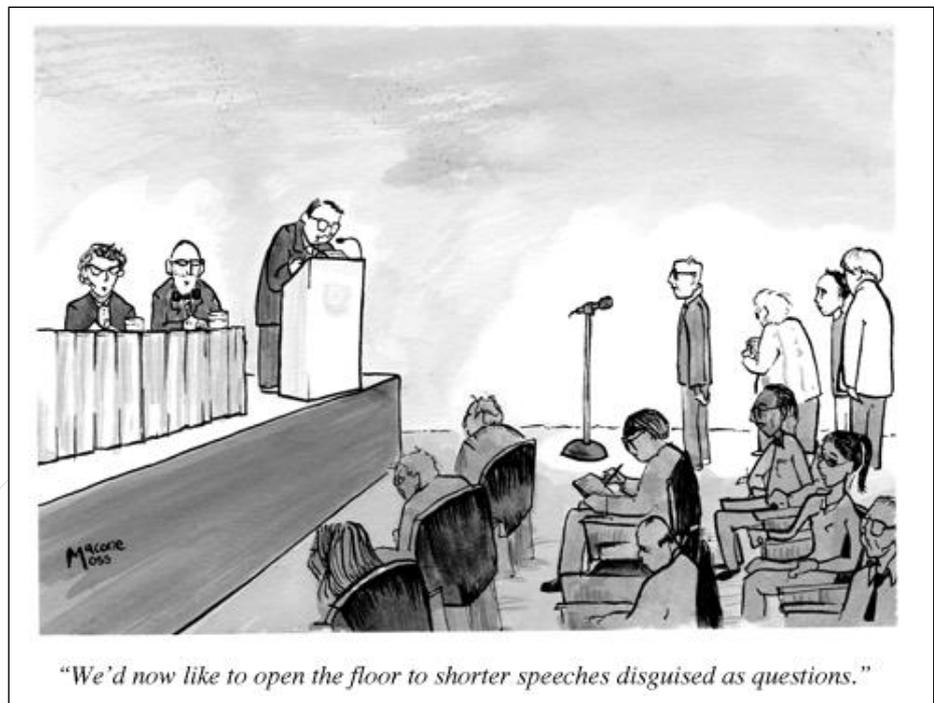


How to Deliver a Successful Medical Conference

Expert Seminar Series

Wednesday 3rd May 2017

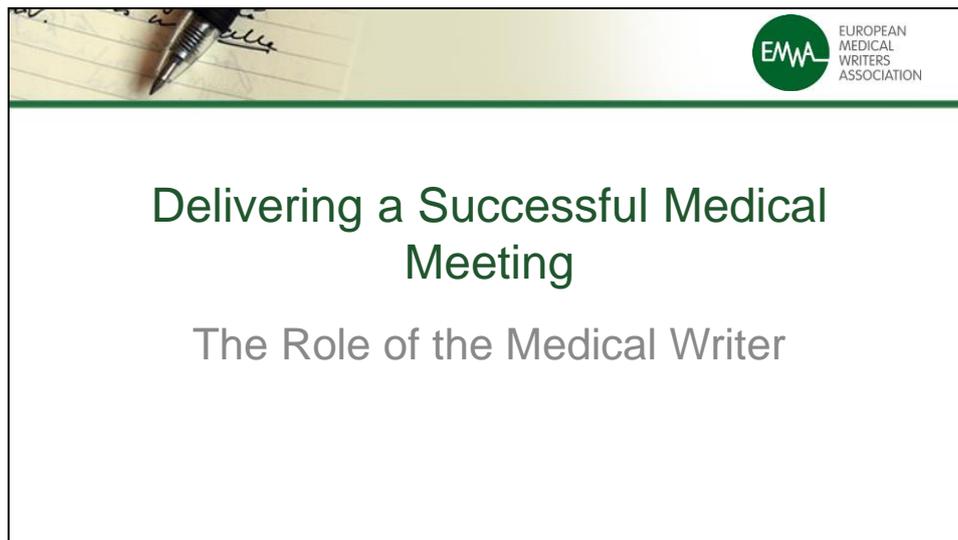


44th EMWA Conference
ICC Birmingham UK

Abbreviation	Definition
ABPI	Association of the British Pharmaceutical Industry
AMA	American Medical Association
AV	Audio Visual
CCG	Clinical Commissioning Group
CME	Continuing Medical Education
CONSORT	Consolidated Standards of Reporting Trials
CPD	Continued Professional Development
EACCME®	European Accreditation Council for Continuing Medical Education
ECMEC	European Continuing Medical Education Credit
EFPIA	European Federation of Pharmaceutical Industries and Associations
ESAB	European Specialty Accreditation Board
FMV	Fair Market Value
GP	General Practitioner
HAS	Haute Autorité de Santé
HCP	Healthcare Professional
KOL	Key Opinion Leader
LEE	Live Educational Event
LEEM	Les Entreprises du Médicament
NAA	National Accreditation Authorities
NICE	The National Institute for Health and Care Excellence
PA	Personal Assistant
PCO	Professional Congress Organiser
QUORUM	Quality of Reporting of Meta-Analyses
S&Bs	Specialist Sections and Boards
SOP	Standard Operating Procedure
STROBE	Strengthening the Reporting of Observational Studies in Epidemiology
UEMS	European Union of Medical Specialists
VAT	Value Added Tax

Brochure printed by Stgilesmedical

Slide 1

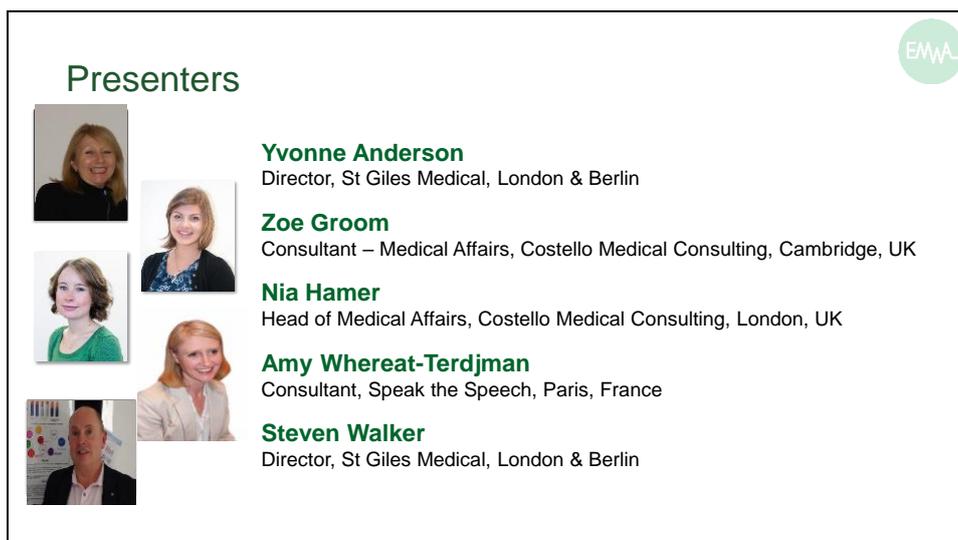


EMEA EUROPEAN MEDICAL WRITERS ASSOCIATION

Delivering a Successful Medical Meeting

The Role of the Medical Writer

Slide 2



Presenters



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Director, St Giles Medical, London & Berlin



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Slide 3



Conflict of Interests

Yvonne and Steven run a medical communication and education company based in London and Berlin. We are frequently involved in developing and managing commercial and non-commercial meetings for healthcare professionals (HCPs)

Nia and Zoe work in the medical affairs division for a medical communications company. We project manage and provide scientific support to our pharmaceutical and device clients in the delivery of educational events and small meetings that involve HCPs

Amy is an independent medical communications consultant, providing medical communication support to industry and academic research groups. She also runs numerous medical communication training workshops

Slide 4



Introduction and Session Format

Meetings are a common part of the clinical development and communication plan

Successful delivery requires more than subject matter

Medical writers

- well placed to take an active part
- often feel ill prepared for role

- Short, compressed sessions (10-12 minutes)
- Multiple presenters from a range of backgrounds
- Practical examples from our own experience
- Do's, Don'ts and survival tips
- Sources of further information
- Interactive question and answer session involving panel

Successful delivery requires more than writing ability and knowledge of the subject area. Other aspects include familiarity with regulations, planning skills, logistics, financial management and being able to successfully work under pressure with multiple stakeholders.

Medical writers have many of the skills and contacts required but may not be used to putting these attributes into practice in a multi- stakeholder environment.

Once in the centre of building a big event it can feel like being the Maître d' of a big restaurant managing colleagues, suppliers, prickly speakers and delegates, while trying to keep the event owners happy and making them look good in the eyes of all involved.

A vast subject – we can't cover it all today!

An anecdote:

Several years ago I was involved in delivering an Advisory Board in Vienna in support of a well-known global pharmaceutical company. 24-hours into the meeting the chair informed us that he and his colleagues felt manipulated and that they were only there to 'rubber stamp' the company's agenda and desired outcome. Both the company representatives and agency staff were excluded from any further participation in the Advisory Board – an awful day!

Slide 5



Objectives

- 1** Understand types of medical meetings and where they fit in with the medical communication strategy
- 2** Gain knowledge about relevant regulations, accreditation of educational events and compliance considerations
- 3** Learn to develop effective content, select a strong faculty and choose an appropriate location
- 4** Appreciate the outputs required before, during and after the meeting
- 5** Obtain an overview of the practical aspects of meeting delivery e.g. finances, measuring success and avoiding disappointments and disasters

WHAT WE ARE GOING TO COVER

- Introduction
- What is a medical meeting?
- Key considerations
- Why have a meeting?
- Tailoring the meeting to your audience
- Where do meetings fit into the communication strategy?
- What is being communicated?
- Planning ahead
- Adhere to compliance and legal matters from outset (more later)
- Where, when how long?
- Who to invite and how
- Consider healthcare professionals (HCPs)
- Why do HCPs go to meetings?
- Barriers to attendance?
- Accreditation
- Compliance
- HCP codes of conduct
- Faculty
- Tell a story
- Learning techniques
- What to say and not to say
- Technology to enhance a meeting
- Give-away material
- On the day
- Social programme
- Checklist of required outputs
- Measuring impact
- Tips on avoiding disasters

OUR OBJECTIVES

- Understand the different types of scientific meetings and where they fit into the medical communication strategy
- Gain knowledge about regulations and compliance issues surrounding company sponsored and non-sponsored events
- How to apply for UK and European CPD accreditation

- The pros and cons of seeking approval
- Learn to develop effective content
- Select a strong faculty and choose an appropriate location
- Appreciate the outputs required before, during and after the meeting
- Obtain an overview of the practical aspects of meeting delivery
- Understand the financial aspects of meeting delivery
- Be able to measure success and impact
- Know how to avoid/manage disappointments and disasters

Slide 6

EMWA

What is a Medical Meeting?

A planned event where several HCPs or other relevant decision makers are gathered together

This slide features a title 'What is a Medical Meeting?' in green text at the top left. In the top right corner, there is a circular logo with the letters 'EMWA' and a stylized waveform. The main content is a definition of a medical meeting, presented in green text within a light gray rectangular box that has a dark green border on its right and bottom sides.

Slide 7

EMWA

Before you Start: Key Considerations

- 1 **Why** have a meeting?
- 2 **Who** will be your audience/participants?
- 3 **Where** do medical meetings fit in and in what format?
- 4 **What** is being communicated?

This slide features a title 'Before you Start: Key Considerations' in green text at the top left. In the top right corner, there is a circular logo with the letters 'EMWA' and a stylized waveform. The main content consists of four key considerations, each numbered in a green circle and presented in orange text within a light gray rectangular box. The boxes are arranged in a 2x2 grid.

Slide 8



Why Have a Meeting?

- Seek expert advice on clinical development or communication strategy
- Valuable communication channel
 - Promotional education
 - Non-promotional education
- Address an unmet education need for HCPs to improve patient care
- Enhance client profile and reputation – a scientific leader providing credible learning opportunities

Why have a meeting?

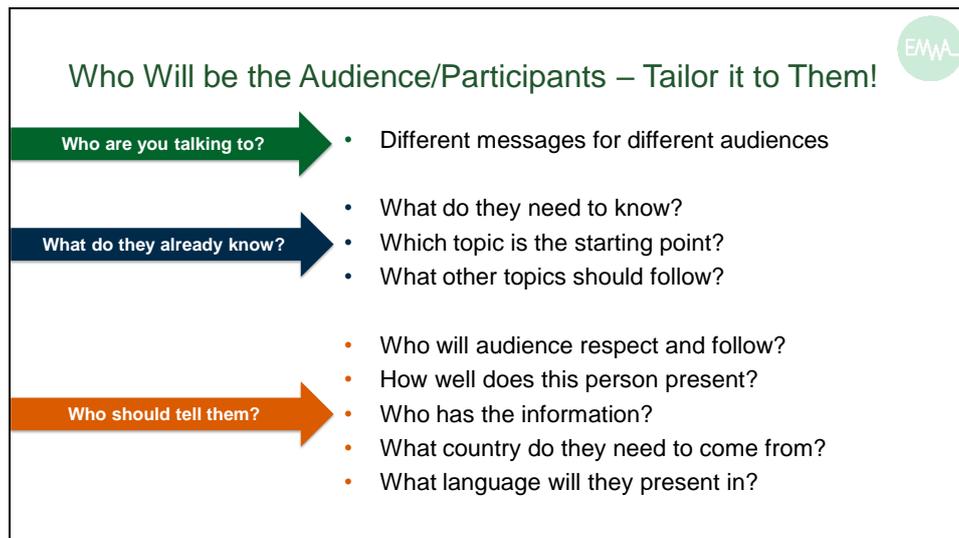
- There are two key reasons for holding a medical meeting: a) To seek expert advice and b) to educate key stakeholders, in order to address a potential unmet need either related to a product or therapeutic area for example.
- It is essential to be clear on the meeting objective from the outset as this will determine a number of other factors you will need to consider when developing a meeting. Spend time with your client to identify exactly what they hope to achieve through holding the meeting.

Slide 9



Before you Start: Key Considerations

- 1** Why have a meeting?
 - a) Educate key stakeholders to address an unmet educational need
 - b) Seek expert advice for:
 - New therapeutic area
 - New product launch
 - Positioning of an existing product
- 2** Who will be your audience/participants?
- 3** Where do medical meetings fit in and in what format?
- 4** What is being communicated?



Who will be your audience?

- Once you are clear on your meeting objective, it will be possible to define who your audience will be. Your client should be clear on the type of audience they are targeting.
- Audience types may include HCPs, patients and patient associations, industry and payers. Other key stakeholders or decision makers may also be required to be involved such as research scientists or statisticians. You should ensure that you tailor your key messages appropriately and consider what your audience may already know to avoid presenting unnecessary information that could consume valuable time. On the other hand, if your audience has a broad range of knowledge, is formed of multiple stakeholders or if they are less familiar with the subject matter, you may wish to suggest holding a 'pre-meeting' to ensure that everyone is on the same page for the day(s) of your meeting.
- You will need to think about the number of people that will be attending the event and their geographical locations as this may also impact on your meeting format and its content. It also impacts upon the logistical aspects of the meeting that, as a medical writer, you should hold knowledge of as you may be asked questions from delegates/advisors with regards to this even if you are not responsible for the logistical organisation of the meeting.
- Finally, try to think about who will present the data to the delegates or advisors that attend the meeting. If you are supporting a large medical education event at an international congress, important questions may be:
 - Who will the audience respect and pay attention to?
 - How well does your speaker present, are they engaging?
 - Are they in high demand, and travelling from a long distance? Will you therefore need to consider asking them early on in your planning to speak?
- For smaller meetings, particularly advisory boards, it's essential that you ensure there is an appropriate balance between the pharmaceutical company presentation content and time for your advisors to provide their feedback. It's important your advisors leave with a feeling of respect for your client and that they do not feel that the meeting was promotional in tone or biased.



Before you Start: Key Considerations

1 Why have a meeting?

a) Educate key stakeholders to address an unmet educational need

b) **Seek expert advice for:**

- New therapeutic area
- New product launch
- Positioning of an existing product

?

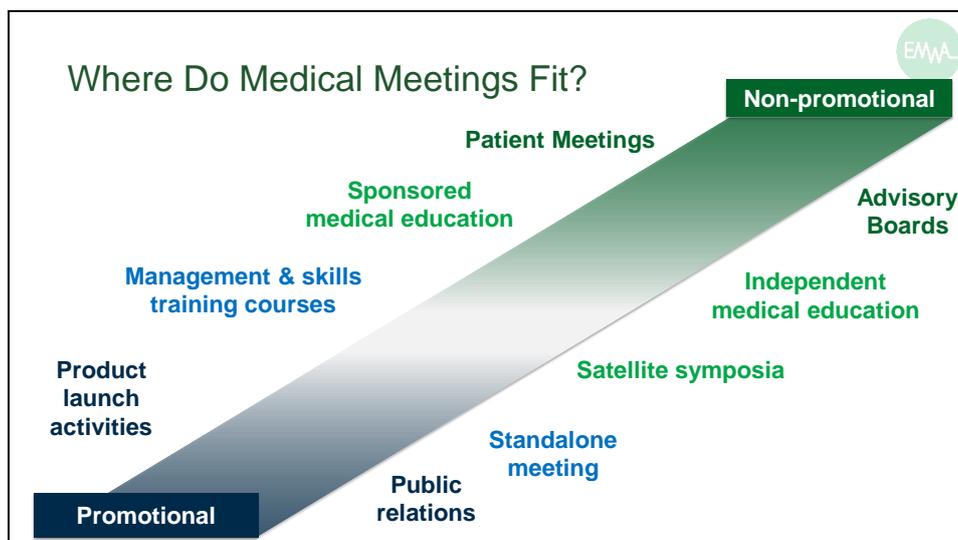
2 Who will be your audience/participants?

- HCPs
- Patients or patient associations
- Industry
- Payers
- Other healthcare stakeholders/decision makers



3 Where do medical meetings fit in and in what format?

4 What is being communicated?



Where does your medical meeting fit?

- There are many different types of medical meeting that you could consider holding, depending on the objectives you have set and the audience you are reaching.
- Typically these will fall under the categories described in this slide and you will see these have been organised according to events that are promotional by nature (e.g. where a pharmaceutical company is trying to increase awareness of a newly licensed medicine through an event such as a product launch meeting), ranging to the less, or non-promotional, events such as patient meetings or advisory boards, where the pharmaceutical company may be seeking advice on results from a newly completed Phase 3 study, for example.

- Meetings may be as small as several GPs gathered together in the surgery as they listen to a 30 minute presentation, often using predeveloped slides, delivered by a company representative (€1,000). As a Medical Writer, you may be asked to support with the development and approval process for these slides, ensuring that they are visually engaging, an appropriate length to present in the 30 minute timeslot and compliant with your pharmaceutical company's legal and compliance standards.
- At the other end of the scale, there may be a standalone conference involving several hundred delegates over 2 days costing €750,000 and taking a year to plan! For these types of events, there is plenty more to think about than just the presentation slides. You will need to be prepared to liaise with your expert faculty, develop an agenda and objectives, develop signage materials, consider feedback forms and a whole other manner of things that will arise unexpectedly over the course of the meeting preparations!
- In between, are Advisory Boards (that typically involve around 10–20 experts, take place over the course of one day and may cost ~€50,000) or a symposium that may form part of a societal conference (where there may be ~100-500 delegates for a 90-minute meeting, costing ~€100,000).

Slide 13



Before you Start: Key Considerations

1

Why have a meeting?

- a) Educate key stakeholders to address an unmet educational need
- b) Seek expert advice for:
 - New therapeutic area
 - New product launch
 - Positioning of an existing product

?

2

Who will be your audience/participants?



- HCPs
- Patients or patient associations
- Industry
- Payers
- Other healthcare stakeholders/decision makers

3

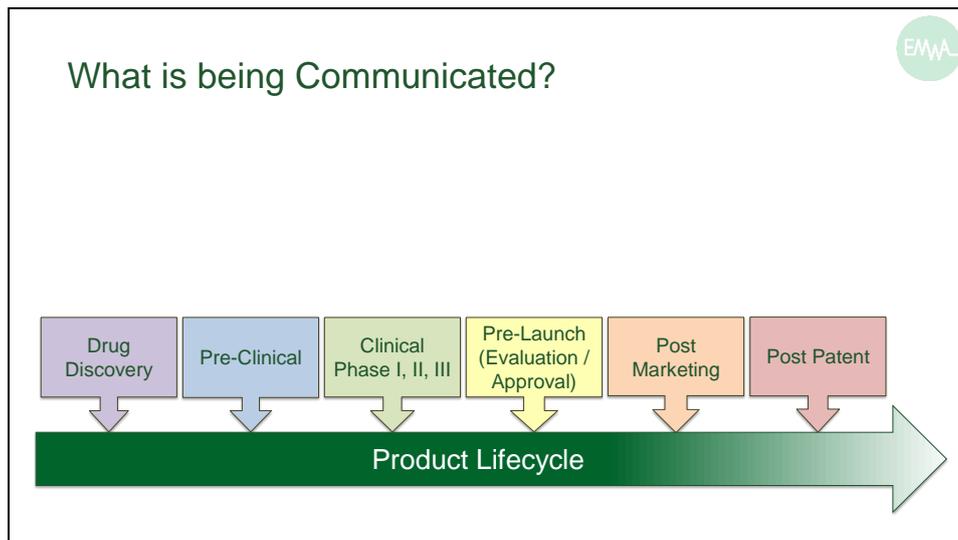
Where do medical meetings fit in and in what format?



- Promotional versus non-promotional
- Single event or part of a local, national or international series
- Virtual versus physical
- Sponsored meetings versus independent

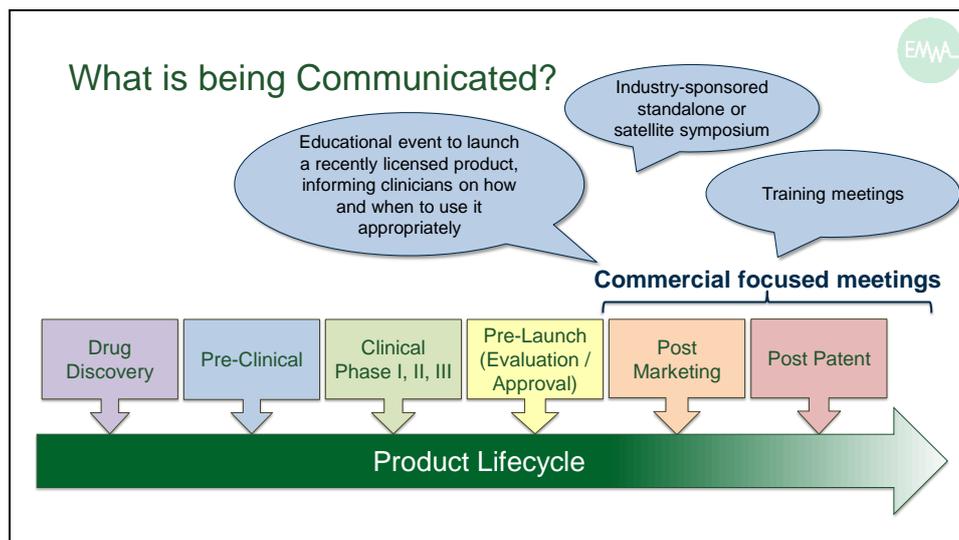
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What is being communicated?



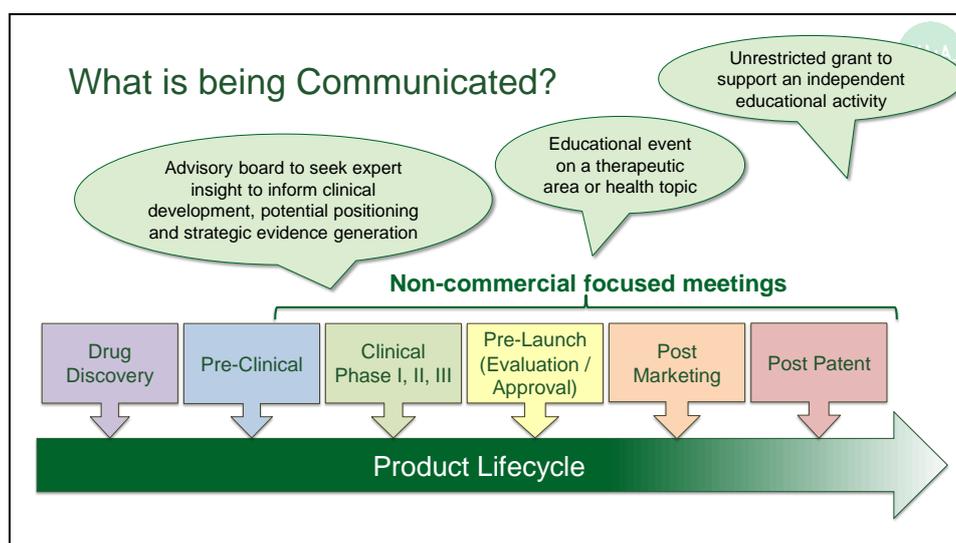
What do you want to communicate?

- Once you have determined your key objectives, audience and meeting format you can begin to identify what you will actually communicate during the meeting.
- It is essential to understand what key messages your client wants to communicate in order that you can help them to develop an impactful story.
- The meeting content should be tailored to your specific audience and should be specific to meeting the objectives of your meeting.
- You will also need to consider how the meeting content is delivered and this will depend upon the type of meeting you plan. For example, a smaller 1-day meeting may allow opportunity for more interaction between your stakeholders, whereas for a larger medical education event, you may want to focus on making your data as impactful as possible through the use of creatively designed art worked visuals.
- Some examples of objectives, or strategy-based needs, for medical meetings include:
 - Preparation for a new product launch
 - New treatment/revised indication
 - Increase visibility of company or organisation
 - Dissemination of trial data
 - Engage media
 - Education or marketing activities
 - Post launch or product lifestyle issues
- Thinking about where a product is within its life cycle can be a good place to start in setting objectives and will help you to gauge what information you should be communicating, and how, as we will see over the course of the next slides.



What is being communicated: Commercial focused meetings:

- Typically, commercially focused meetings are held when a product moves into the later stages of its lifecycle.
- Meeting types that are typically considered commercially focused include:
 - Education events to launch a recently licensed product
 - Industry-sponsored standalone or satellite symposium
 - Training meetings
- These types of meeting typically will communicate on the following topics:
 - Therapeutic area of a drug
 - Clinical research results
 - Delivery and dosing
- Pharmaceutical companies often hold local, sponsored meetings e.g. in a GP surgery or a hospital postgraduate centre. As a medical writer, you will need to ensure from the start that it is clear that this is a supported event. You will need to ensure you clearly identify who is funding the event and provide details of the product involved, ensuring that full prescribing details are provided as part of the meeting.
- When developing commercial meetings of a promotional nature, you must ensure not to present any data that would be considered as off-label. You can ensure this by reviewing in detail the presentation slides for a meeting and by holding speaker review sessions ahead of the event to ensure that your speakers are well briefed on what they can and cannot communicate.
- There will be a limit on the amount of hospitality that can be provided at these types of medical meetings. Ensure that you are aware of the restrictions and be prepared to inform and advise your client on these to prevent any misconduct.
- These types of meeting will not receive CPD accreditation but clinicians can include details of their attendance in their portfolio.
- For medical devices, training events are particularly important and may cover topics such as learning how to insert a new pacemaker, first using simulators, animal models and then colleague-to-colleague proctoring.



What is being communicated: Non-commercial focused meetings:

- Non-commercially focused meetings may take place along a wider range of timepoints in a product lifecycle.
- Meeting event types may include:
 - Advisory board meetings to seek expert insights
 - An educational event on a therapeutic or health topic
 - Independent educational activity funded by an unrestricted grant
- The communication plan for these types of meeting may typically involve:
 1. Advisory Board meetings obtain expert insight on:
 - Clinical study design and/or results from recently completed/interim results from clinical trials
 - Product positioning
 - Current practice and guidelines
 - As a medical writer, you may be required to support with advisor selection and contracting, agenda and objective setting, developing presentation materials, on-site attendance at the event and minute taking, writing a report to summarise the key take-home messages from the meeting and key next steps. As mentioned previously, it is essential to ensure that the right balance is struck between data presented from the pharmaceutical company to inform the discussion and ensuring that advice is gathered in a fair and balanced way to ensure that the event does not come across as overly promotional.
 2. Educational events focus on:
 - Discussing a health topic
 - Presenting new science
 - Disseminate new guidelines
 - Share new ideas
 - Reinforce good practice
 - Learning new techniques
- As a medical writer, in addition to the roles described above, you may also need to consider whether the event may be CPD accredited, as educational events that comply with national or international guidelines (e.g. unbiased, appropriate faculty, unrestricted

grant etc.) may be eligible for CPD approval. Medical education events may also utilise more novel, or interactive, presentation techniques to ensure that the audience remains engaged and has a positive learning experience. You may also need to consider whether an evaluation form is needed in order to assess the relevance and usefulness of the event to the delegates that attend it.

- Pre-launch educational events may be an appropriate meeting type that can be used to prepare the market, especially where the product is novel or the manufacturer is unknown in the field.
- Other meetings may be for investigators involved in company-related studies or to visit research establishments.
- As a medical writer, you could also consider non-product related non-commercial meetings as good opportunities to meet experts and physicians in the field, where you can build relationships and also uphold a positive opinion of your clients reputation with their expert advisors and other customers.

Slide 17



Before you Start: Key Considerations

1

Why have a meeting?

a) Educate key stakeholders to address an unmet educational need

b) Seek expert advice for:

- New therapeutic area
- New product launch
- Positioning of an existing product



2

Who will be your audience/participants?

- HCPs
- Patients or patient associations
- Industry
- Payers
- Other healthcare stakeholders/decision makers



3

Where do medical meetings fit in and in what format?

- Promotional versus non-promotional
- Single event or part of a local, national or international series
- Virtual versus physical
- Sponsored meetings versus independent



4

What is being communicated?

- Clinical research program/new clinical data
- Health economic data
- Prescribing information
- Disease information
- Epidemiological data
- Patient information



Summary

1. Why have a meeting?

- There are two key reasons for holding a medical meeting: a) To seek expert advice and b) to educate key stakeholders in order to address a potential unmet need either related to a product or therapeutic area for example.
- It is essential to be clear on the meeting objective from the outset as this will determine a number of other factors you will need to consider when developing a meeting. Spend time with your client to identify exactly what they hope to achieve through holding the meeting.

2. Who will be your audience?

- Once you are clear on your meeting objective, you can define who the audience should be.
- Audience types may include HCPs, patients and patient associations, industry and payers. Other key stakeholders or decision makers may also be required to be involved such as research scientists or statisticians.
- Think about the number of people that will be attending the event and their geographical locations as this may also impact on your meeting format and its content.

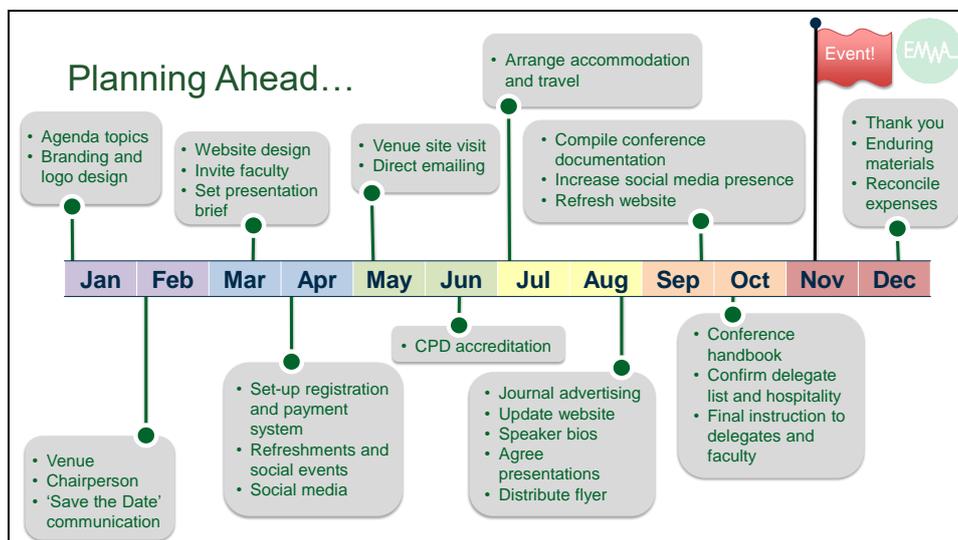
3. Where does your medical meeting fit and what format should it take?

- There are many different types of medical meeting you could consider holding depending on the objectives you have set.
- You should consider whether your event is promotional or non-promotional and from there identify the type of format your meeting might take.

4. What do you want to communicate?

- Once you have determined your key objectives, audience and meeting format you can identify what you will actually communicate during the meeting.
- It is essential to understand what key messages your client wants to communicate in order that you can help them to develop an impactful story.
- The meeting content should be tailored to your specific audience and in line with the objectives of the event.
- Consider whether the event falls under a commercial or non-commercial category, and where the product is in its lifecycle, as this can inform the content presented.

Slide 18



- In the context of arranging a large stand-alone educational meeting, allow 12 month lead-time
- Some popular venues are booked up several years ahead
- Busy KOLs may need similar notice periods.
- A charismatic and respected chairman able to devote sufficient time is essential
- Working with a steering committee of experts will slow the process down
- If you plan to have an exhibition area then you will to be agreeing requirements with companies and the venue e.g. size, branding, costs, staff, power supply, furniture etc.

Important stuff

- Work through your finances early on. Depending on venue, programme and catering a basic figure to work from might be €100-150 per delegate per day. AV, travel, social programme and accommodation will be extra.
- Get contracts in place early with speakers, suppliers and venues.
- Make sure that all know what they are committing to.
- Put staged payments in place e.g. a third on signing agreement with sponsor, a third at some agreed time point and a third on completion/reconciliation.



Adhere to Compliance and Legal Matters from outset

- Get familiar with relevant compliance guidelines, codes of practice and SOPs for your meeting
 - These may vary by country, activity, participants etc.
- Contracting with HCPs as speakers and/or advisors: 'Fair Market Value' for honoraria, travel and hospitality apply
- Hospitality limits for delegates
- Companies must examine meeting content, location, final promotional material to ensure they comply with the relevant Code.



If you intend to apply for CPD/CME accreditation, brief yourself on the requirements and adhere to them from the start so as not to jeopardise any later applications (more details on this later).



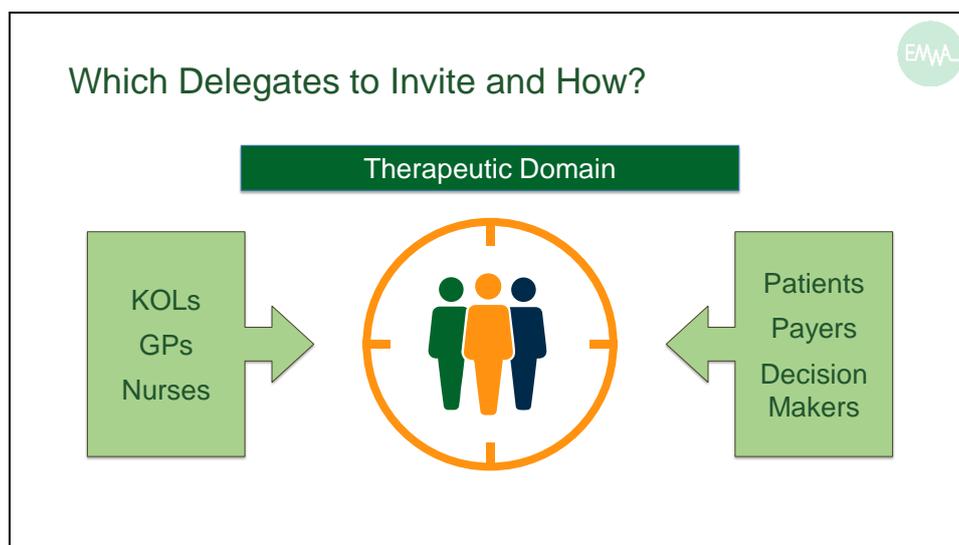
When, Where and How Long?

<div style="background-color: #2e7d32; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">When?</div>	<ul style="list-style-type: none"> • Check for local holidays or scientific meetings • Avoid times of staff change e.g. August
<div style="background-color: #003366; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">Where?</div>	<ul style="list-style-type: none"> • Choose location that is familiar, easily accessible with adjacent accommodation • Choose a venue that is conducive to the purpose of the event <ul style="list-style-type: none"> – A health-related venue adds credence • Consider those paying for themselves
<div style="background-color: #e67e22; color: white; padding: 5px; text-align: center; margin-bottom: 10px;">How long?</div>	<ul style="list-style-type: none"> • HCPs prefer a short event <ul style="list-style-type: none"> – <2 days including travelling • Consider weekends

- The busy meeting periods tend to be March to June and then mid-September to mid-November. There will never be a totally free period!
- Consider a location with multiple direct flights. We were previously involved in developing an event in Malta. Trying to get international delegates to this location proved an expensive nightmare.
- We recently organised a conference in the Alexander Fleming Building of the Medical School at Imperial College London. Delegates loved the central location (on Central Line from Heathrow, next to the Science Museum and near Harrods) and the historic associations.

- Research suggests that most practicing HCPs cannot afford/are not allowed more than 2 days away from work. Despite the allure of an exotic location they would prefer somewhere easy and cheap to reach.
- Location: Be imaginative - where you would like to go, think what the audience would appreciate.
- GPs and trainees are often appreciative of a Saturday morning event.

Slide 21



- Depends on budget and what you are hoping to achieve.
- The sponsor and their representatives may have some views on this and access to delegate lists.
- Usually HCPs working in that field.
- Often assumed that the priority at launch events are KOLs.
- Don't forget to target providers/budget holders likely to influence national guidelines (e.g. NICE) and prescribing committees (e. CCGs).
- For any new drug, the key prescribers are likely to be busy clinicians in routine practice who may not have the time/funding to attend.
- Importance of providing peer-to-peer information e.g. GPs may take more notice of clinical experience provided by a known and trusted colleague rather than international expert.
- Consider programmes of interest to influencers e.g. specialist nurses, budget holders, PH, patients.

Filling the venue

- Personal approaches are most effective e.g. field team, peer to peer invitations, via societies. Limited value of advertising and social media.
- Ensure attendance via payment or penalty for non-attendance.

NB: Academics and clinicians receive multiple, often poorly targeted invitations



Why do HCPs Attend Meetings?



- Interesting/relevant educational programme
- Opportunity to network with peers, present own data and build profile
- Meeting CME-CPD obligations
- To share experiences
- Invited as an expert advisor or speaker
- Practical reasons (date, time, location and cost)

- Interested/ need to know basis.
- Attractive programme.
- Increase their profile.
- Presentations from peers they trust.
- Need to obtain CPD points.
- Accepted abstract at a scientific meeting.
- Invited to chair/present (paid or otherwise).
- Feel ownership of programme e.g. part of steering committee.
- Social: to network with colleagues, share experiences and learn.
- Convenient time and place.
- Low cost/VFM.

In reality, getting away from work, the social programme and an attractive location are often strong motivators.



Barriers to Attendance

- Limited learning opportunity: irrelevant programme, lack of new scientific information, overly promotional content
- Lack of CME-CPD accreditation
- Employer not granting funding or leave
- Practical reasons (date, time, location and cost)
- Personal reasons (don't know anyone, language barriers)



Busy clinicians may get 10 or more invitations per week to attend a range of free and fee-paying meetings. These are often poorly targeted and cause annoyance.

Reasons for non-attendance

- Subject area irrelevant/already familiar.
- Cost/lack of funding by employer.
- Location.
- Timing.
- Dull programme/speakers/format.
- Work/family commitments.
- No study leave.
- Too promotional.
- Not enough education/lack of CPD points.
- Personal e.g. feel intimidated, absence of peers, don't know anyone, contents pitched too high/low, language issues, too big/small an event.





Accreditation

- Many countries require Medical Specialists to undertake Continuing Medical Education (CME) or Continued Professional Development (CPD) training
- Points based system to evidence participation in CME-CPD training
- Educational activities can be accredited through meeting pre-specified criteria that aim to ensure the quality, independence and robustness of the education being provided

Accreditation Bodies	
Europe	European Union of Medical Specialists (UEMS) European – Accreditation Council for Continuing Medical Education (EACCME)*
National	E.g. UK Royal College of Physicians

Many countries require their healthcare professionals to undertake regular Continued Professional Development/Continuing Medical Education (CPD/CME). GPs in the UK, for example, are required to collect an average of 50 CPD points per year over 3 years.

The importance of CME-CPD is self-evident in promoting quality patient care; progress in medicine can be rapid.

Educational meetings can be accredited through meeting pre-specified criteria that aim to ensure the quality, independence and robustness of the education being provided.

Useful website: UEMC (EACCME) <https://www.uems.eu/>



CME-CPD Accreditation

Challenges
Opportunity





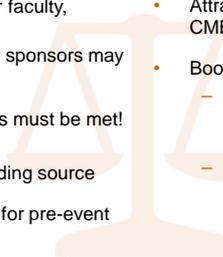
CME-CPD Accreditation

Challenges

- Little/no sponsor control over faculty, agenda or content
 - Collaboration with other sponsors may be needed for balance
- Less flexibility – requirements must be met!
 - Qualified faculty
 - Independence from funding source
- Shortened timelines to allow for pre-event review and approval
- Monetary cost to apply for accreditation
- US delegates stringent

Opportunity

- Attractive for delegates obliged to gain CME-CPD points
- Boosts credibility of educational event
 - Implies content has been independently reviewed for balance, transparency and educational value
 - Less promotional nature of event



Advantages:

- More attractive for delegates who require CPD credits.
- Gives the event credence.
- Suggests more balanced, less promotional contents.

Disadvantages:

- Must be non-promotional.
- Faculty must be appropriately qualified.
- Led by steering committee and/or managed by third party organisation may result in sponsor having limited influence on contents and delegate recruitment.
- Accreditation requires approval of an external body (time, paperwork and increased costs). European accreditation may be more stringent.
- May need to involve other companies to demonstrate balance.
- May not align with sponsor’s plan/strategy.

NB: Problems of US delegates attending Pharma sponsored events





What does CME-CPD Accreditation Require?

- Sponsor and faculty transparency
- Clearly defined learning objectives
- Unbiased and appropriate content for learning objectives
- Effective learning techniques
- Legal compliance
- Effective evaluation, and administrative processes

An example: accreditation by RCP

What can be accredited?

- Approval for external face to face meetings (regional/national/international)
- Clinical or non-clinical meetings
- Pre-approved distance learning.
- Professional groups within their remit
- A programme delivered at different sites by a pool of presenters

What are the requirements?

- Declare commercial organisation involvement.
- Pharmaceutical sponsorship must comply with ABPI.
- Declare any competing interest by provider/contributor.
- Unbiased content.
- Define learning objectives/teaching methods. Appropriate.
- Clinical programmes: cover a disease, condition, treatment or management problem.
- Non-clinical: educational skill (e.g. teaching, appraisal or assessment).
- Comprehensive, quality content. Up-to-date best practice. Meets learning objectives.
- Facilitator expertise to deliver objectives using chosen methods.
- Complies with legal, medicolegal & ethical considerations.
- Evaluable by users and information collected.
- Attendance certificate: user's name, details, CPD Credits and approval code.
- Keep records of attendance for up to five years.
- Pharmaceutical sponsored must be prominently disclosed in all papers relating to the meetings and in any published proceedings.

European Accreditation Council for CME (EACCME®)

- Mutual recognition/accreditation of EU and international CME-CPD activities. Award of ECMECs (1 hour=1 credit)
- Accredits live educational events (revised criteria 2017) and eLearning materials. 12-14 weeks before event
- Link between National Accreditation Authorities (NAAs), the UEMS Specialist Sections and Boards (S&Bs), the European Specialty Accreditation Boards (ESABs) and the Providers of CME activities
- Mutual recognition agreements with the American Medical Association (AMA) and Royal College of Physicians



The Material and the application form will be reviewed simultaneously by the two EACCME® designated evaluation bodies:

1. The National Accreditation Authority of the country within which the LEE will be held – is application compatible with local regulations?
2. The relevant speciality-based organisation, whether UEMS Section and Board, or partner European Speciality Accreditation Board (ESAB). Reviews the scientific content. Both must support the application.

The EACCME® will be solely responsible for appointing these designated evaluation bodies

The EACCME® considers for accreditation events submitted by:

- an individual medical specialist
- a university or hospital department
- a scientific medical society
- a national medical association
- a medical communication agency
- a professional congress organiser (PCO)
- applications by other types of providers will be considered on a case by case basis as long as the application is supported by an appropriate medical specialist who will take responsibility for the application. This person must be registered with his/her National Regulatory Authority.
- The EACCME® encourages the use of methods promoting adult active learning. The methods used can be one or a combination of the following: - Discussion time - Quiz - Q&A session - Training session - Groups - Open space - Electronic communication - Other: applicant needs to clarify
- The Provider must submit a short description of its own organisation, and any other(s) with which they are working with regard to the LEE. Where the Provider is a CME company producing a programme on behalf of or supported by another organisation (e.g. pharmaceutical or device manufacturer) their relationship must be fully disclosed and any financial sponsorship must be under the form of an unrestricted educational grant.
- You must state the name and job of the individual responsible for preparing the educational programme. This person cannot be a doctor/professor/member of staff working for the industrial sponsor or educational company of the LEE. He or she must be a registered practitioner.

The EACCME® will NOT consider for accreditation events where the content, format or faculty is influenced by industry.

The EACCME® will NOT consider for accreditation commercial symposia.

The EACCME® scale of fees is:

- From 1 to 100 participants: € 175 (accreditation fee = € 150 + processing fee = € 25)
- From 101 to 250 participants: € 375 (accreditation fee = € 300 + processing fee = € 75)
- From 251 to 500 participants: € 675 (accreditation fee = € 600 + processing fee = € 75)
- From 501 to 1,000 participants: € 1,000 (accreditation fee = € 900 + processing fee = € 100)
- From 1,001 to 2,000 participants: €1,300 (accreditation fee = €1,200 + processing fee =€100)
- From 2,001 to 5,000 participants: €2,550 (accreditation fee = €2,400 + processing fee =€150)
- More than 5,000 participants: € 4,400 (accreditation fee = € 4,200 + processing fee = € 200)

Trusted provider

EACCME® recognises the outstanding quality of CME LEEs organised by a number of providers over many years and trusts that such providers will continue to maintain a record of excellence in CME activities. Therefore, providers with sufficient experience and a satisfactory history of EACCME® applications may apply for the status of Trusted Provider.

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Compliance Risks Surrounding Medical Meetings

- Risk of inappropriate promotion of off-label prescription, veiled as scientific information, that would breach legal codes of practice and incur penalties
- Lavish hospitality and kickbacks that could incentivise inappropriate prescribing of the sponsor's products
- Criticism of industry-sponsored medical education
"...tends to promote a narrow focus on the products and neglects provisions of a broader education on alternative strategies, such as communication and prevention"¹

1. Morris & Taitzman. N. Engl. J. Med. 2009; 361: 2478-82

Widespread concerns about Increased CME/CPD funding by the pharmaceutical industry.

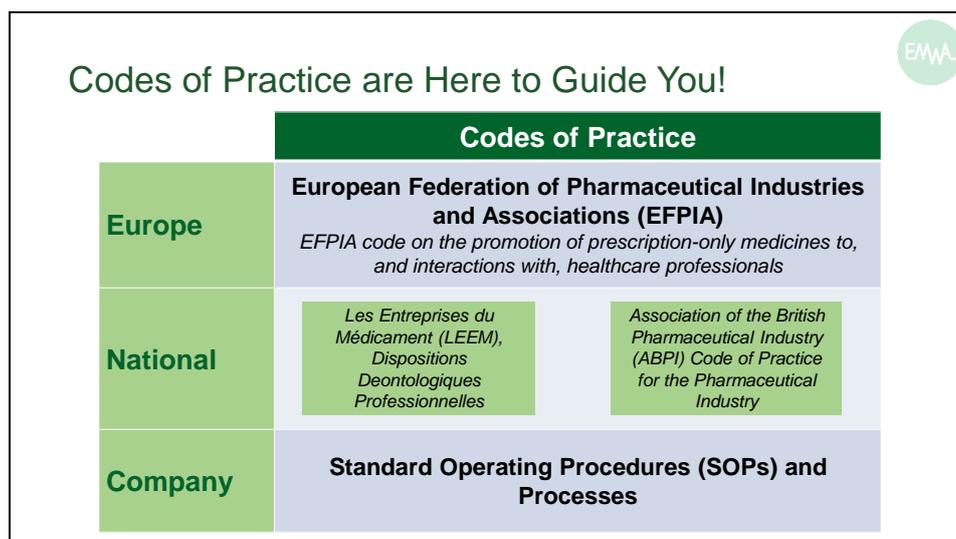
Lavish sponsorship and information bias:

"...tends to promote a narrow focus on the products and neglects provisions of a broader education on alternative strategies, such as communication and prevention."¹

In USA Warner-Lambert fined \$430 million for paying kickbacks to doctors for gabapentin (Neurontin)

AstraZeneca fined \$520 million for off-label promotion of anti-psychotic drug, quetiapine (Seroquel)

Certifying agencies established such as the umbrella Society for Academic Continuing Medical Education and bodies of academic medicine from the US, Canada, UK and Europe



<http://transparency.efpia.eu/codes-of-conduct/countries>

These codes all have clauses and sections relevant to the organisation of medical meetings.

Member Associations of EFPIA provide further guidance on what is appropriate at a country level, according to the sections of the EFPIA code.

ABPI guiding principles (UK)

- Companies must not provide hospitality to HCPs/decision makers except in association with scientific meetings, promotional meetings, scientific congresses and other such meetings and training.
- The meeting must have a clear educational content.
- There must prominent disclosure of sponsorship in invitation, meeting material and post event report.
- Meetings must be held in appropriate venues. Hospitality must be limited to the main purpose of the meeting i.e. subsistence (meals and drinks), accommodation, genuine registration fees and the payment of reasonable travel costs.
- Subsistence should not exceed that level which the recipients would normally adopt when paying for themselves.
- Funding must not be offered or provided to compensate merely for the time spent in attending meetings.
- Can't pay HCPs for hire of rooms even if donation to patient funds, charity etc.
- The payment of reasonable honoraria and reimbursement of expenses, including travel, for speakers, advisory board members and the providers of other professional services, is permissible.
- Cost of a meal (including drinks) must not exceed £75pp (excluding VAT and gratuities). Book only economy air travel for delegates sponsored to attend meetings (upgrade allowed from economy to premium economy >6 hours).
- Hospitality must not extend beyond HCPs or relevant decision makers e.g. spouse unless that person is a health professional or other relevant decision maker and qualifies as a proper delegate.
- Administrative staff may be invited to meetings where appropriate e.g. receptionists might be invited to a relevant meeting in a general practice.
- Pharmaceutical companies must publicly disclose financial details of sponsorship of UK health professionals and other relevant decision makers in relation to attendance at meetings.

Device manufacturers

Devices companies belonging to MedTech Europe, have their own sets of guidelines:
<http://www.medtecheurope.org/industry-themes>

NB:

The provisions of the ABPI Code apply equally to meetings and courses organised or sponsored by pharmaceutical companies which are continuing professional development (CPD) approved. The fact that a meeting or course has CPD approval does not mean that the arrangements are automatically acceptable under the Code. The relevant provisions of the Code and, in particular, those relating to hospitality, must be observed.

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Localisation seen in Codes of Practice



UK

- Cost of a meal (inc. drinks) capped at £75pp, excluding VAT
- Meetings and materials must be certified by one person on behalf of the pharmaceutical company
 - This person must be a registered medical practitioner or pharmacist registered in the UK, and cannot be the person responsible for developing or drawing-up the meeting or material



Individual country requirements can be found at
<http://transparency.efpia.eu/codes-of-conduct/countries>

Slide 32

Localisation seen in Codes of Practice



France

- If the product name is mentioned authorisation is required prior to the meeting
- KOL presence must be declared before the meeting starts
- KOLs must obtain authorisation to leave the hospital for the meeting
- Declare all honoraria + hotel + meal
- Price for meals, hotel, flights capped
- Pharma or agencies are often responsible for reporting



Cross-Boarder Activities – Which Rules Apply?





Example: UK ABPI rules on meetings involving UK HCPs

- Ensure valid reasons for holding meetings overseas
- If UK company is the organiser and UK delegates will attend then ABPI rules apply
- If meeting is organised by non-UK company in another European covered by EFPIA rules and a UK delegate is invited then local country code applies
- Local expenses apply
- The registration conditions of any drugs referred to in meeting must be clearly stated

- Overseas meetings acceptable as long as there are valid and cogent reasons for holding meetings at such venues.
- Must be certified by company.
- If UK company is the organiser and UK delegates will attend then ABPI rules apply.

Pharmaceutical responsibility in relation to meetings



- Companies must examine meeting content, speakers, location, final promotional material to ensure compliance
- Certification by registered medical practitioner or pharmacist (not document developer)
- Must have a written policy on meetings, hospitality and allowable expenditure
- Meetings involving oversea travel to be formally certified
- Companies responsible for activities by a third party



- What happens within companies is sometimes a mystery to medical writers.
- If it is a CPD-approved event they should not be involved at all apart from being acknowledged as providing an unrestricted educational grant. Rules on hospitality still apply.
- If it is a sponsored event then a designated individual(s) within the company must check and sign that the nature of the event, contents, associated material (e.g. brochures, exhibition stands, post event publications) and financial arrangements complies with their standard operating procedures and local pharmaceutical regulatory body e.g. ABPI.



Guiding Principles

- The programme and its scientific value should be the main attraction for delegates; not the venue of hospitality
- Consider the *impression* that the meeting will create in mind



Q

“Would you and your company be willing to have these arrangements generally known?”



HCP Codes of Conduct

Provide guidance on standards of professional conduct and medical ethics

In the UK:

- **Doctors:** General Medical Council: Doctors
- **Pharmacists and pharmacy technicians:** The General Pharmaceutical Council
- **Nurses and midwives:** The Nursing & Midwifery Council

Doctors - General Medical Council: ‘You must not allow any interests you may have to affect the way you prescribe for, treat, refer or commission services for patients’ and ‘You must not ask for or accept – from patients, colleagues or others – any inducement, gift or hospitality that may affect or be seen to affect the way you prescribe for, treat or refer patients or commission services for patients. You must not offer these inducements’.

Pharmacists and pharmacy technicians - The General Pharmaceutical Council: ‘Do not ask for or accept gifts, rewards or hospitality that may affect, or be seen to affect, your professional judgement’.

Nurses and midwives - the Nursing & Midwifery Council: ‘You must not abuse your privileged position for your own ends’ and ‘You must ensure that your professional judgement is not influenced by any commercial considerations’.

Selecting Your Faculty

Involvement an engaged **Chairperson** to lead the faculty

- If the faculty is large or cross-specialty, consider developing a representative Steering Committee to lead your event






Speakers

- Engaging presentation style
- Consider the pros and cons of speaker coaching
- Knowledgeable and passionate about the subject
- Good level of English language
- Responsive and have the time to devote to the meeting

Invite ASAP to secure your speakers of choice!



- For an educational event, securing a respected, knowledgeable and engaged faculty is key in ensuring success.
- A well respected Chairperson can be a draw for delegates to want to attend, though beware the risks of involving a Chairperson who is so high profile they don't really have the time to be able to commit to the event.
- Consider a mix of more established and also 'rising star' speakers – the latter can bring fresh insight and ideas to an event, whilst retaining the substantial experience and expertise of 'well-known' speakers.
- An educational event targeting a mixed audience can benefit from a steering committee reflecting the mixed audience, helping to ensure the content is relevant and accessible to all. However, too large a steering committee can result in slow decision making, so bear this in mind when selecting.
- Presentation skills, language fluency and speaker enthusiasm for the topic are important – even the most valuable content from an educational perspective loses its value if presented badly.
- Responsiveness of speakers is a key consideration in selection, to ensure the preparation for the event progresses smoothly.
- As your expert speakers are likely to be busy people with many existing commitments, it is important to consider, select and invite your faculty as early as possible to have a higher chance of securing your speakers of choice.



- If interacting with the experts directly, be aware that you are representing your client, and their relationships with experts in the field are very important.
- Act with integrity, professionalism and a high awareness of providing excellent customer service. Be personable and support your faculty, but keep some distance and be clear about your role.
- Anticipate that your experts or faculty are busy people – make it as easy as possible for them to give you what you need.
- Don't bombard them with many small emails/requests.
- Small things such as there being consistency in the person who is in contact with them can help maintain a positive communication channel with fewer of your emails slipping through the net.
- Explore if they have a secretary or PA, as they may be able to support you in ensuring the speaker provides what is required in a timely fashion.
- Be prompt and efficient with administrative tasks (compliance, contracting, honoraria and transparency reporting, logistics).
- Provide clear information on their role and responsibilities as a speaker including event timelines and the deadlines for their action – majority of expert speakers likely won't work to the timelines you set out, so build contingency in your plans!
- Brief speakers on DOs and DON'Ts including any sensitive topics. Provide guidance on how to handle these appropriately if required.
- The level of support in content development will vary by speaker some may need little help, but others may need much more support, from provision of an outline, to facilitating meetings/TCs, to support with extensive content development or editorial services. Engage with your speakers early to establish what they will need and what your role will be.



Ensuring effective learning is achieved

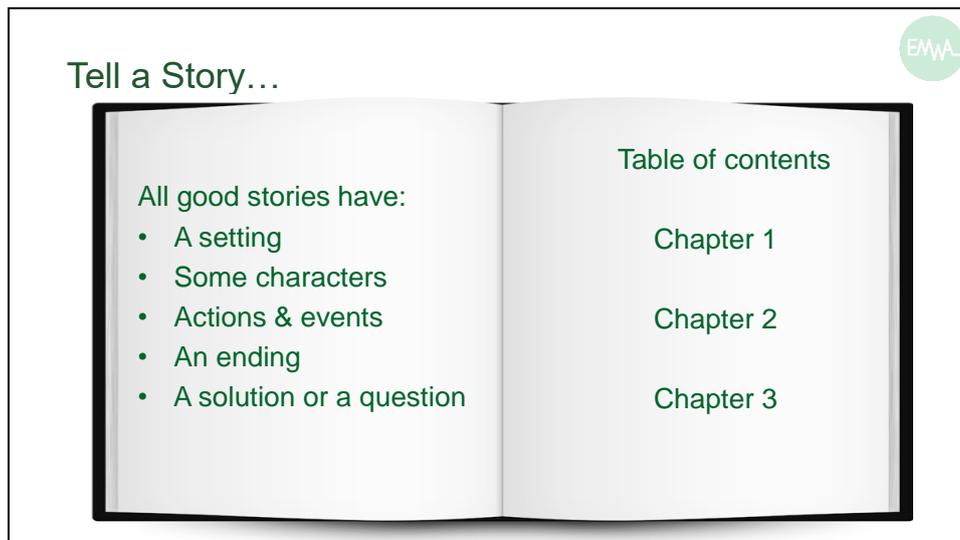
- ✓ Needs analysis
 - ✓ Identify key participant needs and interests
- ✓ Address participant's immediate concerns
- ✓ Employ recognised learning techniques
 - ✓ Use participant previous knowledge and experience
 - ✓ Acknowledge participant motivation
- ✓ Provide solid references for support
- ✓ Provide an opportunity to practice the knowledge or competencies

- Undertaking a needs analysis before building the programme will ensure that it meets your participants' needs.
- Start with the most pressing or urgent needs (motivation and attention).
- Engaging with your audience is essential. There are a number of recognised teaching methods for adults endorsed by the ABPI, HAS (France) etc. HAS, for example, stipulates which methods to use.
- Practice makes perfect and helps consolidate knowledge.
- References must be either scientific, regulatory, ethical organisational or consensus.



Some Recognised Techniques

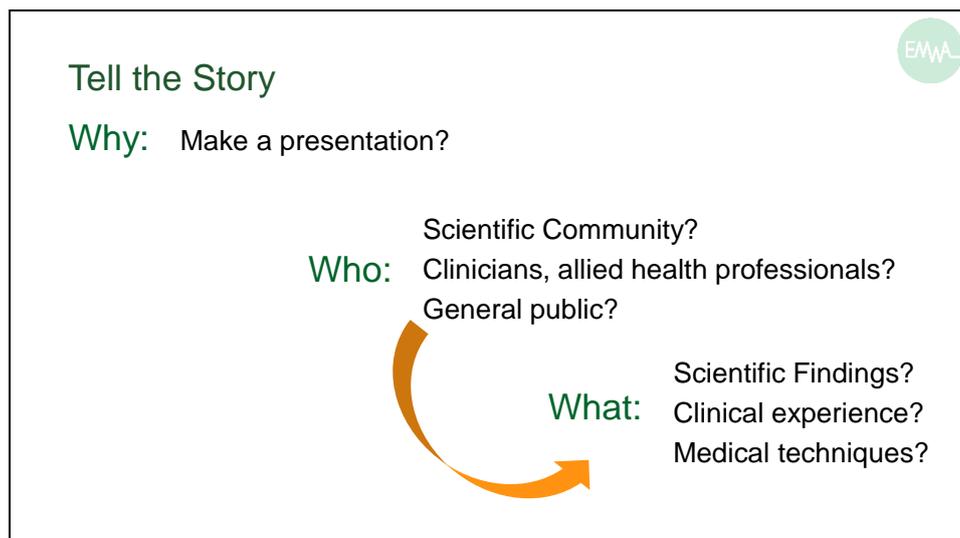
Exchange	Practice
<ul style="list-style-type: none">• Discussion groups• Elicit information• Breakout sessions• Q & A sessions<ul style="list-style-type: none">– Oral– Interactive device	<ul style="list-style-type: none">• Pre or post activity• Exercises & group work• Simulation workshops• Role play• Self-assessment



For some learning situations, the learning techniques outlined previously may not be applicable or practical e.g. symposia

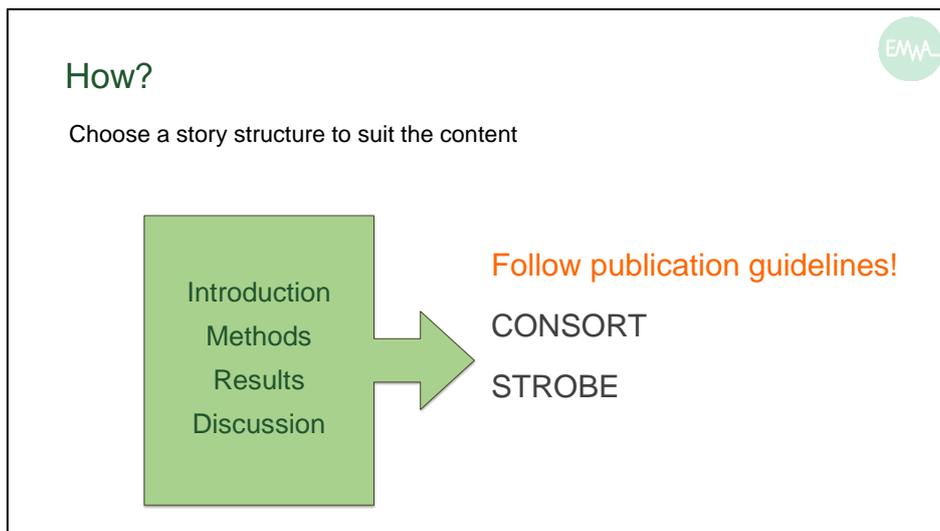
So....

- Tell a story.
- Humans are wired to tell stories.
- They remember information better when its told as a story.
- All good stories have setting, characters, actions & events, an ending which are revealed as each chapter unfolds.
- Science is FILLED with stories.



Building a meeting differs little from the steps taken in developing a written manuscript. The starting point is to consider three aspects:- Why am I doing this? Who am I trying to communicate to? What do I want to say/for them to understand?

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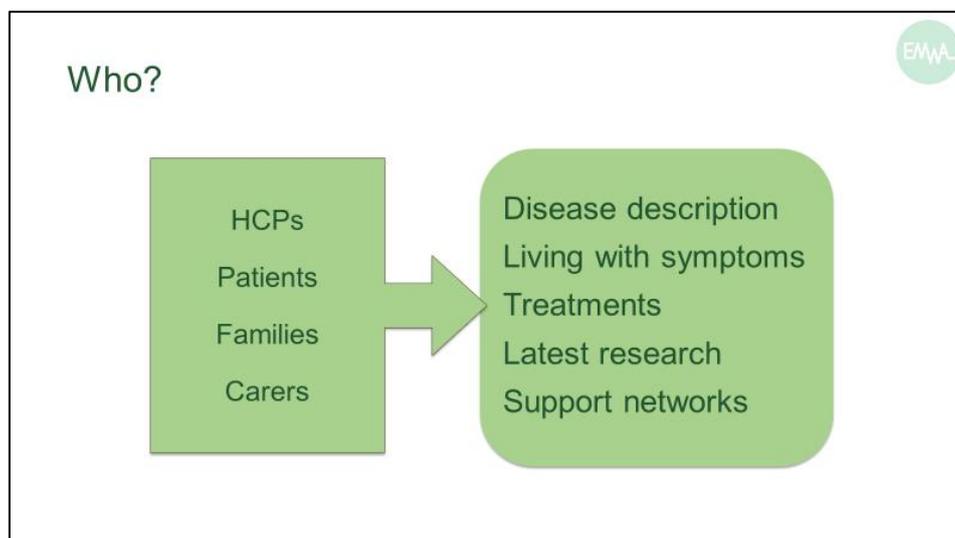
One advantage of basing your scientific meeting on the format of a manuscript is familiarity, it is what a scientific audience might expect.

- Delegates will understand you if you use familiar communication devices / conventions
- It also helps your audience to find the information they need.

New guidelines have been proposed. Researchers 'think' in the order of the guidelines e.g.

- STROBE Observational studies
- CONSORT Randomised controlled trials
- QUORUM meta-analysis

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One typical story structure...

While clinicians and researchers may think in terms of manuscript structure and guidelines, what is important to patients is living with their disease

Slide 45



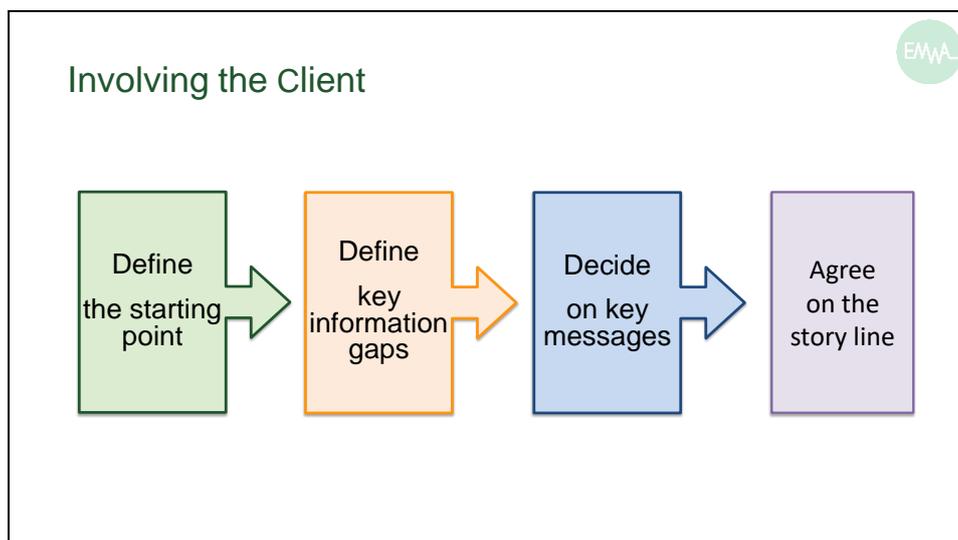
Other story structures

- Old vs new information
- Problem – solving the problem – solution
- Describe parts of a process

- Lead the participant towards the finale
- Build overall story from short stories
- Entice the audience with topical, relevant title

Other story structures may be appropriate...

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Your client usually knows the audience better than you might! Write your story hand in hand with your client

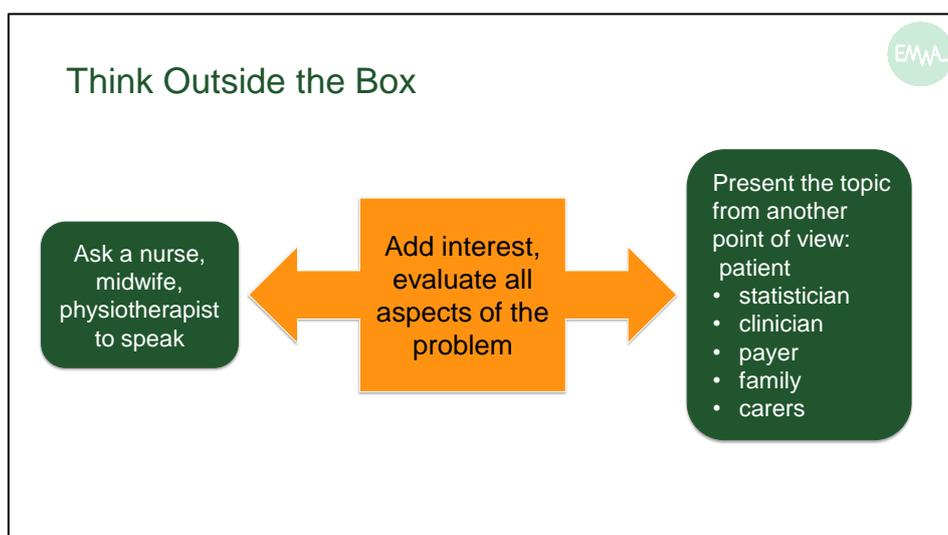
- Define the context or starting point.
- What does the audience already know e.g. consider addressing aetiology, prevention, presentation, diagnostics, prognosis etc.?
- Define the key information gaps
- Decide on the key messages to communicate
- Agree on a storyline on which to 'hook' the messages

Slide 47



- Vary speakers e.g. tone, sex, lay versus medic
 - Keep each session short
 - Ensure language is appropriate and spoken clearly
 - For non-native English speakers (NNES) encourage them to say less and keep it simple
 - For native English Speakers (NES) encourage them to consider NNES and speak slowly and simply
- The science will speak for itself from the slide
- Present a balanced therapeutic approach relevant to different groups in the audience

Slide 48





What to Say and Not to Say

<div style="background-color: #006633; color: white; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 5px;">What to Say</div> <ul style="list-style-type: none"> • Address potential speaker conflicts of interest at the outset. • Disclosures • Origins of the views being presented • A balanced approach that doesn't hide areas of doubt or controversy works best 	<div style="background-color: #FF9900; color: white; padding: 5px; text-align: center; font-weight: bold; margin-bottom: 5px;">What <u>not</u> to Say</div> <ul style="list-style-type: none"> • Avoid content that could jeopardise future publications/an embargo • Brief speakers sensitive areas they may be asked about • Better prepared to handle questions compliantly/with appropriate disclaimers
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Involve and check-back with your client's medical, compliance and legal teams where required to ensure the quality and compliance standards are being met

- Ensure that the content developed meets legal and compliance standards of balance and accuracy
- For transparency, the sponsor of the meeting and any potential conflicts of interest should be declared clearly at the start of the presentation
- If presenting new scientific data, be aware of any potential implications for future publications. For example, a satellite symposium at a congress may wish to include some data due for presentation at that meeting in one of the scientific sessions. What are the congress data embargo rules – is it appropriate to include these data?
- If potentially challenging questions are anticipated, ensure that speakers are sufficiently briefed on the sensitivities of a response, and provided with the information necessary to respond in the most appropriate way.



Technology to Enhance a Meeting

The Technology Spectrum

<div style="background-color: #92D050; padding: 5px; font-weight: bold; margin-bottom: 5px;">“Traditional”</div> <div style="background-color: #808080; color: white; padding: 5px; font-size: small;">Printed materials Plenary lecture videos</div>	<div style="background-color: #92D050; padding: 5px; font-weight: bold; margin-bottom: 5px;">“Interactive”</div> <div style="background-color: #808080; color: white; padding: 5px; font-size: small;">Key pad voting Interactive workshops Poster sessions</div>	<div style="background-color: #92D050; padding: 5px; font-weight: bold; margin-bottom: 5px;">“State of the Art”</div> <div style="background-color: #808080; color: white; padding: 5px; font-size: small;">Smartphones, tablets, apps, digital materials and infographics</div>
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- + True scientific focus
- + Reliable
- Less interactive and engaging
- Cannot easily measure delegate learnings
- Follow-up difficult to capture



- + Improved interactivity and delegate participation
- + Easier post-meeting follow-up and engagement
- Risks of technology failure
- Too much can distract from scientific content
- ‘Gimmicky’ if not used well

Key Pad Voting

A good tool to measure delegate feedback and allow them to engage with the presentations:

- Compact and simple to use

- Reliable
- Does not contain other material that could distract from the scientific content of the session
- Cost-effective

Key Pad Voting can be used to:

- Measure delegate feedback using simple, clinically focused questions towards the end of each presentation, to maximise the number providing feedback
- Allow the clinicians to pose questions and delegates to vote on diagnoses

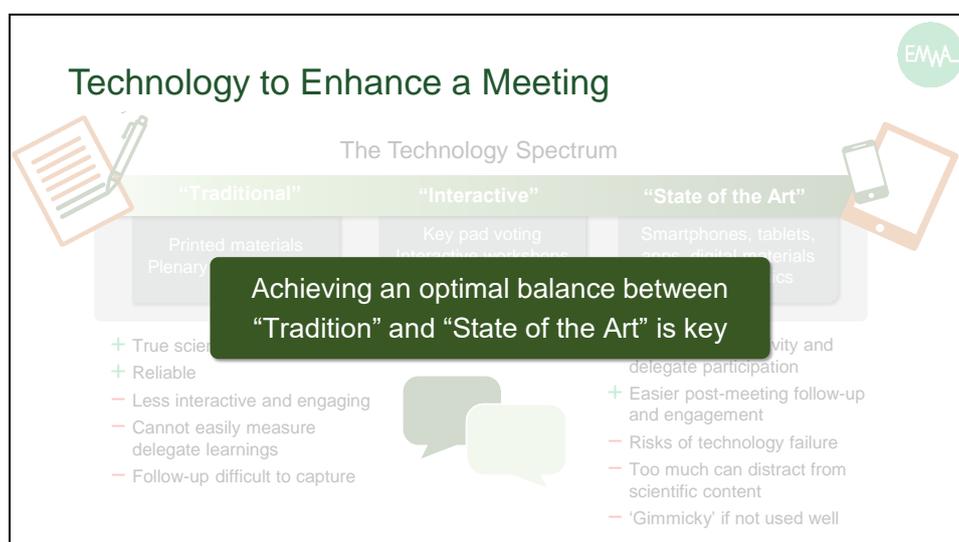
Voting doesn't have to involve keypads, even raising hands, or coloured card can be an option!

Event Apps

A complete mobile event and conference app platform can add instant interaction to the sessions – fully branded to client requirements and available to download direct from the App/Play stores:

- Provide accurate and up-to-date event information prior to and during the event
- Engage with attendees before during and after your event
- Capture quality data and insights from attendees
- Integrate and interact with social media
- Allow initiation of discussion on high profile topics raised during the event
- Allow the formation of networks that can feed into a follow-on, online Education Community (e.g. website)
- May exclude less tech-savvy members of your audience
- Can be quite distracting for the audience if their attention is pulled to the app rather than the presenting speaker – ensure that the technology adds to the learning experience, not acting as a gimmick that detracts
- High costs may be involved, particularly if hardware is hired for the event
- If connectivity relies on wifi, this may not be appropriate for all settings where the network is out of your control (e.g.. satellite symposium may rely on a patchy, unreliable congress network)

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Take-Away Materials to Enhance a Meeting

- A publication or article of the event**
- A summary brochure with additional material or recommended reading**
- Key take home message points**
- A product monograph**

- Take-away content may be a physical print-out, or electronic resource
- Providing take-away materials can help if the topic being presented is complex, or very detailed. They enable to detail to be captured and made available to the audience, without it detracting from the fluency and flow and engaging nature of the live presentation
- Learning styles can be varied, some members of your audience may value the opportunity to review the content in their own time
- By summarising the presented content in take-away materials, the audience don't feel so obliged to take detailed notes at the time, and can focus on the presentations being given

On the Day

- Venue signage and attractive approach
- Registration desk/messages/luggage/security
- Internet/social media/press
- Badges and packs (what to include)
- Professional AV/recording/photography
- Room set up and technical checks
- Helpful staff: 'meet and greet', reception, meeting rooms, IT
- Catering (allergies, vegan etc.)
- Stands (encourage attendance)
- Feedback
- Certificates
- Disabled access
- Additional payments on site








Think through the delegate experience

- Offer value for money. Many meetings are a rip-off. Look at what others are charging, consider your break even costs and spare a thought for those having to pay for themselves. Offer a range of costs depending on status, time of booking, country of origin etc.

- How will they get there e.g. instructions for travel from, airport, city centre, best ticket options, parking etc.?
- Accommodation. Offer a range of options including cheap and cheerful e.g. university accommodation.
- Hopefully, all will be registered and paid up. Be prepared to take payments on the day e.g. credit card machine, cheques, cash or send invoice.
- First impressions. The website and programme booklet need to look attractive and easy to follow. Give consideration to the entrance and reception area e.g. a friendly, easily identifiable team member on the door, clear signage, flowers, welcoming reception staff etc.
- One of the first questions delegates often ask is 'how do I get on the internet' , with the next being 'where to leave my coat and case?'
- Do not skimp on having professional AV assistance available across all rooms.
- Maximise the impact of the event by regular tweets throughout the day. Take lots of photographs. Invite press representatives if appropriate.
- Make sure you have collected information on catering requirements e.g. allergies, vegan etc. Be sensitive to religious festivals e.g. Ramadan.
- Stands are often an attractive feature of meetings but sometimes get little footfall. Consider placing stands near the coffee area and offering an incentive to visit e.g. collect signature from the stand personnel with the chance of winning a prize. NB: Some stands may be shipped and require a delivery address/someone to receive them. Often small stands can be brought in by the delegate entrance, larger items may require a rear entrance or delivery to a loading area.
- Have your feedback forms and attendance certificates ready. The latter should be signed by the meeting chair and/or organiser.
- Don't forget to map out disabled access. This may require special ramps or circuitous routes to reach the meeting room.

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Social Programme

- Don't ignore
- Must be measured, appropriate and safe
- Be sensitive to cultural issues
- Common options are a premeeting faculty dinner and a post conference networking event
- For major events consider accompanying persons' programme



- After journeying to the conference, listening attentively and perhaps being involved in the programme, delegates deserve some R&R. But, beware, there are local rules regarding maximum

hospitality and what is offered must be reviewed by the sponsor as to whether it is compliant. With imagination, much can be done with limited funds.

- Many experienced faculty expect a get together of some sort with their co-presenters, especially if they are not being paid. At specialist conferences, presenters will often know each other and this offers a good opportunity for exchange of ideas and endorsement of the meeting aims (and positive feelings towards your client or otherwise).
- Whatever format you decide these should be informal affairs without a promotional agenda. Many will appreciate an attractive location possibly featuring elements of the local culture or link to the theme of the meeting as this may be all they get to experience before flying home.
- Most of us are shy. Try and connect delegates by making introductions or organise an interactive event e.g. 'speed networking'.
- Better an overfull room than a half empty barn. Be aware that despite offering the best social programme, some delegates will drift off and 'do their own thing,' leaving empty chairs and uneaten food.
- Don't forget to look after the vegetarians and non-alcohol drinkers.

Slide 55



Checklist of Required Outputs – What Not to Forget!

Meeting Content	Compliance & Logistics	Post-meeting Activities
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agenda/programme <input checked="" type="checkbox"/> Save the dates <input checked="" type="checkbox"/> Registration page/site <input checked="" type="checkbox"/> Presentation slides <input checked="" type="checkbox"/> Supporting materials (eg. posters for breakout groups) <input checked="" type="checkbox"/> Speaker briefing documents <input checked="" type="checkbox"/> Abstract book <input checked="" type="checkbox"/> Signage 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> CPD approval documents (if required), report to accrediting body <input checked="" type="checkbox"/> Contracts and relevant transparency reporting <input checked="" type="checkbox"/> Travel and accommodation <input checked="" type="checkbox"/> Refreshments <input checked="" type="checkbox"/> Before you go: research topics, speakers, delegates, locations, local rules 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Certificates of attendance <input checked="" type="checkbox"/> Thank you letters for speakers/advisors <input checked="" type="checkbox"/> Post meeting enduring material <input checked="" type="checkbox"/> Feedback analysis report <input checked="" type="checkbox"/> Conference expenses



Checklist of Required Outputs

- This slide presents a summary of potential outputs that you will likely be required to support with the delivery of for the different medical events you are involved in.
- The outputs have been organised into those relating directly to content for the meeting, compliance and logistics and post-meeting activities.
- When planning and preparing for your medical meetings, try to think about the possible outputs and ensure these are accounted for when developing timelines for your meeting – this will ensure nothing is omitted and will prevent very late nights the day before your meeting!

Additional Meeting Content Information:

- Save the dates: options include printed invitation cards mailed to individuals/organisations or distributed at previous events, communication via an event website or social media/individual emails.
- Speaker briefing documents (e.g. slides prepared with supporting speaker notes and checklists of any do's and don'ts for your presenters).
- Abstract books – will likely be printed and contain a summary of the meeting programme, speaker biographies/photographs and evaluation forms.

- Signage – this may include roller banners, printed adverts, speaker name cards.

Post-Meeting Activities

- Post meeting enduring materials may include slides for further educational use in different settings or an eBook.

Slide 56

Measuring Impact

- Event attendance and audience engagement
- Printed, electronic or app-based evaluations forms – were learning objectives met?
- Social media activity
- Word of mouth
- Spin-off publications and research activities
- Adoption of new treatment or behaviour change in practice
- You get asked to do it all again next year



Why bother?

- Measuring the impact of your event, both good points and areas for improvement, all help to inform and improve future events.
- Also, clients want to know whether their objectives were met and if this was a good investment.
- Event feedback reports may be an obligatory output for an event (e.g. EACCME require a report within 4 weeks of the event). Failure to provide feedback could jeopardise recognition of future applications.
- Feedback forms should include questions on the lecturer, presentation, content, value of each session and possible bias.

What techniques are available?

- Questionnaire (paper & electronic). Get participants to complete onsite in return for attendance certificate.
- Social media activity during and after event.
- Word of mouth around the venue/in the bar afterwards.
- Look for spin-off publications and research activities.
- Adoption of new treatment/change in practice (long term and difficult to measure).
- Whether you get asked again.



Avoiding disasters

- Start early. Keep it simple. Have the right team around you
- Give yourself more budget and time than you estimate
- Assess risks, plan mitigation, rehearse programme, ensure colleagues cross cover
- This is a show: be visible, affable, confident, relaxed and in charge, but delegate so as to maintain an overview
- Rehearse with faculty e.g. slides, controls, technology, seating. Prepared speaker questions. Make them feel at ease
- Test lights, microphones, video clips and digital links
- Have a backup plan in case of IT glitches e.g. anecdotes, questions to the audience
- Smooth difficulties. Make your faculty and client look good