predict the future. However, we know that things will happen; it's just a matter of when and where. That's life. These events, for the most part, are out of our control. However, what is within our control is to be ready for them or not.

Kel Galavan is a Money Mentor, QFA, author and Instagrammer **@mrssmartmoneyhq**, more often known as Mrs Smart Money. She has appeared on RTE Radio One, 2FM, Today FM and Virgin Media One.

Her book **Mindful Money, more money, more freedom, more happiness** is available wherever books are sold.

Digital Health Solutions Helped Keep The HSE Running During The Pandemic

Justin Carty, Chief Executive, HealthTech Ireland



Digital Health Technologies are providing a solid platform for advancing clinical knowledge and decision-making within the Pharmaceutical Industry. Pharmaceutical Organisations already have deep, complex knowledge of disease pathologies and can utilise this information to select drug targets and ultimately improve patient outcomes. However, with the assistance of data and analytics systems and digital health solutions, it may be possible to identify additional targets and solutions for healthcare professionals and patients. The application and implementation of artificial intelligence may further enable advancements in drug discovery, clinical trials programmes, disease screening, and in identifying individualised treatments based upon variable patient demographics and disease states. The utilisation of Digital Health Technologies is now ever-present and is becoming an invaluable tool in the continued success of the pharmaceutical industry. Below is an update from Justin Carty, Chief Executive, HealthTech Ireland.

230,000 people in Ireland have been infected with COVID-19. For many, the illness has been and gone, but for others the prospect of coping with 'long covid' is now a reality. Even when the virus has been brought under control through the vaccination programme, our health service will still face massive challenges as backlogs of other treatments will have to be addressed.

Salaso Health provides a platform that supports patients recovering from COVID-19 by enabling them to engage remotely with physical rehabilitation and therapy services. Physiotherapists, occupational therapists and other rehabilitation specialists use it to carry out telehealth calls with patients, prescribe exercise programmes customised to patients' symptoms, set goals and monitor progress.

This is an example of the sort of transformation that has taken place because of the pandemic.

Our next health challenge is to make sure that we can access these technologies and treatments without having a global pandemic provide the motivation.

HealthTech Ireland's report Recovery/Resilience Agenda: Integration of Digital Health in EU Healthcare Systems on how the pandemic has impacted digital health in Ireland has identified the steps that need to be taken so that we can continue to reap those rewards. They are:

- **Consider incentives and reimbursement of digital health:** During the pandemic doctors were able to quickly adapt and start offering telehealth services after reimbursement mechanisms were introduced.
- **Create new models for developing and deploying AI for more sustainable healthcare:** The mid- and long-term recovery of our economy will require an approach that reduces inefficiencies, improves access to healthcare for all, alleviates the burden on the workforce, and empowers patients.
- **Build on the COVID-19 digital health momentum:** Underpinning the momentum on digital health have been national regulatory steps to enable digital health technologies, including amending rules requiring face to face interactions between healthcare professionals (HCPs) and patients, and extending or expanding funding/reimbursement for teleconsultations.
- **Advance the European Health Data Space:** Before the pandemic, digital health deployment, and sharing health data, has faced legal, technical, commercial and socio-cultural and skills barriers. Addressing these requirements requires leadership and commitment from all sectors.

A second HealthTech Ireland report, *Evaluation of Procurement Practice for Digital Health* examined the procurement system and identified some of the ideas that should form part of an updated tendering process.

- **The establishment of a collaborative task force** within the HSE and supported by the Department of Health, the regulators and industry to develop and propose a standardised evaluation framework for digital health interventions.
- **Upskilling and education** is recommended across policymakers, to procurers, healthcare providers,

professionals and industry, in order to harness innovation linked to unmet needs and issues faced by our health system. Already the first steps have been taken; the HSE's Digital Academy is working with the University of Limerick to provide training in digital health.

- **Willingness within industry to embrace appropriate standardisation** and to implement design principles around privacy, quality, security and other important criteria that support value within the system.

The HSE has recognised this and the first steps have been taken to address the challenge.

HealthTech Ireland (the representative body for the healthtech sector) has recently signed an MOU with the HSE "to collaborate on enabling the introduction of innovations into Irish Healthcare aligned with the HSE Digital Transformation Strategy". It has been agreed that the two bodies will explore how the HSE procurement system can be improved to make sure we can get access to the sorts of digital technologies that have been essential in dealing with the COVID-19 pandemic.

Clare Harney, Director for Digital Health Transformation at HealthTech Ireland says: "This MOU agreed between the HSE and HealthTech Ireland presents an excellent first step and opportunity to work together to align our health services to the needs of our citizens in a safe and sustainable way. HealthTech Ireland is committed to a collaborative approach at policy formation, appropriate regulatory controls and sustainable service levels to achieve the transformation needed to meet the expectations of citizens".

HealthTech Ireland, as the trade association for the companies that provide the digital, diagnostic and medical device solutions for the health system in Ireland, has pulled together seventeen of its member companies to lead the industry response. Its Leadership Forum will specifically address challenges faced by our health system and will propose solutions that enable adoption of innovation in a safe and sustainable way. The Forum will work in partnership with the health system with the goal of improving access to health and thus ensuring the wellbeing of Irish citizens with innovative health technology solutions.



Entrepreneurial Mindset – Making a Difference Through Exploratory and Agile Behaviours

John Woods, MRII Council Member & Sales and Product Manager at Bayer



The first step in adopting an 'Entrepreneurial Mindset' is to ensure that our minds are truly open to change and to try to visualise what that change would look like through the eyes and minds of others. Entrepreneurs see problems as opportunities, and they obsess with details, scenarios and have a vision of what the future will look like through the deployment of new products, services, or practices. This positive, **open-to-change**, problem-solving and vision-driven mentality is crucial for the development and creation of solutions which are designed to address a high-value need or gap.

Purpose is a critical factor in the adoption of an entrepreneurial mindset, and it needs to be crystal-clear and precise. Entrepreneurs have clear purposes and have an everlasting laser focus on what it is that they are looking to achieve and how they will try to achieve it. Having a clear purpose is a crucial step in the development of any innovation, and this purpose guides and directs decisions along the way as the innovation is being created and implemented. If we develop a

- What am I trying to achieve and why have I decided to address this problem?
- How am I trying to address this problem?
- What is my vision for the future post implementation of a solution?

Another key component in the adoption of an Entrepreneurial Mindset is to be **Agile**, and to allow ourselves the freedom to amend, or to re-consider a proposed innovation based upon trend analyses or new insights. Entrepreneurs do not consider this pause, change or adaptation as a failure, but more of an opportunity to reduce risk and to funnel all relevant information into creating the best possible version of the proposed solution. Another key element within this agile mindset is to try to leave personal beliefs and thoughts to one side, and to be open to understanding and learning from industry experts, proposed end-users, and academics. This is not to say that we should avoid personal judgement or to be guided by our previous experiences, but more of a willingness to hear conflicting views and insights and to use this information in a positive way to create a better solution.

Another key ingredient in the adoption of an entrepreneurial mindset is to foster an 'Exploratory Mindset'. This can be achieved through a consistent curiosity, eagerness to learn more and a willingness to consider solutions that are truly unique and different. I believe that this mindset is best exemplified by children who are seeking to solve problems, having a constant curiosity, and looking at all possible solutions to solve problems. As a father

to young children, I can attest to these exploratory behaviours in solving problems at our home, driven by a constant curiosity, willingness to learn more, and finally a consideration of all options, especially the ones never thought of before. Children do not consider the impossible, they dare to



The term 'Entrepreneur' is commonly utilised in describing successful businesspersons and is usually associated with positive outcomes and achievement. There is an apparent prestige associated with the term, and connotations around development of unique products or services. But what is it about the behaviours and mindset of these successful businesspersons that make them so successful?

And can we apply some of these behaviours and that mindset for personal or professional success in our own lives? I am confident that we can, and more importantly, I believe that we should!

crystal-clear purpose, we can use this as a guiding light as challenges emerge in the creation and implementation phases. To fully understand our purpose - we need to ask ourselves questions like:

dream and to allow those thoughts to have a welcome zone in their brains. We can learn a lot from how children address and solve problems, by allowing our minds to explore and to think without limits. This exploratory mindset can allow us to consider options previously not considered and when we connect these options back to reality, perhaps there are blue-sky ideas that we can develop or create. Disrupting the status quo and addressing problems in a different way is a key ingredient in the success of entrepreneurs.

Finally, but by no means least, entrepreneurs ensure that they get things done and are not caught up in the 'Intent-Execution gap'. The intent-execution gap emerges when we intend on solving problems through an intervention, but we never get to execute or launch the solution due to constraints or challenges. It is crucial to continue through challenges, both internally and externally, and find a way to execute the solution if it is still deemed of value and meets the purpose. Many projects fail because individuals give up due to red-tape issues, bureaucracy, or inertia, but entrepreneurs find a way to surmount these challenges and to execute projects if they truly believe in the intervention. This driving force and resilience is critical to ensure that we can achieve what we have set out to do

and rising above challenges and finding a way around issues is of paramount importance.

I am very mindful that we work in a highly regulated pharmaceutical industry, and that we are not necessarily involved in product or service development. However, that does not prevent us from adopting an entrepreneurial mindset in trying to implement high-value solutions designed for healthcare professionals, patients, or payors. We can consider the challenges (problems) of key stakeholders and learn about what that means for them and to try to identify local solutions to address them. What is it like for that 85-year old patient having to attend a hospital clinic every month for an essential treatment? Or what about the 40-year old diabetic patient who must attend six different consultant clinics for ongoing monitoring and review? Or the healthcare professional that would like to attend education conferences, but are cancelled due to the impacts of COVID-19? Can we put ourselves in to their shoes and to understand what it would be like if there was a solution or an intervention which alleviated some of the difficulties? Can we use our exploratory mindset to disrupt the status quo and to help find a way to solve high-value problems for patients, healthcare professionals or others?

I find that scheduling some regular time in my diary to think and to explore is extremely beneficial – we work in a dynamic industry about with change and have endless tasks to complete. We should find some time in our diaries to stop, reflect, think about problems, and dare to dream about what it would be like to solve them. We should learn first-hand about the impacts that these problems have on the individuals affected and look to co-creating solutions to help address them. I recommend that you schedule some time into your diary too – and to adopt an entrepreneurial mindset!

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Dr. Róisín Adams
Irish lead BeNeLuxAI & co-Chair DTF HTA



Dr. Marc Van de Castele
Belgium Chair DTF HTA in BeNeLuxAI

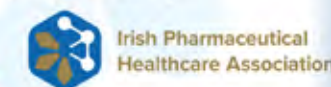


Dr. Anna Nachtnebel
Austrian lead, BeNeLuxAI



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