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SPRING 2023

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Spring 2023

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Letter From Editor

By Cherie Hyder, PharmD, MSL-BC | Spring 2023

Dear Readers,

Can anyone believe we are already beginning March? Time is going by way too fast! As we work at an ever faster pace, it is vital to prioritize efforts, particularly your best way to manage work and life activities. Move towards a pace that has endurance; I call this my marathon pace! For all the runners, you know what I mean! When you find the pace that can be sustained for the long haul, there is harmony with mind, body, and spirit, and a feeling of vitality. I encourage everyone to begin 2023 with a focus on achieving work-life harmony. I no longer refer to work-life balance, as balance sounds precarious like it is a delicate position that may not be sustained, whereas harmony has a feeling of peace and this state actually feels good! Find ways to decompress, reduce stress, offload, and delegate part of your to-do list. Make sure you not only prioritize efforts but also employ a strategic focus on your wellness as well as the goals you aim for. Aim for harmony.

This Spring edition of the MSL Society Journal kicks off 2023 with an impressive array of topics that elevate technology and the digital world we live in; do you have a clear definition of DOL and plan for DOL engagement? How we leverage technology and expand engagement with broader entities such as DOLs is a hot topic! Have you thought about how technology will shape current and future engagement? Check out the Metaverse-focused article in this edition and other thoughtful technology-oriented content! Career paths and refining job search techniques have been well represented in this edition with a bundle of great articles! Exploration of essential skills for field medical success with an emphasis on strategic focus, business acumen, and enhancing creativity is another theme within this edition. I thoroughly enjoyed the article that provides steps to take to enhance creativity; if you think creativity is innate, this article may change your mind! Looking for a deeper dive into these topics? Read on and learn from your global professional network's expertise!

Additionally, this edition features a review of the MSL Salary Survey results; if you have not yet reviewed this survey data, take time to gauge how you are compensated in your particular market based on results from the most recent global survey! And finally, we wrap up this edition with a feature article that represents the proceedings of a key workshop led at the 2022 MSL Society Annual Conference led by Syneos leadership that focused on creating a culture of excellence. We must continue to raise the bar with all we do to support patient outcomes and their need for better care. Excellence is a journey, not a destination, and medical affairs professionals realize the need to forge new paths to innovate and cultivate a work environment that fosters a culture where excellence thrives! Check out the summary feedback from this workshop to learn more about what

your colleagues had to share when various questions were posed to small groups of MSL managers as well as MSLs and Aspiring MSLs in this session.

It is my sincere desire and hopes that each reader absorbs new ideas, expands their thinking on these key topics, and comes back to the journal with more thoughts and expertise to share with our global readership. As anyone who knows me quickly realizes, I like to use analogies that paint pictures with words. Rising tides lift all boats! Together we bring our best to bear; collaboration engenders synergy that energizes and keeps us moving onward and upward. You do not need to know all the answers; know who to reach out to and keep asking good questions to provoke useful debate and elevate your ideas. This is how we can make the next generation of field medical affairs better than we are today and in turn, this is how we can deliver solutions patients are waiting for. There will never be an end to the vital work MSLs do to help alleviate human suffering. The patient is your north star. Keep reaching for the next galaxy and find your marathon pace to keep going. Make each day a journey of excellence.

I hope you are inspired to read on and find out what you can learn in this edition!

Cherie

Editor:

Cherie Hyder, PharmD, MSL-BC

Cherie Hyder is Syndicated National MSL Director at Syneos Health. In her previous job at Biohaven Pharmaceuticals, she supported a virtual launch of Nurtec ODT for acute migraine. She has been involved in drug development for more than 30 years, working at FDA in CDER and pharmaceutical companies including Pfizer, Lilly, Novartis, Solvay, and Avanir, among others. At the University of Missouri, she received a Doctor of Pharmacy degree with the intention to devote her career to pharmaceutical research. She has multiple adjunct faculty appointments and enjoys teaching opportunities.

MSL Professionals Reveal the Impact of KOL Engagement

By Samuel Dyer, MD, PhD | Spring 2023

A 2021 survey revealed 49% of KOLs find scientific updates on new/existing drugs/updates as the most valuable data they acquire during engagements with MSLs (1).

KOL engagement is one of the primary activities of an MSL. MSLs form lasting relationships with KOLs and other HCPs (health care providers) through these interactions. The goal of these engagements is to gather relevant data, share knowledge, and gain actionable insights.

Given its essential role, a recent survey was conducted to better understand the current impact of these engagements (2).

SURVEY METHODOLOGY

The global survey was conducted from April 13th – May 6th, 2022, and only completed surveys were included in the data analysis. Respondents were only allowed to participate once, and duplicate surveys from a single email address were not accepted. The survey results were not weighted.

The survey included responses from 576 individuals from 48 countries. Only answers from individuals that identified their current role as an MSL, Sr. MSL, Medical Advisor (or equivalent title), or Manager/Director of MSLs (or equivalent titles) are included in the data presented in this article. These two combined roles resulted in 338 individuals from 42 countries, represented in the following tables.

PARTICIPANT DEMOGRAPHICS

The majority of global (82%) and US (73%) respondents were from pharmaceutical/biotechnology companies (large, medium, and small). The remaining respondents were from medical devices, diagnostic companies, contract research organizations, contract MSL organizations, and others. (Figures 1 & 2.)

Figure 1

Global Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor demographics based on Company type

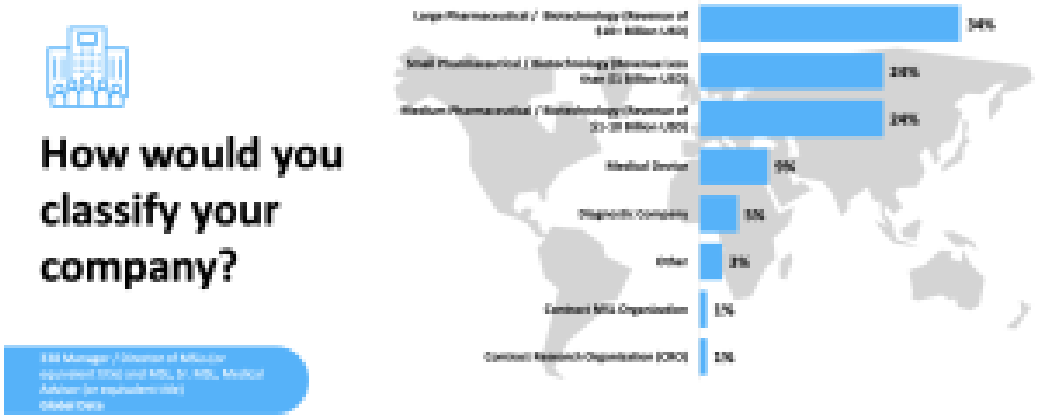
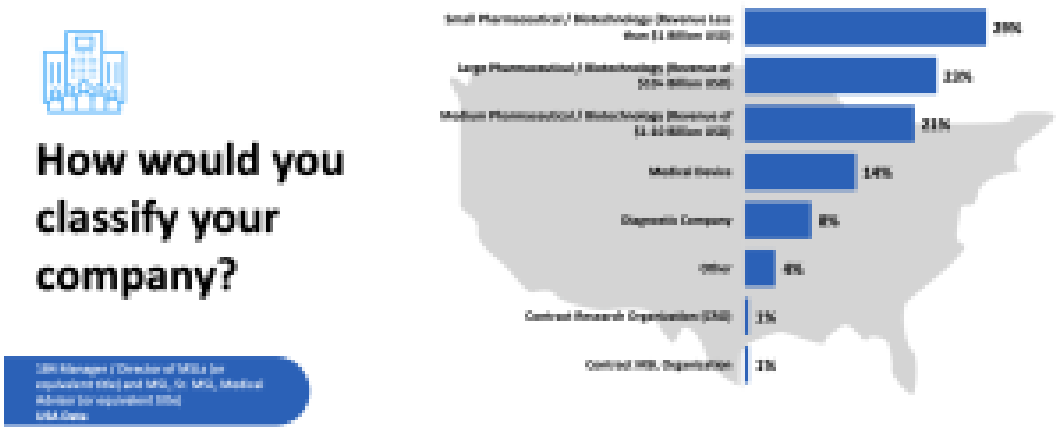


Figure 2

U.S. Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor demographics based on Company type



YEARS OF MSL/MSL MANAGEMENT EXPERIENCE

The survey included a broad range of experience among MSL professionals. (Figures 3-4).

Figure 3

Global Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor years of experience

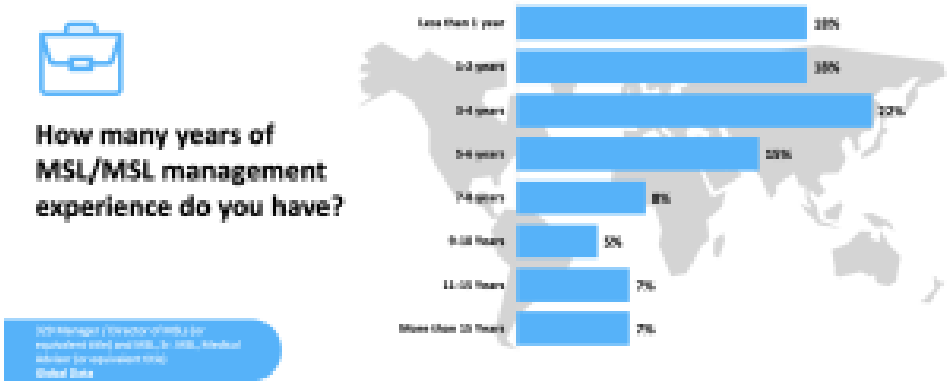
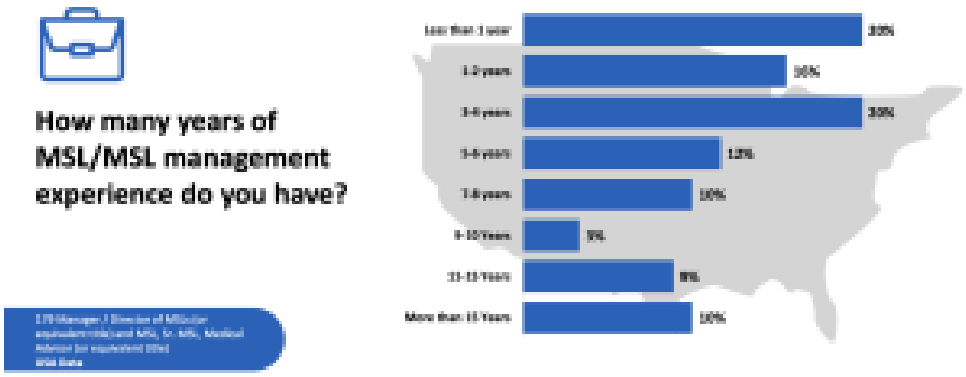


Figure 4

U.S. Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor years of experience



ANNUAL MEDICAL AFFAIRS PLANS THAT INCLUDE KOL ENGAGEMENT

Although an annual medical affairs plan is critical to successfully executing department goals, many plans counterintuitively do not include presenting or sharing the outcomes of KOL engagement. In fact, 84% of globally based MSLs and Managers revealed that their plans include KOL engagement, yet only 50% present the outcomes of MSL/KOL engagements once a year. In the U.S., only 49% of respondents present the outcomes of MSL/KOL engagements at least once a year. (Figures 5 & 6). Presenting and discussing the outcomes of KOL engagements may provide unique insights that can support and confirm the medical strategy/plan for a product.

Figure 5

Global Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor

Figure 6

U.S. Manager/Director of MSLs and MSL, Sr. MSL, Medical Advisor

CREATION OF AN ANNUAL ENGAGEMENT PLAN FOR EACH KOL

Most global and U.S.-based MSL professionals reported that an annual engagement plan for each KOL does help to ensure the engagements are impactful. More than 90% of MSLs and MSL leaders globally create individual yearly KOL engagement plans. (Figures 7-8). Although the percentages were slightly lower, most MSLs (89%) and MSL managers (88%) in the U.S. also create individual yearly KOL engagement plans. (Figures 9-10).

Figure 7

Global Managers/Directors of MSLs

Figure 8

Global MSLs, Sr. MSLs, Medical Advisors

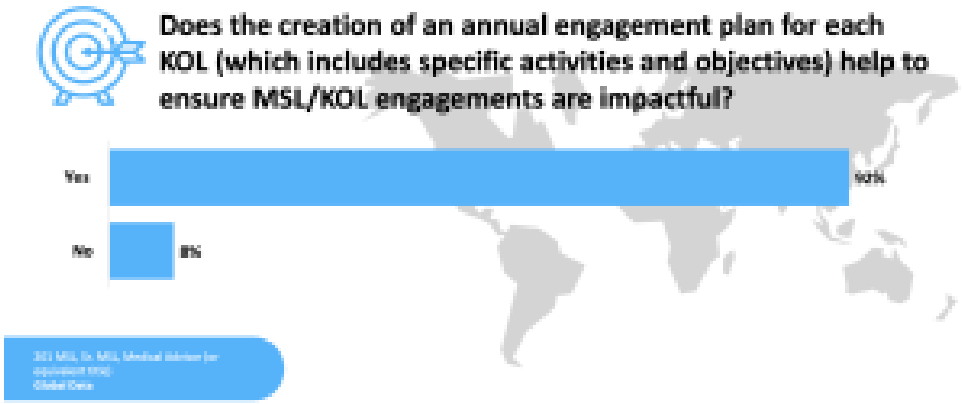


Figure 9

U.S. Managers/Directors of MSLs

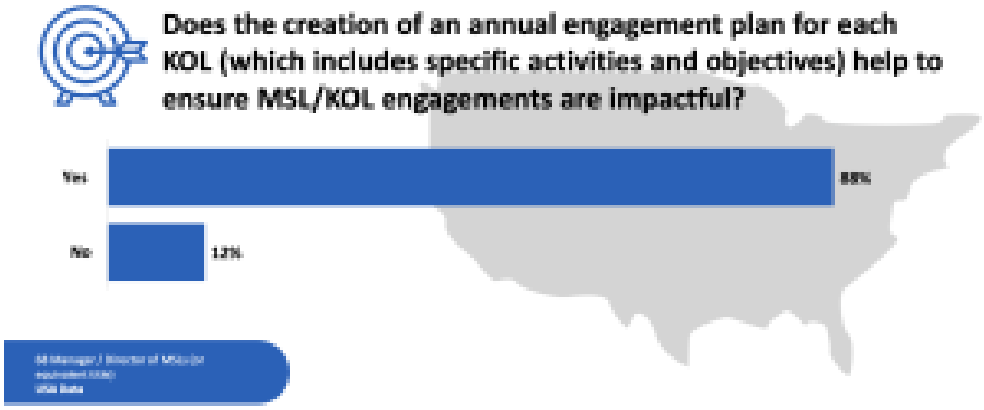
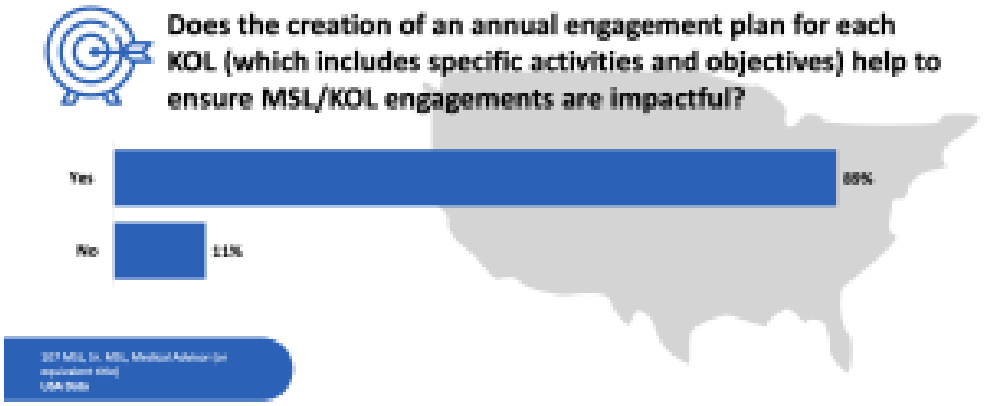


Figure 10

U.S. MSLs, Sr. MSLs, and Medical Advisors



NUMBER OF MSL ENGAGEMENTS AS A PRIMARY MEASURE OF EFFECTIVENESS

Measuring the effectiveness of MSL/KOL engagements has always been difficult. One suggested way to measure the effectiveness of these engagements is the number of discussions over a specific time. However, global and U.S. data reveal that most MSLs and MSL leaders do not think this is an effective way to measure engagement effectiveness. (Figures 11-14).

Figure 11

Global Managers/Directors of MSLs

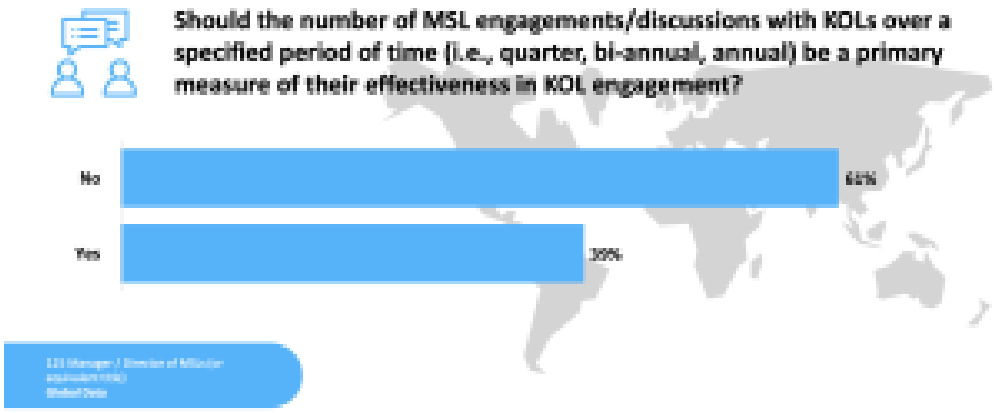


Figure 12

Global MSLs, Sr. MSLs, Medical Advisors

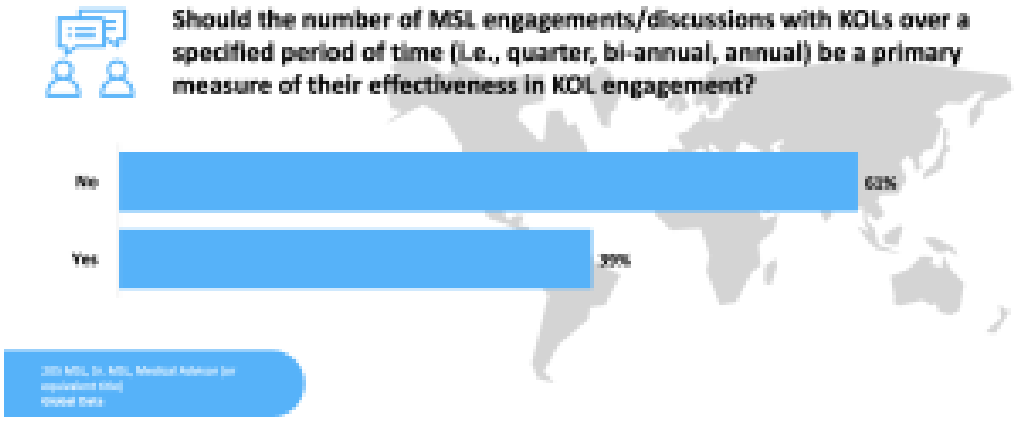


Figure 13

U.S. Managers/Directors of MSLs

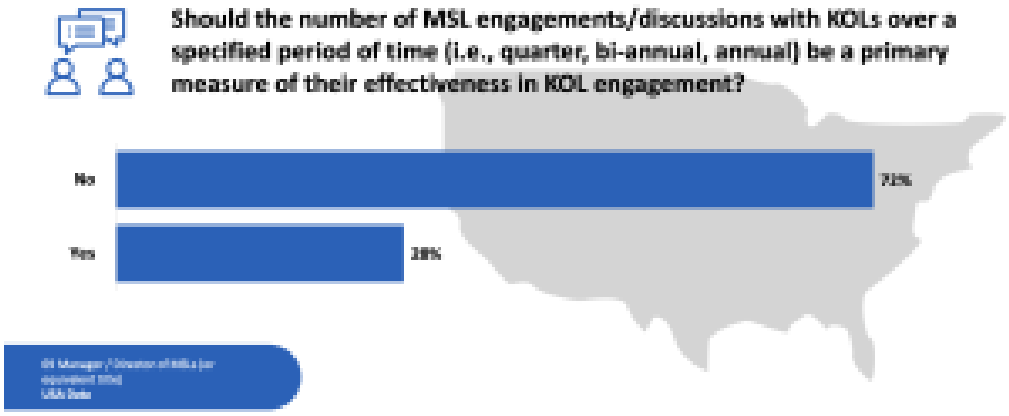
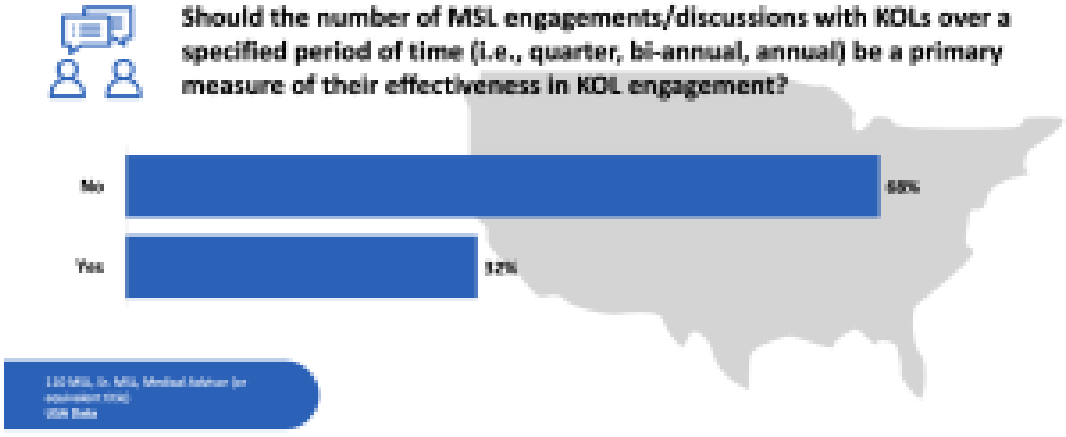


Figure 14

U.S. MSLs, Sr. MSLs, and Medical Advisors



PRE, DURING, AND POST-KOL PLANNING

According to the survey results, 83% of MSL leaders and 78% of MSLs globally believe pre, during, and post-interaction planning is essential for every KOL engagement/discussion. U.S. respondents revealed similar results, with 81% of MSL leaders and 78% of MSLs agreeing. Interestingly, more than 20% of global and U.S. MSLs disagree that pre, during, and post-interaction planning should be an expected activity in every engagement/discussion with KOLs. (Figures 15-18).

Figure 15

Global Managers/Directors of MSLs

Figure 16

Global MSLs, Sr. MSLs, Medical Advisors

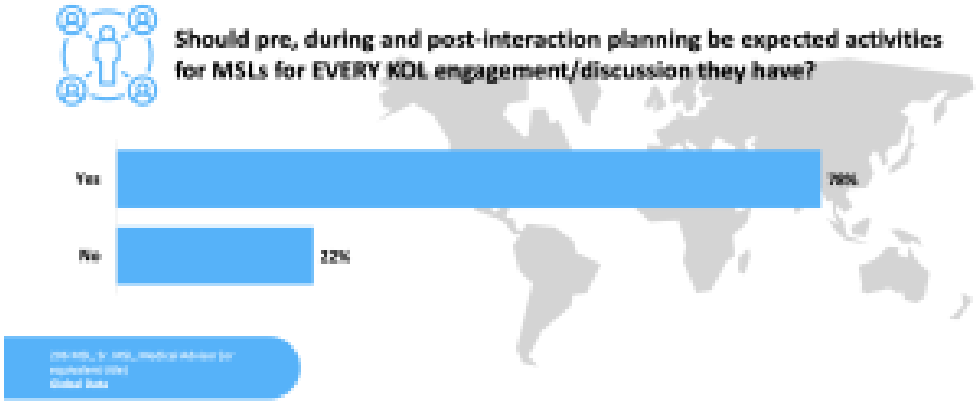


Figure 17

U.S. Managers/Directors of MSLs

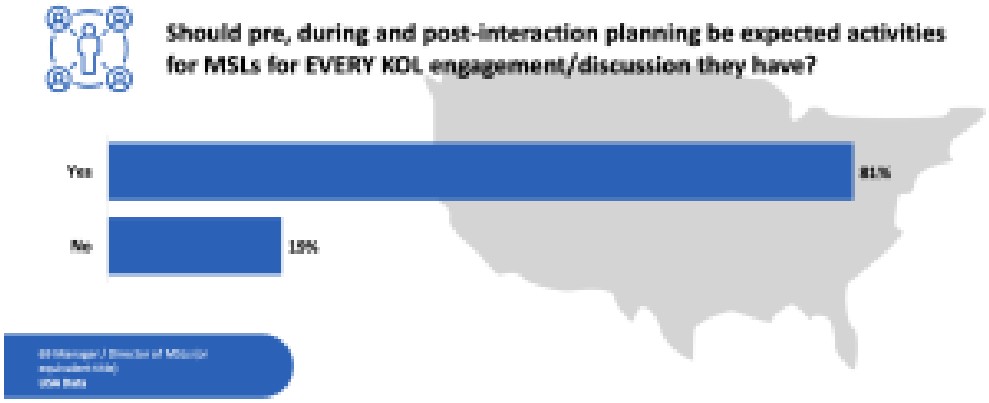
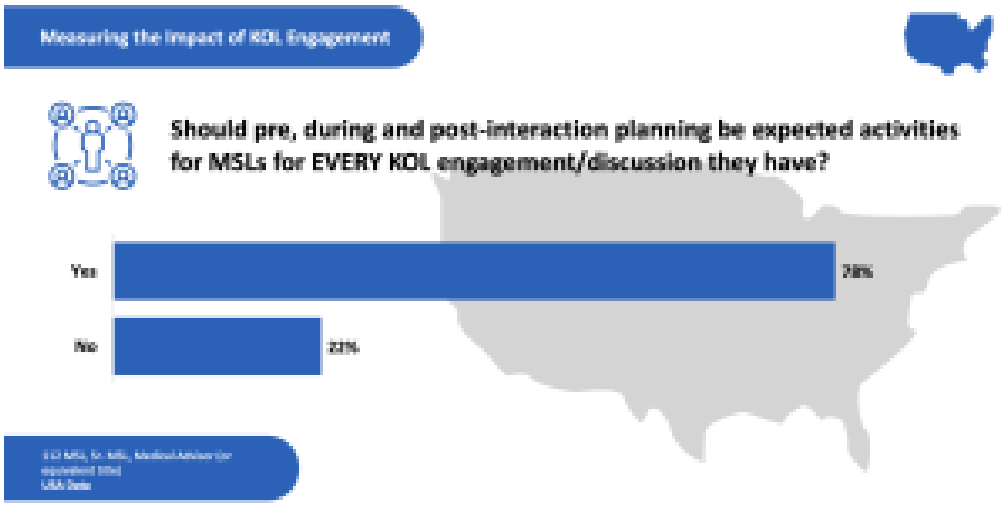


Figure 18

U.S. MSLs, Sr. MSLs, and Medical Advisors



EFFECTIVENESS IN MEASURING THE IMPACT OF MSL/KOL ENGAGEMENTS

According to the survey results, only 45% of U.S.-based MSLs and 49% of global MSLs “strongly agree” or “somewhat agree” that their company effectively measures the impact of MSL/KOL engagements. Interestingly, the largest percentage of U.S.-based MSLs and managers responded “neutral” to this question, as did a large percentage of globally-based MSLs and managers. (Figures 19-22). Because time with KOLs is increasingly competitive and limited, measuring the impact of MSL/KOL engagements will become increasingly important.

Figure 19

Global Managers/Directors of MSLs

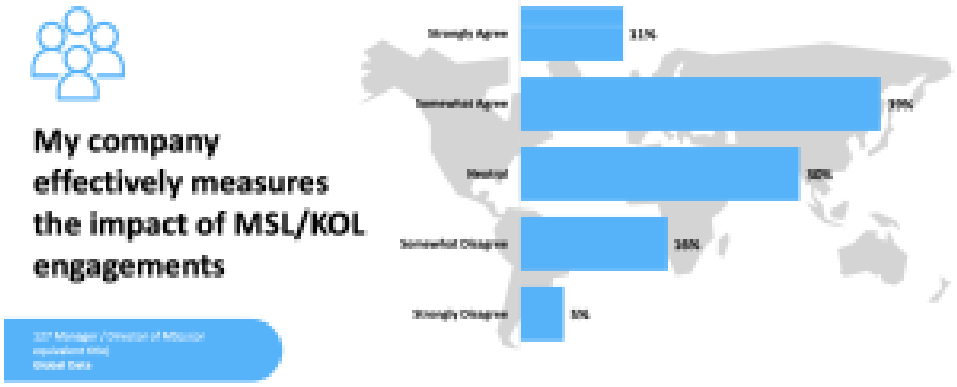


Figure 20

Global MSLs, Sr. MSLs, Medical Advisors

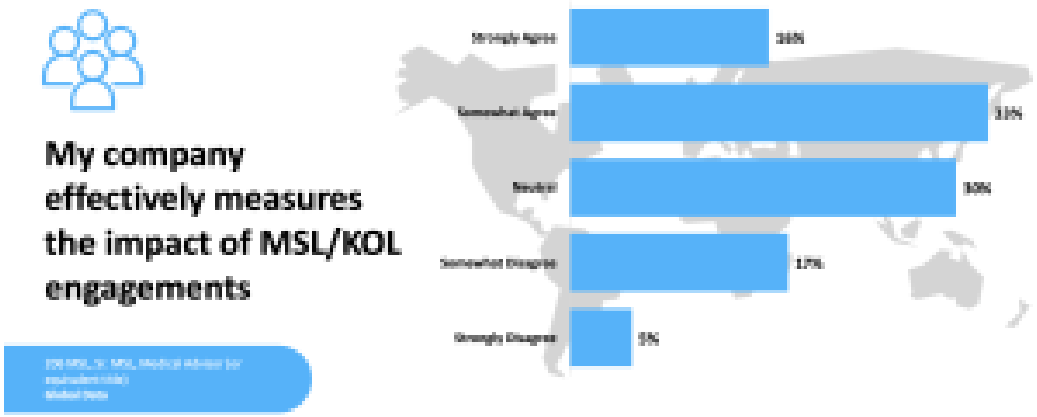


Figure 21

U.S. Managers/Directors of MSLs

Figure 22

U.S. MSLs, Sr. MSLs, and Medical Advisors

CONCLUSION

KOL engagement allows for gathering relevant data, sharing knowledge, and gaining actionable insights. These engagements also enable MSLs to build value-added relationships with KOLs resulting in ideally mutually beneficial relationships. Because of its critical role, engagement with KOLs requires significant planning, strategizing, and management from MSL to ensure meetings are productive and provide value to the KOL and the pharma company. The information gathered from this survey reveals the current impact of KOL engagements from the perspectives of MSLs and managers. The insights gathered from this survey may be useful to MSL professionals and their companies regarding how to improve KOL engagements.

References:

1. Key Opinion Leaders Reveal the Value of Medical Science Liaisons. 2021 MSL Society
2. Measuring the Impact of KOL Engagement. 2022 MSL Society

Both references are among the more than 225 global surveys conducted and published by the MSL Society. All the surveys and corresponding reports are available to all professional-level members on the website (www.themsls.org).

Author:

Samuel Dyer, MD, PhD

CEO and Chairman of the Board

Dr. Samuel Dyer has over 23 years of experience within the International MSL community while working for a number of top global companies. During his career, he has led MSL / Medical Teams in multiple TA's in over 60 countries throughout the U.S., Canada, Europe, Africa, the Middle East, Australia, and Asia.

His management experience includes small (2+) to large (240+) MSL teams across multiple TA's. Throughout his career, Dr. Dyer has worked on MSL and Medical Affairs strategy and has extensive experience in creating strategic MSL utilization and medical communication plans. He has designed and created global MSL training programs that have included: onboarding programs, KOL Medical communication plans, strategic assessments, planning, and execution in geographical locations with diverse cultures /languages. Dr. Dyer has successfully launched both pharmaceutical and medical device MSL teams both in the U.S. and internationally.

Dr. Dyer has also written extensively on the Medical Science Liaison role, including numerous published articles, benchmark studies, and reports. Dr. Dyer is well recognized within the global MSL community and has developed an extensive international network within the Pharmaceutical, CRO, Medical Device, and Biotechnology industries. He is the owner of the largest group on LinkedIn for MSLs and Medical Affairs with over 25,000 members. He has spoken and moderated several international conferences on various MSL topics including KOL management, creating MSL teams, MSL training, international MSL teams, and the value of the MSL role and Medical Affairs. Dr. Dyer is consistently sought out as a resource and consultant for MSL projects that have included diverse companies such as McKinsey Consulting, Bain and Co., and Philips Healthcare.

Dr. Dyer has a Ph.D. in Health Sciences and did medical training in Chicago. He has a Master's Degree in Tropical Biology (where he studied in the Amazon) and a B.S. in Biology. Dr. Dyer also completed a certificate program for Executive Leadership and Strategy in Pharmaceuticals and Biotechnology at the Harvard Business School.

Dr. Dyer is the author of the Amazon #1 Best Seller "The Medical Science Liaison Career Guide: How to Break into Your First Role" (www.themslbook.com) which is the first book published on how to break into the MSL role.

Early Adoption of Metaverse Technology in Medical Affairs

By Drew Beck | Spring 2023

The term “metaverse” refers to immersive 3D virtual spaces encompassing a broad array of emerging technologies focused on social connection. Over the past three months, several leaders of a field medical science liaison (MSL) team at Syneos Health® initiated several innovative pilot programs leveraging unique components of metaverse technologies with the purpose of enhancing core medical affairs (MA) functions. This report details an early attempt at integrating certain aspects of the metaverse with more traditional learning solutions in an effort to increase the efficiency of training field medical teams while also familiarizing them with new technology that could transform the nature of fieldwork in the not-too-distant future. The following summarizes the hypothesis, methodology, results, and initial conclusions of one such experiment.

At its very core, the medical affairs discipline focuses on educating internal and external stakeholders on complex scientific and medical topics. Over the past 50 years, MA leaders from across the life science industry have consistently explored and invested in new technological innovations to engage their healthcare provider (HCP) audience more effectively and efficiently, and with greater satisfaction. One of the most intriguing technological innovations of today and the foreseeable future is metaverse technology. It presents an almost endless array of potential novel engagement opportunities if implemented and utilized appropriately.

Unfortunately, few, if any, publications have shared quantifiable results of utilizing elements of the metaverse to deliver against traditional MA key performance indicators. Furthermore, the ideal future scenario might theoretically be for MSLs to engage thought leaders and other external stakeholders in a customized company-specific metaverse. However, there are several considerations and potential risks that need to be addressed before such a platform is viable for medical customer engagement. These considerations and risks may include but are not limited to, compliance, privacy, and security concerns. While potentially complicated to implement in this way, the authors are optimistic these obstacles will be overcome through continuous innovation and corporate due diligence.

The authors have identified various medical affairs cohorts with whom to engage and integrate select metaverse technologies. The case featured here arose as a global pharmaceutical company requested the author and the leadership team to hire, train and field deploy a national MSL team within a very compressed timeline of six weeks. This scenario presented us with the opportunity to pilot an innovative approach to MSL training that capitalized on specific components of the metaverse.

HYPOTHESIS

Although full integration of metaverse technology is not quite ready for prime time as it relates to external customer engagement in medical affairs, we experienced an epiphany during our exploratory journey evaluating this innovative and groundbreaking technology. By taking a step back and scaling unique metaverse technologies to internal MSL training initiatives, we theorized that this could dramatically enhance the preparation of our MSL teams in the short term while providing the opportunity to gain experience with the technology platforms that may be used to engage external stakeholders when the barriers described above have been overcome. We are the first to report on a metaverse-focused pilot in medical affairs that showed demonstrable benefits in the following areas we defined as critical success factors for our MSL field teams, these include:

- **Improving the delivery of complex internal medical training.**
- **Enhancing learning satisfaction among MSL teams.**
- **Providing an increasingly collaborative and engaging space for MSLs.**
- **Achieving a pass rate equal to or higher than the industry pass rate of MSL field certification assessments.**
- **Shortening the time from hire date to full field deployment without any compromises in MSL knowledge and skills.**

Our long-term hypothesis is that by improving MSL training in the aforementioned areas, we will ultimately improve MSL interactions with HCPs upon field deployment.

METHODOLOGY

This request from the MSL team arose from four very common and relatable challenges in educating today's MSL. These include:

- **The sheer complexity of the scientific and medical training content.**
- **The geographic dispersion of national MSL teams causes a lack of camaraderie.**
- **Current hybrid learning solutions are becoming stale, outdated, and less engaging.**
- **Members of MSL teams can experience virtual meeting fatigue.**

The managers of this MSL team determined that the best learning strategy would be to complement traditional didactic learning approaches with innovative metaverse technology elements to create a more engaging and interactive learning environment. The approach we took to overcome the previously mentioned challenges included converting complex didactic information to gamified content while incorporating elements of the metaverse in a fun and social manner. This helped reinforce key learnings and increase interactions among teammates while overcoming the perceived monotony of standard training methods. These individual solutions are not by themselves pioneering efforts, but combining them in a virtual meeting platform utilizing unique metaverse features was a crucial first step in producing greater positive outcomes in the ways MSLs learn, work, and interact every day.

RESULTS

The use of a digital avatar added a virtual dimension to the training content that appeared fun and energizing for the team. The MSLs knew their regional manager was behind the voice of the avatar and this created a heightened connection for the participants. The MSL trainees on the call noted an enthusiastic response that carried a new training "energy" into their virtual classroom experience. In relation to the challenges outlined above, the following observations were made:

- **Gamification led to an increased desire of MSLs to thoroughly understand all of the material as they tried to win friendly competitions with teammates.**

- **MSL anticipation of a new and novel learning approach created an eagerness to attend and remain on the entire extended training sessions. Communication and collaboration among the MSLs increased.**
- **The use of a digital avatar created a heightened connection between the manager and the MSL team that was more engaging than using traditional camera feeds** (refer to Figure 1 below)**.**
- **More interactivity among the MSL team during the session helped to reduce virtual meeting fatigue; every MSL camera remained on throughout the entirety of the training session.**

Anecdotally, learners noted that the training session and learner experience were very desirable. Throughout this novel training session, the regional manager was able to simplify and convert complex didactic materials to gamified content which was embraced by the MSL team for its level of interactivity and entertainment. Learners and facilitators noted that the integration of certain components of metaverse technology could potentially be a valued resource moving forward because it helped learners reinforce their understanding of key materials. In total, this complementary learning approach was used over three consecutive weeks of the six-week training program.

Figure 1. Digital avatar used during an MSL gamified1 learning session.

A brief survey was completed by the initial group of nine MSLs to evaluate their opinions on this novel metaverse-focused learning approach. The following table summarizes the survey questions and responses:

Question	**Average Rating (Standard Deviation)**	**Range (Median)**
On a scale of 1-10 (1-Not engaging at all to 10-Very engaging), how engaged were you regarding the training material presented using metaverse elements (e.g., digital avatar, gamification)?	9.2 (1.1)	7-10 (10)
On a scale of 1-10 (1-Did not have an impact to 10-Had a tremendous impact), how did this learning approach impact your comprehension of the training materials?	8.4 (1.6)	5-10 (8)
Question	**Response (%)**	
Would you like to see future team learnings utilize a similar approach of leveraging metaverse technologies? YES/NO	YES = 7 (78%) NO = 2 (22%)	

At the time of this publication, the first five MSLs who participated in this novel metaverse-related training yielded a successful pass rate of 100% for their final field MSL certification assessment. These results demonstrate that this learning approach was at least as effective as current methodologies even under a compressed timeline.

VALUABLE OBSERVATIONS

Several MSLs have proactively requested that future training courses be delivered through a fully immersive metaverse platform. Learners repeatedly stated that the metaverse enables many benefits, with highlights such as the platform allowing greater interactivity and fostering team-building. They also noted this approach increased their confidence and improved their comprehension of the complex scientific training data.

CONCLUSION

As mentioned in the introduction, the metaverse employs a broad array of emerging technologies. Consequently, the rapid evolution of the metaverse makes it challenging to determine how and what elements are viable for medical affairs business purposes in the future, and how they will be implemented. Regardless of where metaverse platforms end up, there is potential for tremendous benefit for medical affairs functions to embrace, pilot, and integrate the current state of the technology to enhance the delivery of internal MSL training.

We cannot wait for metaverse technology to be perfect before adopting its use. It is imperative that medical affairs personnel stay up to date on technological innovations such as this and try to remain at the forefront of this technological revolution. This is the first of a multi-part series of metaverse-focused publications centered around medical affairs. A fully immersive metaverse pilot in medical affairs is currently underway.

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1. Hsu, Timothy. 2012 January 1. Wheel of Fortune for PowerPoint. Games by Tim. Retrieved January 10, 2023, from https://www.gamesbytim.com/wheel-of-fortune-for-powerpoint/

Authors:

Michael Shim, PharmD

Michael Shim serves as a Regional Manager for the division of Deployment Solutions at Syneos Health. He is an innovative leader who is passionate about strategic planning to support product launches and developing operational enhancements to optimize Medical Affairs excellence.

Josh Yoder, PhD, MSL-BC

Josh has been an MSL for almost 6 years (2 years in vaccines and 2 years in Cystic Fibrosis (rare disease)). He has been involved in 5 drug launches and is experienced in HEOR and payer presentations. Josh also has over 15 years of academic R&D experience (biochemistry, biophysics, structural biology, virology) including PhD in biomedical sciences (virology), and R&D experience in insulin with a small biotech startup.

Drew Beck

Drew has spent nearly two decades serving across the Life Sciences industry – from roles in direct patient care to leading teams across marketing, sales, and broader commercialization at Lilly, GSK, and Gelesis. Recently, he has also led innovation at Syneos Health, and in his current role, Drew is charged with building and evolving new ways for educating patients, providers, and his peers across the industry.

Celeste Mosby

Celeste brings over 25 years of industry experience to the learning solutions capability at Syneos Health. She is a recognized leader in the industry as a past Healthcare Business Women's Syneos Health Luminary Award Winner and 2021 LTEN Excellence Award Winner. Celeste will bring deep industry experience, strong partnering skills, and keen insights on learning trends into strategic training conversations. Her expertise in Adult Learning, assessment and measurement will also allow her to quantifiably demonstrate the value of learning/training.

Randy Miller, PharmD

Randy is an SVP, Field Medical Affairs, and Clinical Educators at Syneos Health, supporting the deployment of the MSL and Clinical Educator teams. His passion is medical excellence, employee growth and development, and driving operational effectiveness. Randy holds pharmacy licensure in Massachusetts and Connecticut.

Prior Employers: CVS Pharmacy, Walgreens Pharmacy, Massachusetts College of Pharmacy, Boehringer Ingelheim Pharmaceuticals, Alnylam Pharmaceuticals

Previous TA experience: Leading MSL teams in respiratory/CV/metabolism and orphan/rare disease

Born and raised in the Boston area. Currently reside in Connecticut with my wife Shana, 2 sons Zachary and Brayden, and his mini-Goldendoodle, Cisco.
Hobbies include running, skiing, cycling, travel, and cooking…., especially at the barbeque! Big sports fan, especially the Boston Celtics and Boston Red Sox. Go, Sox!

MSL Salary and Compensation: 2022 Data from Medical Science Liaisons and MSL Management Roles in the United States

By Samuel Dyer, MD, PhD | Spring 2023

Salary and compensation benchmarking are essential factors that lead to successful recruitment and retention of MSL talent. Companies must have a clear understanding of MSL salary and compensation levels across different Therapeutic Areas/disease states to remain competitive.

To gain a more accurate understanding of MSL salary and compensation levels globally, the MSL Society conducted the 9th MSL Salary and Compensation Survey in late 2022, which included 2,099 MSL professionals from 60 countries. The primary purpose of the survey was to gain insights into current global MSL salary and compensation levels across pharmaceutical, biotechnology,

medical devices, and other healthcare companies that employ MSLs and MSL leaders.

The MSL Society conducted the first-ever MSL salary survey in 2014, and as in previous years, the 2022 report serves as the largest database of MSL salaries. As such, it remains the most comprehensive and authoritative resource on global MSL salary and compensation levels.

Individual country reports were created for all countries that received a sizeable number of responses. Based on the data gathered data, the 2022 Salary & Compensation Survey is available in 15 versions, including the overall global results and 14 individual country-level reports: Australia, Brazil, Canada, Colombia, France, Germany, India, Italy, Mexico, Portugal, Spain, Turkey, U.K., and USA. However, this article will focus only on the U.S. results (all other reports and data are available on the MSL Society website).

Methods

The 2022 MSL Salary & Compensation survey included 2,099 MSL professionals from 60 countries, and the data was collected from an online survey that was open from August 25th to December 13th. The survey was only open to current MSLs (or equivalent titles), MSL management, MSL Excellence/Operations, and Executive Management. Respondents were only allowed to participate once and duplicate surveys from a single email address were not accepted. The survey results were not weighted, and partial responses that included salary data were included in this report, meaning that the N value in some tables will not add up to the total report N.

Respondents were invited to participate in the survey through a range of sources, including:

- Announcements in our LinkedIn group “Medical Science Liaison & Medical Affairs Networkers,” as well as other LinkedIn groups
- The MSL Society newsletter
- Personal direct LinkedIn contacts

Results

The U.S. data includes 1,384 current MSL professionals consisting of 1,032 Medical Science Liaisons (MSLs), 35 MSL Excellence/Operations, 219 Manager/Director of MSLs, 65 Executive Management/Vice President of Medical Affairs, and 33 identifying as Others. When split by gender, 42% of respondents were male, 54% female, and 4% identified as other. The U.S. data includes MSL professionals from all company types and diverse educational backgrounds with a wide range of years of experience. The salary calculations in all Tables in the survey represent only base salaries and do not include other compensation.

The respondents also identified their company type, in which pharmaceutical/biotechnology companies represented 87% of all U.S. participants, subdivided into 36%, 23%, and 28% representing Large, Medium, and Small Pharmaceutical/Biotechnology companies, respectively. The remaining respondents were Medical Devices, Contract Research Organizations, Diagnostic Companies, Contract MSL Organizations, and Others.

AVERAGE SALARY BASED ON COMPANY TYPE

Based on the data, company type, plays a role in the compensation rates of MSL professionals. On average, MSLs and MSL managers that work for Large, Medium, and Small Pharmaceutical/Biotechnology companies have the highest salaries. On average, executives working for Large, Medium, and Small Pharmaceutical/Biotechnology companies and CRO’s have the highest salaries. (See Tables 1-4.)

Figure 1. U.S. MSL/Sr. MSL Salary based on Company Type

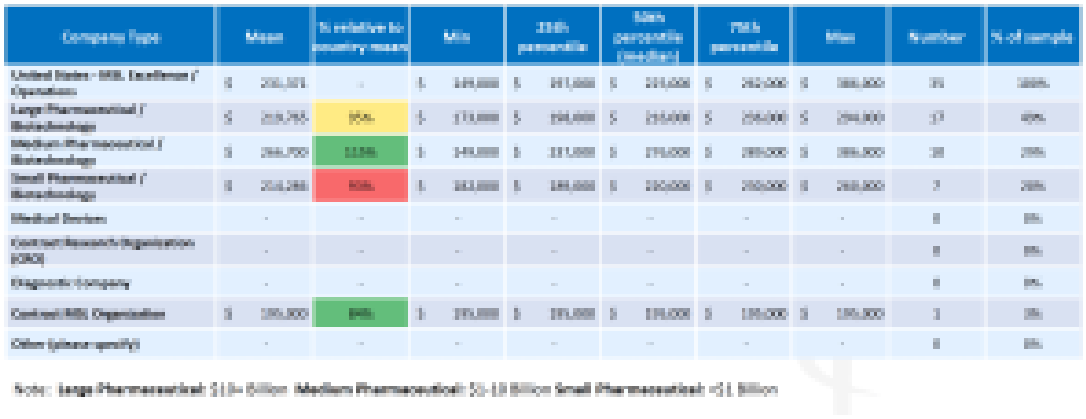


Figure 2. U.S. Manager/Director of MSLs Salary based on Company Type

Company Type	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - Manager / Director of MSLs	$ 232,283	-	$ 185,800	$ 211,800	$ 230,800	$ 252,000	$ 360,000	219	100%
Large Pharmaceutical / Biotechnology	$ 195,256	101%	$ 185,800	$ 205,500	$ 229,800	$ 254,750	$ 350,000	66	30%
Medium Pharmaceutical / Biotechnology	$ 237,021	102%	$ 175,800	$ 220,800	$ 240,800	$ 257,500	$ 365,000	47	21%
Small Pharmaceutical / Biotechnology	$ 240,299	103%	$ 197,800	$ 229,800	$ 240,800	$ 268,000	$ 325,000	67	31%
Medical Devices	$ 204,379	88%	$ 143,800	$ 181,800	$ 207,800	$ 218,500	$ 253,000	19	9%
Contract Research Organization (CRO)	-	-	-	-	-	-	-	0	0%
Diagnostic Company	$ 204,921	88%	$ 160,800	$ 181,800	$ 200,800	$ 225,000	$ 270,000	13	6%
Contract MSL Organization	$ 226,080	97%	$ 189,800	$ 214,250	$ 214,800	$ 237,500	$ 268,000	6	3%
Other (please specify)	$ 201,000	87%	$ 201,800	$ 201,800	$ 201,800	$ 201,000	$ 201,000	1	<1%

Figure 3. U.S. Executive Management/VP of Medical Affairs Salary based on Company Type

Company Type	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - Executive Management / Vice President of Medical Affairs	$ 286,046	-	$ 193,000	$ 242,000	$ 283,000	$ 335,000	$ 425,000	65	100%
Large Pharmaceutical / Biotechnology	$ 250,180	88%	$ 180,000	$ 242,250	$ 263,500	$ 290,000	$ 297,000	10	15%
Medium Pharmaceutical / Biotechnology	$ 307,375	107%	$ 260,000	$ 267,750	$ 291,500	$ 335,750	$ 400,000	8	12%
Small Pharmaceutical / Biotechnology	$ 303,000	105%	$ 180,000	$ 270,000	$ 300,000	$ 335,000	$ 425,000	33	51%
Medical Devices	$ 184,000	64%	$ 184,000	$ 184,000	$ 184,000	$ 184,000	$ 184,000	1	2%
Contract Research Organization (CRO)	$ 307,750	107%	$ 283,000	$ 288,250	$ 302,500	$ 322,000	$ 343,000	4	6%
Diagnostic Company	$ 217,750	76%	$ 171,000	$ 215,750	$ 221,000	$ 233,000	$ 266,000	4	6%
Contract MSL Organization	$ 243,333	85%	$ 153,000	$ 215,000	$ 278,000	$ 289,000	$ 300,000	3	5%
Other (please specify)	$ 269,000	93%	$ 221,000	$ 238,000	$ 269,000	$ 292,000	$ 333,000	3	5%

Note: Large Pharmaceutical $10+ Billion Medium Pharmaceutical $1-10 Billion Small Pharmaceutical <$1 Billion

Figure 4. U.S. MSL Excellence/Operations Salary based on Company Type

Company Type	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - MSL Excellence / Operations	$ 231,321	-	$ 149,000	$ 197,000	$ 233,000	$ 262,000	$ 388,000	35	100%
Large Pharmaceutical / Biotechnology	$ 219,765	95%	$ 173,000	$ 198,000	$ 215,000	$ 258,000	$ 294,000	17	49%
Medium Pharmaceutical / Biotechnology	$ 266,700	115%	$ 149,000	$ 237,000	$ 275,000	$ 289,000	$ 386,000	10	29%
Small Pharmaceutical / Biotechnology	$ 214,286	93%	$ 183,000	$ 189,000	$ 230,000	$ 250,000	$ 260,000	7	20%
Medical Devices	-	-	-	-	-	-	-	0	0%
Contract Research Organization (CRO)	-	-	-	-	-	-	-	0	0%
Diagnostic Company	-	-	-	-	-	-	-	0	0%
Contract MSL Organization	$ 195,000	84%	$ 195,000	$ 195,000	$ 195,000	$ 195,000	$ 195,000	1	3%
Other (please specify)	-	-	-	-	-	-	-	0	0%

Note: Large Pharmaceutical: $10+ Billion Medium Pharmaceutical: $1-10 Billion Small Pharmaceutical: <$1 Billion

AVERAGE SALARY BASED ON YEARS OF EXPERIENCE

As in previous annual reports, the 2022 report revealed (as expected) that generally, one's salary within the MSL profession steadily increases with years of experience. However, interestingly, there are instances where, on average, the salary for both MSLs/Sr. MSLs and Managers/Directors decrease unexpectedly. (Tables 5-8).

Figure 5. U.S. MSL/Sr. MSL Salary based on Years of Experience

Experience	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - MSL/Sr. MSL	$ 161,239	-	$ 100,000	$ 105,000	$ 161,000	$ 200,000	$ 264,000	1052	100%
Less than 1 year	$ 160,731	98%	$ 100,000	$ 110,000	$ 164,000	$ 171,000	$ 210,000	107	10%
1-2 years	$ 170,618	97%	$ 110,000	$ 160,000	$ 170,000	$ 180,000	$ 240,000	206	19%
3-4 years	$ 185,125	103%	$ 100,000	$ 174,000	$ 185,000	$ 197,000	$ 245,000	237	23%
5-6 years	$ 191,903	100%	$ 105,000	$ 181,000	$ 190,000	$ 208,750	$ 261,000	134	13%
7-8 years	$ 204,972	113%	$ 150,000	$ 195,000	$ 205,000	$ 217,000	$ 265,000	72	7%
9-10 years	$ 191,783	105%	$ 110,000	$ 178,000	$ 199,000	$ 217,500	$ 261,000	21	2%
11-15 years	$ 211,702	116%	$ 150,000	$ 195,500	$ 215,000	$ 227,000	$ 288,000	40	5%
More than 15 Years	$ 213,509	117%	$ 160,000	$ 203,000	$ 215,000	$ 225,500	$ 250,000	55	5%

Figure 6. U.S. Manager/Director of MSLs Salary based on Years of Experience

Experience	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - Manager / Director of MSLs	$ 233,288	-	$ 135,000	$ 311,500	$ 330,000	$ 252,000	$ 365,000	219	100%
Less than 1 year	$ 215,303	93%	$ 202,000	$ 308,500	$ 315,000	$ 232,000	$ 229,000	3	1%
1-2 years	$ 208,136	90%	$ 140,000	$ 188,500	$ 211,000	$ 237,500	$ 257,000	22	10%
3-4 years	$ 221,082	95%	$ 160,000	$ 200,000	$ 210,000	$ 245,000	$ 278,000	24	11%
5-6 years	$ 214,008	92%	$ 135,000	$ 203,500	$ 210,500	$ 234,750	$ 279,000	26	12%
7-8 years	$ 229,273	99%	$ 160,000	$ 212,000	$ 226,000	$ 250,000	$ 325,000	30	15%
9-10 years	$ 226,556	98%	$ 160,000	$ 207,500	$ 224,500	$ 241,250	$ 295,000	18	8%
11-15 years	$ 246,648	106%	$ 200,000	$ 234,000	$ 250,000	$ 264,000	$ 277,000	25	11%
More than 15 Years	$ 249,515	107%	$ 200,000	$ 230,000	$ 240,000	$ 267,000	$ 365,000	68	31%

Figure 7. U.S. Executive Management/VP of Medical Affairs Salary based on Years of Experience

Experience	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States – Executive Management / Vice President of Medical Affairs	$ 286,066	-	$ 152,000	$ 262,000	$ 283,000	$ 315,000	$ 625,000	65	100%
Less than 1 year	$ 152,000	53%	$ 152,000	$ 152,000	$ 152,000	$ 152,000	$ 152,000	1	2%
1-2 years	$ 196,000	69%	$ 186,000	$ 196,000	$ 186,000	$ 196,000	$ 186,000	1	2%
3-4 years	$ 188,000	69%	$ 188,000	$ 188,000	$ 188,000	$ 188,000	$ 188,000	1	2%
5-6 years	$ 266,286	93%	$ 223,000	$ 256,000	$ 275,000	$ 288,500	$ 325,000	7	11%
7-8 years	$ 233,750	82%	$ 188,000	$ 209,250	$ 239,500	$ 264,000	$ 276,000	4	6%
9-10 years	$ 262,875	92%	$ 173,000	$ 226,750	$ 273,500	$ 289,500	$ 302,000	8	12%
11-15 years	$ 311,099	108%	$ 186,000	$ 266,000	$ 300,000	$ 336,000	$ 625,000	17	26%
More than 15 Years	$ 309,038	105%	$ 212,000	$ 272,500	$ 295,000	$ 325,000	$ 386,000	26	40%

Figure 8. U.S. MSL Excellence/Operations Salary based on Years of Experience

Experience	Mean	% relative to country mean	Min	25th percentile	50th percentile (median)	75th percentile	Max	Number	% of sample
United States - MSL Excellence / Operations	$ 231,371	-	$ 149,000	$ 197,000	$ 225,000	$ 262,000	$ 386,000	35	100%
Less than 1 year	$ 230,000	99%	$ 230,000	$ 230,000	$ 230,000	$ 230,000	$ 230,000	1	3%
1-2 years	-	-	-	-	-	-	-	0	0%
3-4 years	$ 183,750	79%	$ 149,000	$ 173,500	$ 182,500	$ 189,750	$ 225,000	8	23%
5-6 years	$ 197,000	85%	$ 196,000	$ 196,500	$ 197,000	$ 197,500	$ 198,000	2	6%
7-8 years	$ 232,750	101%	$ 198,000	$ 208,500	$ 223,500	$ 247,750	$ 286,000	4	11%
9-10 years	$ 251,333	109%	$ 208,000	$ 258,000	$ 260,000	$ 275,000	$ 286,000	3	9%
11-15 years	$ 266,875	115%	$ 196,000	$ 232,250	$ 258,000	$ 291,000	$ 386,000	8	23%
More than 15 Years	$ 243,667	105%	$ 111,000	$ 195,000	$ 236,000	$ 264,000	$ 297,000	9	26%

SALARY SATISFACTION

Companies must ensure that the MSL professionals they employ receive competitive salaries to strengthen retention. According to the 2022 survey results, more than 89% of MSLs reported being “satisfied” or “very satisfied” with their overall annual compensation. In similar satisfaction rates, 76% of Manager/Director of MSLs, reported they are “satisfied” or “very satisfied” with their overall annual compensation. Those in Executive Management/VP of Medical Affairs and MSL Excellence/Operations also reported high satisfaction rates with their overall compensation. (Tables 9-12.)

Figure 9. U.S. MSL/Sr. MSL – Salary Satisfaction

Your pre-tax annual base salary

Pre-tax Annual Base Salary	Percentage	Number
Very Satisfied	22%	34
Satisfied	62%	96
Dissatisfied	15%	24
Very Dissatisfied	3%	4

Your overall annual compensation

Overall Annual Compensation	Percentage	Number
Very Satisfied	23%	36
Satisfied	66%	105
Dissatisfied	10%	16
Very Dissatisfied	1%	1

The benefits your employer provides you

The benefits your employer provides	Percentage	Number
Very Satisfied	39%	61
Satisfied	54%	85
Dissatisfied	6%	10
Very Dissatisfied	1%	2

Figure 10. U.S. Manager/Director of MSLs – Salary Satisfaction

Your pre-tax annual base salary

Pre-tax Annual Base Salary	Percentage	Number
Very Satisfied	28%	43
Satisfied	56%	118
Dissatisfied	19%	40
Very Dissatisfied	5%	10

Your overall annual compensation

Overall Annual Compensation	Percentage	Number
Very Satisfied	21%	45
Satisfied	56%	115
Dissatisfied	21%	44
Very Dissatisfied	3%	7

The benefits your employer provides you

The benefits your employer provides	Percentage	Number
Very Satisfied	27%	57
Satisfied	57%	121
Dissatisfied	15%	31
Very Dissatisfied	1%	2

Figure 11. U.S. Executive Management/VP of Medical Affairs – Salary Satisfaction

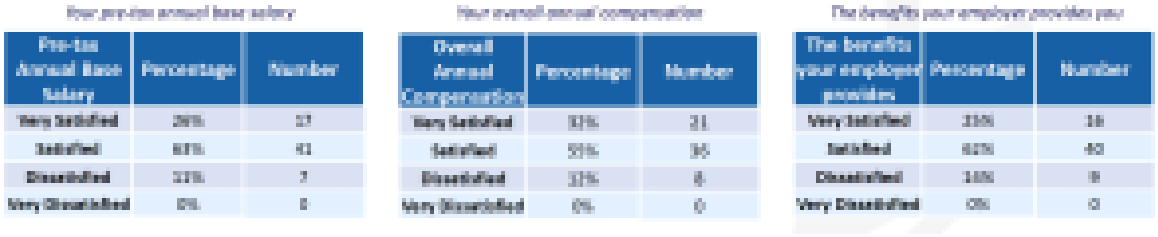
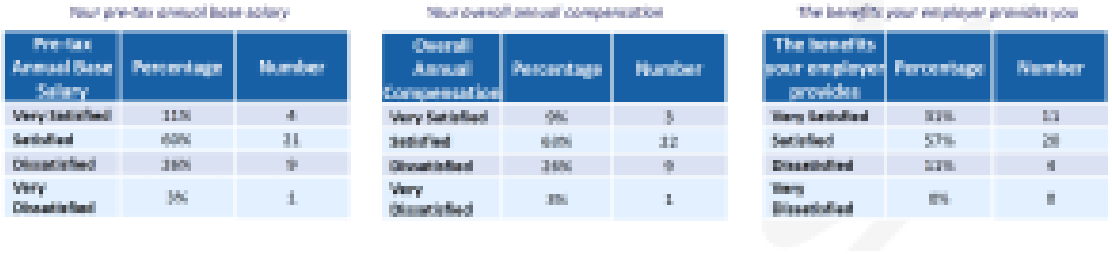


Figure 12. U.S. MSL Excellence/Operations – Salary Satisfaction



SALARY TRANSPARENCY

Importantly, the 2022 survey also included questions about salary transparency. Results reveal different perspectives regarding transparency. Interestingly, although 79% of MSLs indicated that salary information for their role should be public information at their company, 56% of Managers/Directors and 72% of Executive Management do not think this information should be publicly available. Another finding was that 88% of MSLs and 62% of managers indicated that salary details should be included in all job postings for roles within Medical Affairs. (Tables 13-16.)

Figure 13. U.S. MSL/Sr. MSL – Salary Transparency

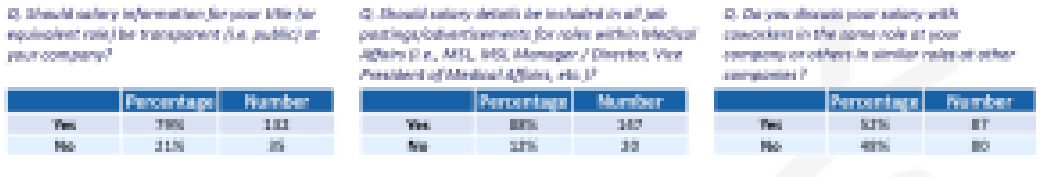


Figure 14. U.S. Manager/Director of MSLs – Salary Transparency

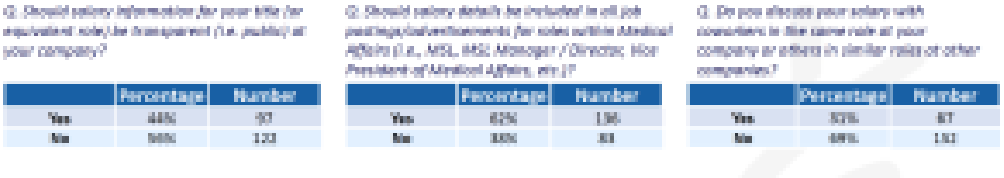


Figure 15. U.S. Executive Management/VP of Medical Affairs – Salary Transparency

Figure 16. U.S. MSL Excellence/Operations – Salary Transparency

Q. Should salary information for your title (or equivalent role) be transparent (i.e. public) at your company?

	Percentage	Number
Yes	54%	39
No	46%	34

Q. Should salary details be included in all job postings/advertisements for roles within Medical Affairs (i.e., MSL, MSL Manager / Director, Vice President of Medical Affairs, etc.)?

	Percentage	Number
Yes	66%	25
No	34%	12

Q. Do you discuss your salary with coworkers in the same role at your company or others in similar roles at other companies?

	Percentage	Number
Yes	17%	6
No	83%	29

Conclusion

To gain a more accurate understanding of MSL salary and compensation levels globally, the MSL Society conducted the 9th MSL Salary and Compensation Survey in 2022, which included 2,099 MSL professionals from 60 countries. The primary purpose of the survey was to gain insights into current global MSL salary and compensation levels across pharmaceutical, biotechnology, medical devices, and other healthcare companies that employ MSLs. This data enables MSL leaders, HR, and other decision-makers to make more informed decisions regarding salary and compensation levels. As in previous years, the annual reports are complimentary to everyone who participated and all professional-level members of the MSL Society.

The 2022 survey results are the world's largest database of MSL salaries. As such, it remains the most comprehensive and authoritative resource on global MSL salary and compensation levels.

References:

2022 MSL Salary and Compensation, USA Results, Medical Science Liaison Society, 2022.

Additional Resources

The full Global MSL Salary and Compensation Report and 14 individual country reports, which reveal details of these findings and other insights, are available for free for all members of the MSL Society under the resource section of the society website www.themsls.org.

Author:

Samuel Dyer, MD, PhD

CEO and Chairman of the Board

Dr. Samuel Dyer has over 23 years of experience within the International MSL community while working for a number of top global companies. During his career, he has led MSL / Medical Teams in multiple TA's in over 60 countries throughout the U.S., Canada, Europe, Africa, the Middle East, Australia, and Asia.

His management experience includes small (2+) to large (240+) MSL teams across multiple TA's. Throughout his career, Dr. Dyer has worked on MSL and Medical Affairs strategy and has extensive experience in creating strategic MSL utilization and medical communication plans. He has designed and created global MSL training programs that have included: onboarding programs, KOL Medical communication plans, strategic assessments, planning, and execution in geographical locations with diverse cultures /languages. Dr. Dyer has successfully launched both pharmaceutical and medical device MSL teams both in the

U.S. and internationally.

Dr. Dyer has also written extensively on the Medical Science Liaison role, including numerous published articles, benchmark studies, and reports. Dr. Dyer is well recognized within the global MSL community and has developed an extensive international network within the Pharmaceutical, CRO, Medical Device, and Biotechnology industries. He is the owner of the largest group on LinkedIn for MSLs and Medical Affairs with over 25,000 members. He has spoken and moderated several international conferences on various MSL topics including KOL management, creating MSL teams, MSL training, international MSL teams, and the value of the MSL role and Medical Affairs. Dr. Dyer is consistently sought out as a resource and consultant for MSL projects that have included diverse companies such as McKinsey Consulting, Bain and Co., and Philips Healthcare.

Dr. Dyer has a Ph.D. in Health Sciences and did medical training in Chicago. He has a Master's Degree in Tropical Biology (where he studied in the Amazon) and a B.S. in Biology. Dr. Dyer also completed a certificate program for Executive Leadership and Strategy in Pharmaceuticals and Biotechnology at the Harvard Business School.

Dr. Dyer is the author of the Amazon #1 Best Seller "The Medical Science Liaison Career Guide: How to Break into Your First Role" (www.themslbook.com) which is the first book published on how to break into the MSL role.

Your Role in Creating a Culture of Excellence

By Randy Miller, PharmD | Spring 2023

Work culture is the collective behavior we rely on to drive performance across an organization. Culture, including interactions and perceptions about what it's like to work somewhere, is extremely important for both current and prospective employees. Recent surveys on work culture indicate nearly 90% view a healthy, positive work culture as vital for success. (1) Culture impacts both the attraction and retention of talent. When thinking about work culture, consider some of these questions:

- Are employees proud to be part of your organization?
- Are you losing truly amazing talent that you want to keep?
- Do employees leave before two years?
- Do employees feel they can thrive in the current environment?
- Do employees truly make an impact in their roles? Is there a strong sense of purpose?

Building a positive work culture improves engagement, productivity, and retention and enhances hiring practices. Creating a corporate environment where employees can see the workplace as a destination, not just a stepping stone in their career path, is surely a goal of most companies. A key to creating a positive work culture is having authentic vision and mission statements that employees can relate to; the vision says where you want to go and the mission indicates how your company will get there with a purpose. Values underscore the vision and mission; a critical component of success is to define the organizational values as a cornerstone for how decisions are made and what are the organization's leadership tenets. Knowing and believing in the mission allows one to hire optimal talent that can help the organization reach its goals and achieve success.

Build a culture with a clear sense of direction. Consider doing a periodic survey to understand what employees love and what they want more of to build a strong connection to the organization. Leadership is at the heart of all these endeavors; to have a positive culture where people want to work, leaders set the tone from the top. Great companies realize that people are an organization's greatest asset. The best leadership teams protect, encourage and develop people to achieve their overall success and they do so together. People will model what they see leaders saying and most importantly doing. Employees should be expected to and rewarded for incorporating or "living" the company's values. Leaders truly are the "glue" that keeps everything together, in working order, and moving cohesively toward how a company can achieve its mission and goals.

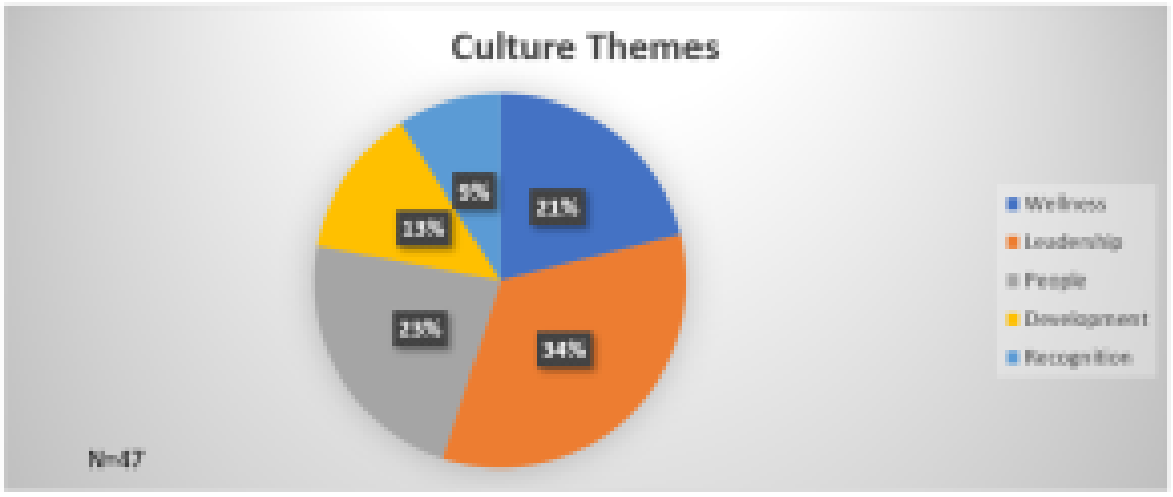
Syneos Health Medical Affairs leadership led a workshop at the annual MSL Society conference in September 2022 to elevate the discussion about how to create a culture of excellence within a field medical affairs team.

Workshop Objectives

- Discuss how MSLs and MSL Managers can create a culture of excellence that will drive future success for Field Medical teams
- Learn how individual development, career planning, and ongoing training impact team culture
- Discuss novel approaches that demonstrate a true commitment to and appreciation for culture within field medical teams

The workshop session included 47 individuals in various roles all related to field medical affairs. The facilitators opened the session with a brief survey among participants regarding what they believe are essential elements of a great corporate culture. Attendees including both field medical affairs leaders and individual contributors were asked the question and allowed to independently write a response that they placed on a flip chart. Their responses are graphed below.

What Makes a Great Corporate Culture?



Leadership topped the list of responses with just more than a third pointing to leadership as the key driver of a great corporate culture. Discussion with the participants noted that people make the culture. Nearly a quarter of the attendees indicated that it's the people within the organization that drive a great corporate culture. These responses were trailed by 21% who view wellness as a focal point for a great culture, followed by 13% who seek investment in development, and 9% noting that recognition is key to a great work culture. It is interesting and surprising for the authors that there is not a focus on pay or other compensation as a driver of a great work culture. In summary, when you combine the people and the leadership domains, you clearly see that 57% of the responses indicate these two areas are the most important drivers of a great work culture.

Comments from workshop participants related to these key themes about elements of a great work culture are noted below:

People / Leadership

- Collaboration
- Connections
- Foster community/diversity and inclusion
- Open to ideas
- Transparency in communication
- Trust

Wellness

- Make space for wellness at work and in your personal life
- Mandated shutdown time (such as 30-60 min breaks)
- Ask the team what causes stress and how it impacts them

Development

- Challenging assignments
- Offer growth opportunities to all
- Invest in development
- Know career pathways
- Assistance to develop weak areas

Recognition

- Recognize others; show employees are valued
- Celebrate strengths

- Escalate recognition
- Celebrate success

A great culture drives employee engagement and high performance!

What causes people to leave their positions? STRESS is the #1 reason! [2]

According to Academy to Innovate HR (AIHR), the authors have noted the various reasons employees depart positions. They report that a work culture that creates stress is not diverse and inclusive, has poor leadership, tolerates bad behaviors, and diminishes satisfaction is the polar opposite of a culture of excellence. Knowing what a negative work culture embodies, one can begin to focus on elevating positive drivers that retain employees and encourage growth. As noted by our workshop attendees, by the time someone leaves, they've already been planning on departing or "checked out" for about 3-6 months. Additionally, experts estimate that it costs nearly 30% of a typical departed person's salary to replace recruiting, onboarding, and training to bring a team member to the high functioning level needed for success in their role. [4]

Discussions during the MSL Society session noted that in order to combat fatigue and stress, there was a strong sentiment expressed for short breaks for employees, such as introducing 30-minute breaks up to 2-3 times a week to unplug from demanding workloads and allowing the person to decompress. As an added component for accountability, leaders suggest having their employees share colleagues' tactics about how they are unplugging and taking breaks to ensure they do not burn out.

Throughout this article, the authors include useful resources to complement the thoughtful knowledge gleaned from commentary during the conference session.

Wellbeing Comes from One Place – A Positive Culture

More than Seeking *Balance*…. Wellness is Work-Life-*Harmony*

An article in HBR identified the essential characteristics of a positive workplace and suggested steps to foster wellness set forth below: [3]

- Caring for, being interested in, and maintaining responsibility for colleagues as friends
- Providing support for one another, including offering kindness and compassion when others are struggling
- Avoiding blame and forgiving mistakes
- Inspiring one another at work
- Emphasizing the meaningfulness of work
- Treating each other with trust, gratitude, respect, and integrity

Here are four steps to foster wellness with your colleagues:

1. Foster social connections
2. Show empathy
3. Go out of your way to help
4. Encourage people to talk to you – especially about their problems

Having Wellness Tips – Useful to Share Periodically with Employees

Well now.....

Wellness Ideas and Tips

Syneos Health

In today's world, we all experience new challenges that impact our wellbeing. Here are strategies the Syneos Health Field Medical Affairs team does to manage stress.

Physical [1-5]

- Always keep water with you to fight fatigue.
- Eat protein and fiber together to combat sugar cravings and energy crashes.
- Avoid blue light 1-2 hours before bed to fall asleep faster.
- Match your sleep schedule to your chronotype (circadian rhythm) to optimize your energy levels.
- Schedule 45-minute meetings to allow time to stretch and move before your next call.
- Try some of these DIY tools to release stress and tension: massage wands, facial tools, foam rollers, or aromatherapy.

Social [4]

- Figure out what motivates you and network with like-minded people
- Sign up for an exercise class or schedule time for a workout with a buddy. Accountability can keep you on track with your goals.

Emotional [4]

- Spend an entire day doing what you enjoy such as catching up with family or friends, working on a hobby, or relaxing at a spa.
- Ask others for help or outsource tasks to companies to help you with yard work, cleaning, or grocery shopping so you don't become overwhelmed.

Spiritual [4]

- Breathe deep with the 4-7-8 technique: 4 second inhale, 7 second hold, 8 second exhale.
- Turn off autopilot and practice mindfulness daily, focusing on a particular sensation such as breathing, a sound, or an image to calm your mind.
- Practice gratitude by sending someone a handwritten note telling them why you appreciate them.

Intellectual [4]

- Know your company benefits. For example, most Employee Assistance Programs (EAP) offer more than just counseling.
- Take a class to learn something new, or travel to different places and explore the world around us.

Research Publications:

- *Stress accelerates aging of immune System.* Leigh Hopper USC News June13, 2022
- *Too Much, Too Little Sleep Linked to Elevated Heart Risks in People Free from Disease.* American College of Cardiology May 05, 2022
- *Being in Nature: Good for Mind, Body and Nutrition.* Dahlia Stoff, Franco Montalto, PhD and Eugenia Victoria Ellis, PhD Drexel News April 25, 2022

Helpful Apps:

Headspace Simple Habit 10% Happier

EXAMPLE

Understanding how vital wellness is for work culture, the leaders of the conference workshop opted to share a "Wellness" tip sheet with members of the audience as the session ended. In addition to the company wellness program field, employees receive a brief, one-page wellness newsletter monthly.

Diversity is a Key to Building a Culture of Excellence

Workshop attendees underscored the need to foster community in their work environments with diversity, equity, and inclusion (DE&I). It is important to build diversity in the work culture to embrace many perspectives that contribute to success.

The authors note that their employer, Syneos Health®, has identified three DE&I pillars – **People, Customers, and Community** – to support the intentional and thoughtful way we make a difference in patients' lives. The authors discussed how people, customers, and the community are ways to drive employee engagement. Examples of what the employees have considered were below:

- **People**: Develop a strategic plan to increase diversity at senior levels within the organization.