

# Imaging Panda - Associate Director, Field Reimbursement Manager at Bayer AG

Interview conducted on March 07, 2023

## Topics

Field Reimbursement Manager, Reimbursement Process, Healthcare Industry, Prior Authorization, Collaboration, Communication, Denials, Best Practice Sharing

## Summary

During a conversation between a Tegos Client and an Associate Director, Field Reimbursement Manager at Bayer AG, the challenges and inefficiencies of the seven-step process of assisting accounts with financial data were discussed. The lack of specific patient insurance information and absence of a de-identified EOB can slow down the process significantly, and accessing streamlined resources that provide prescription and medical benefit information can be challenging. The importance of collaboration and understanding between the sales team and the FRM team was emphasized, as well as the need for consistent follow-up and education on the process. Lack of communication and collaboration can lead to extra research and frustration, and the importance of dedicating time to case studies and best practice sharing was stressed.

## Expert Details

Associate Director, Field Reimbursement Manager at Bayer AG. Expert can speak to their experience with field reimbursement at Bayer AG.

Associate Director, Field Reimbursement Manager at Bayer AG. The expert is responsible for supporting the reimbursement functions for one of Bayer AG's buy-and-bill products. The expert works cross-functionally with the sales team to support product education. The expert is responsible for working externally with customers to address any coverage and copay concerns and general education about the product.

Prior to Associate Director, Field Reimbursement Manager, the expert was an Oncology Specialty Consultant at Bayer AG, before promotion October 2021. The expert was responsible for assisting sales processes behind some of Bayer AG's specialty oncology drugs.

Q: What are your current top 3 goals/focuses in your current role?

- A: 1. Improve education with our sales force internally  
2. Reduce any access barriers  
3. Work cross-functionally to be more efficient and improve processes across our divisions

Q: What is the job title of your boss/the person right above you in your org? (e.g., Directly reporting to the VP of Market Access)

A: SRM Director.

Q: What are the job titles of the people you manage/your direct reports? (e.g. Regional Account Manager)

A: Not at the moment.

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## Tegos Client

Hey, thanks so much for hopping on today. I want to understand the role of an FRM and understand how FRMs essentially help get patients on therapy. Is it okay if you just start with some general question. So can you just start high level, your current role in your day-to-day?

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**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So the field reimbursement manager role is there are some things that are different on a daily basis based on the customer, external customer need. And then there are consistent and ongoing educational roles that we play internally within the company I work with.

**Tegus Client**

So let's say I was going to shadow you for a day. Can you explain your schedule and just paint a clear picture of how your day goes?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So I may have several calls set up internally with the company I work for, whether it's the other field reimbursement managers, we usually have like at least one or two of those calls a week. And then we were aligned. There were three of us, there are three that we are aligned with certain parts of, certain states and parts of the, it doesn't actually make sense how they have it set up for us right now. But it was just three parts of the country.

And so then we would also directly work with the employees within our company that if they had customer issues that came up. So we would work with them as a front line. And then if there was, so just as things come in, we would have set up calls as quickly as we could to get information and then help with the reimbursement concern or a resource question. It's kind of a deeper dive into all of the resources that the company provides, but also if there's a reimbursement issue because I worked with a buy-and-bill product.

**Tegus Client**

So let's just start with like the internal meeting side. Like if you think about the last couple of weeks, how many internal meetings do you have in an average week.

**Associate Director, Field Reimbursement Manager at Bayer AG**

So we have one every week that is with just our media FRM team. And then we also would have another one that is with like our director and also any of the other, we have other FRMs within the company. So we would have like a collaborative or a cross-functional call probably once a month, things have kind of changed a little bit. This is a role that actually changes a lot all the time, but it's, where it's a reflection of what's going on within the company.

So if there's, depending on the time of year with the product, there could be more price updates at the beginning of the year. So the focus would shift to helping pull through price update information. And then if there was a, if in second quarter of the year, price updates from company side don't always get updated on the payer side, depending on the state or the payer. So then sometimes there would be under reimbursement issues for buy-and-bill products.

So that usually would be like a second quarter, third quarter issue. So, and I also am involved in other like cross-functional projects. So if we have like a pilot project that we're working on as an additional collaborative opportunity like that, so I know it's hard to, we probably have like two FRM calls a week, let's say that.

**Tegus Client**

Perfect. So it sounds like you have some internal meetings, maybe anywhere from two to four a week.

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes.

**Tegus Client**

And how is the rest of your time spent? Is it on the computer? Is it in the field with your customers? How is that allocated?

**Associate Director, Field Reimbursement Manager at Bayer AG**

So if it is for a product that has been on market for a while, there is less of a need for there to be an in-the-field presence. And so I can give you some examples. For the buy-and-bill product that I support, and there are only three of us.

So the volume of issues that we deal with can be handled more virtually. And so we deal with a higher number of issues, but we do most of it virtually. When there is like a product launch, and I did, I supported one of the other products that was an oral product that's just prescribed regularly like through the pharmacy and that product as a launch, depending on the newness to it.

And if it's a different class, if it's a different, if there's something unique about it, then there's what I have seen and experienced myself is that there's a much more emphasis from a company side and from the customer need to be more in person as more often.

**Tegus Client**

So at this point, you're just spending almost all of your time on the computer. Is that right?

**Associate Director, Field Reimbursement Manager at Bayer AG**

For the buy-and-bill product that's supported, yes. I only had two, I apparently had two in-person customer interactions in a year. But for the product I supported that was a launch product. And I had filled in for another FRM. I actually had two within just like within a very short amount of time.

**Tegus Client**

And so I guess I just want to understand like what percent of your last couple of weeks are on just virtual calls? And what percent of them are you actually just like doing work? Are you kind of like switching between meetings and trying to knock out 20, 30 minutes of working between meetings? Or do you have a dedicated time where you are problem solving for your customers, helping figure out how to help them navigate reimbursement issues and then you have dedicated time to meet with them.

**Associate Director, Field Reimbursement Manager at Bayer AG**

The majority of my time is spent either making sure I am getting the right information so I can help a customer. And then researching it to understand what could have happened and why because this buy-and-bill product, it's more on the back end where if they were under reimbursed.

Now other products that are like pull-through like prior authorization on the front end, there's a lot more education. But either way, the majority of my time, like probably at least 65% of my time is spent either directly working with the customer or researching like the issues that come up.

**Tegus Client**

Perfect. Well, I'm going to transition now. So I have a few questions I wanted to run over in steps with you. So let's just start with step one. You might get looped in as an FRM at any stage of the process from one of your stakeholders. And so really, the first step as part of this process is figuring out if you're juggling many accounts, which account do you want to prioritize first, deciding where you're going to get the info from based on that case?

And then also if you're working with an IDN or a different institution that has certain policies or procedures that limit or regulate the way that an FRM can interact with them, figuring out what those procedures are. So what makes step one or parts of step one challenging, inconvenient or frustrating for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

I was thinking about this chapter, and the best way to summarize what makes this part frustrating is it's the sales representative that is passing on information and the amount of information that they're passing on that makes us able to respond or not respond in a timely fashion. So it's the amount of information on the front end that we're provided. That affects our ability to respond to the customer.

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**Tegus Client**

Got it. So if saying this another way is, you're limited by the amount of information that you're provided by your sales team.

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So if we have a solid process in place of what information, if they expect us to respond or reach out to the customer. And if we have a process in place of what information we need to have to be able to do that, the more that's followed, the more likely we are to respond in a timely manner without a lot of back and forth.

**Tegus Client**

So it's challenging if the sales team doesn't follow that process or give you enough information to really jump in to assist the clinic?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Or if there's not a process, but yes, all of those. So sometimes there's not a process. And then it's defining what information we need. So every company has a different way, I'm sure, of doing it, but that would be something that would help is to have a defined process and then, a defined process and then a defined like amount of information.

**Tegus Client**

And what makes this step slow or time consuming for you, if at all?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes, the back and forth between either the sales representative and then the sales representative to the customer because if we're supposed to be reactive, we're supposed to have as much information we can at once. But then if we get connected with the customer without all the information and it's a provider's office, it takes them longer to follow up as well. So any time you're increasing the number of interactions back and forth, you're increasing the amount of time it takes to solve a problem.

**Tegus Client**

What aspects of this step are wasteful or can contribute to lower efficiency for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Not having a defined process in place from sales to FRM and not having a defined amount of information required to connect with the customer.

**Tegus Client**

Got it. So then let's move on to step two. So in this step, after you've determined which account you're going to focus on and basically what you need to do to be able to actually focus on them., Now it's time to gather the information. So you need to gather the information from your vendors like your hub, your co-pay assistance vendors, anyone else who might be involved, your SPs, gathering information on the payers' coverage, so from the benefits investigation, or any other tools to use for that. And then gathering for info from the account itself from their staff, whether it's their coordinators, MAs, whoever you're working with to just understand the case more. What makes this step or parts of it challenging, inconvenient or frustrating?

**Associate Director, Field Reimbursement Manager at Bayer AG**

It's a direct reflection and build upon from step one. So the less information that we have from the beginning, the more we have to go back to either missing information, whether it's in a hub, some products don't require a hub scenario, but either way, if there's missing information and there's additional follow-up required to whatever degree, the time back and forth over email, which is usually better than phone calls is, extends the length of the time to provide any answer.

**Tegus Client**

Got it. And what makes this step slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

If we don't have information about the patient-specific insurance, that will slow it down significantly. And then if we don't have specific information about whether it's on the front end, prior authorization criteria, which we can get. But if we don't know the health insurance, then it's hard to identify the prior auth criteria.

On the back end, if it's like a buy-and-build product, if we don't have a de-identified EOB, it's really hard to give any information or any like, we can't really give direction, but we really, we can't look into anything until we have definitive information. So if you don't have either the patient's health, exact health insurance because telling me it's Blue Cross, doesn't tell me anything.

You have, like the exact like payer information, like very specific payer state level, and then also if it's like prior auth or if it's on the back end, if it's an explanation of benefit of denial, you can't really do anything based on hearsay because a lot of it is just that, it's hearsay.

**Tegus Client**

And what aspect of this step are wasteful or contribute to lower efficiency for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

The process that everybody has identified that they should follow. So whether it's on the sales consultant side or if it's, even just the communication once I get involved with a customer, my communication to them about what I need early on also contributes to that process being slowed down.

So it's a clarity from everyone about what we need to be able to answer questions. And so it can be just more specific case information if it's a hub scenario. If we, if there's not a hub involved, it's a very specific EOB information that allows us to see what actually occurred.

**Tegus Client**

So in step three, you've collected the information from all the different places that you need to. Now you would need to actually do the detective of work and examine what are the barriers here, whether it's looking at the policy, whether absolutely using your tools to figure out what the actual barriers are. And then you want to examine the actual options.

So thinking about, okay, now that you know the barriers, what is the patient actually eligible for if it's financial assistance, if it's a PA, if it's a medical exception, what are the actual options to get through these barriers? And then finally, preparing any supporting materials that you need to share with the account to help them overcome these barriers. That's what we're talking about in step three. What makes this step challenging, inconvenient or frustrating?

**Associate Director, Field Reimbursement Manager at Bayer AG**

What would make this step challenging is if you don't have the ability to access a resource that provides you either prescription, like PDL information or medical benefit information. So commercial insurance is notoriously, or it can be more challenging to come across on a medical benefit side. On like a PDL side, you have access to like what the policy is.

So if they don't have a streamlined resource that provides that information depending on the FRM's ability to research that information on their own, that in itself will be challenging. So if there's like a streamlined resource like a DRG that gives you the ability to search state-level plan commercial, Medicaid, Medicare level data.

But then sometimes that suggests prescription information if you're dealing with a buy-and-bill product or a Part B drug, it's more challenging to come up, you have to do more digging on the medical benefit side. So streamlined resources is key if that's possible. The prescription drug list would be, if you have, so DRG is like one DRG Clarivate is like one resource where you can look up products based on their formula, like you can

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research a class of drugs across states, across payers and then you have access at a high level to the prescription benefit information, whether it's like first line and second line or like first tier, third tier, to give you an idea of what like level it would be at.

And then usually, there's a link to the plans information. So you could see the, it's like a more streamlined way to find the prescription drug information for a specific payer. But that only works for the prescription side, it doesn't always work for the medical benefit side.

**Tegus Client**

And are you saying you don't have access to these resources. So for you, it's really challenging to do your job.

**Associate Director, Field Reimbursement Manager at Bayer AG**

I have access to the resource from my company for one part of the product, but not everybody uses it. So the one barrier is like the explanation of the resource to the team internally. So everybody will use it differently. That is explaining what the resource is and like how it can benefit your ability to find information faster. So we all use it in different ways.

**Tegus Client**

So like I just want to reframe the way you're speaking of this. So it sounds like you have access to this tool and it can be helpful for you, are these tools, given that you have access, like what actually makes the step challenging or frustrating.

**Associate Director, Field Reimbursement Manager at Bayer AG**

It only has the prescription drug information. And one of the products that I supported, like the product I supported the most was a medical benefit product. So there was a small percentage of the time that the drug was run through as a pharmacy benefit for patients. And so if it was being run through that way, I could have access to the pharmacy benefit side. But if they went through buy and bill, I wouldn't have access to the medical benefit information for all the payers.

**Tegus Client**

So then what makes this slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Just the amount of research you have to do on your own to try to find out the missing information. There's a lot of like just Googling random things, there is a lot of trial and error.

**Tegus Client**

Can you just give an example?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So something that said it should be covered by the pharmacy benefit, but the office is running it through as a medical benefit, which is more common for like buy-and-bill products. So on the medical benefit side, the device I have supported the most was mostly covered by payers. But if the office was trying to run it as a pharmacy benefit, they, even if it said it was covered as a pharmacy benefit on this resource, it didn't mean the payer would allow it to be distributed through the pharmacy channel. So there were challenges in even explaining that to the customer and then even, like it was just trial and error.

**Tegus Client**

And so are you saying it's kind of slow or time consuming troubleshooting and figuring out like what went wrong? Or is it slow and time consuming, just explaining the problem to the stakeholder to the clinic?

**Associate Director, Field Reimbursement Manager at Bayer AG**

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It's both if you have a product that can be run through both channels. And I'll give you a better example for specialty pharmacy. So on the specialty pharmacy side, if I've supported a biologic in the past, if you have specialty pharmacies that are maybe local or do a really good job of handholding the office for the first fill for a product. The challenge you run into is the patient's insurance may dictate what specialty pharmacy that the product has to be filled through.

So dated example, but if it's like a UnitedHealthcare, it could be OptumRx, I think that's dated because they've all combined. But no one knows the mandated specialty pharmacy that a patient's insurance requires. So even though they have local specialty pharmacies, and I don't know what specialty this would be in, but different specialties have more specialized pharmacies in local areas that are support, they're like selling their resources, too.

So you have to explain to the office that just because a specialty pharmacy that's local tells you, you can fill it through them. You still have to likely transfer it to the patient's mandated specialty pharmacy. So explaining that process is almost exhausting sometimes.

#### **Tegus Client**

And what aspects of this step are wasteful or can contribute to lower efficiency for you?

#### **Associate Director, Field Reimbursement Manager at Bayer AG**

So I'm a very process-oriented person. So I think if you have a way to help them, the office understand how to identify the patient's mandated specialty pharmacy from the beginning, and to get it to the right pharmacy the first time, you're less likely to have problems on refill. So the barrier is when you're working against other like specialty pharmacies that are promoting their services, that's one barrier. But also the specialty pharmacy process itself like prior authorizations, if the office isn't used to going through that, that's also a barrier.

#### **Tegus Client**

Got it. Let's move on to step four. Now you've examined the barriers, you've examined your options and now it's time to make a decision on how to overcome the barriers and as well as share or loop in anyone else who needs to be looped in before you actually made contact in step five.

So if you need to just give your sales team an FYI that you're going to contact one of their accounts, or if you need to just make sure that you have patient consent or consent from the institution that you can make contact with them. aspects of this step or parts of it are challenging or frustrating for you?

#### **Associate Director, Field Reimbursement Manager at Bayer AG**

The barrier will be is if you don't have a sales representative make a connections for you to the account. If they expect you to reach out to the account on my own, I will have barriers getting in touch with that account. But if the sales representative can make like a connection over email or in person, that will improve that process.

#### **Tegus Client**

And what makes this step slow or time consuming?

#### **Associate Director, Field Reimbursement Manager at Bayer AG**

Not having that in place. So if they reach out to this account, here's their phone number, here's their email address. They don't know me. So having to reach out to them without like a connection is challenging. It's more challenging. It's not they want to talk to us, but it's that salesperson should be making the connection.

#### **Tegus Client**

And what causes step four or any part of step four to be unpredictable, unstable or go off track for you?

#### **Associate Director, Field Reimbursement Manager at Bayer AG**

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The person, the account, or the customer, them responding, whether or not where we're reaching out on our own or there is a connection, them responding or them answering a phone call is what allows us to connect. So phone calls for medical offices are more challenging than emails, email still can be not timely. But it's usually easier for them to connect through email, and then they'll respond typically faster. Phone calls take longer and are more unpredictable.

**Tegus Client**

And any aspects of it are wasteful or contribute to lower efficiency for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

If you don't have the right information from steps one and two, it's just going to add to the barriers in step four. Because we'll almost have to start over.

**Tegus Client**

Well, then let's move on to step five, you've gotten all the information, you made a decision on how to help. You've looped in whoever you need to help. Now it's about actually going and making contact with your account, you're just trying to help them out, sharing the strategies with them on how to overcome the barrier, sharing any supporting documentation or materials or links to the policy, medical exception, templates or letters. And then informing any of the different vendors or other stakeholders that now you've made contact with them, with the account. What makes this step or parts of it challenging or frustrating for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

We can share with them all of the information in the world to provide clarity on the solution. There has to be pull-through on the sales side sometimes to help reinforce the support and also if there's a process change in the office, those are harder for them to change. So that's where like the in-person would be more effectful.

And, it's the pull-through like they still have to implement a change, or they still have to receive and comprehend the content and do something with it. So if we can encourage them to do something that's concrete to some degree, that, whether it's putting something in their EMR system or having a documented record of prior authorization criteria, the more we, it's like the total office call. If we don't, if the sales representative doesn't also support that side of it, it's really challenging to actually help them help themselves.

**Tegus Client**

And what makes step five slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

If the sales team is not onboard or doesn't understand even the foundational level of like what we're talking about with like prior authorization criteria and some, the example is sometimes they will have these references that they could actually utilize with offices on their own. If the sales team doesn't understand what those are and what that means, it's like we're having to sell two people on it, the customer and the rep, it sounds funny, but it happens.

You might feel like you're working against a brick wall. So the sales team has to understand and utilize their own resources first. So that's a company level push out that doesn't always happen. So you can have all the resources in the world and no one uses them.

**Tegus Client**

And what aspects of this step are wasteful or can contribute to lower output for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

What's challenging is my ability to pull through something that nobody else understands. So it seems wasteful to spend the time having, it's not wasteful to have the conversations with the accounts. If we're not

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all on the same page internally, that to me is wasteful of everyone's time.

**Tegus Client**

Well, then let's move on to step six. So you've shared the information externally with the account. You've coordinated and shared the information internally with your team. And now you just need to verify, does the account actually understand what you told them on how to overcome the barriers, and you want to track their progress as they try to overcome them. That's what we're talking about here. What makes this step challenging, inconvenient or frustrating for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

What makes this frustrating is if, on the FRM side of it, you can develop some really good relationships with the account where they actually will reach out to the FRM first, when they have, they feel like they have a good relationship. So we're not the ones that really are supposed to be pulling through this necessarily. So if the sales representative doesn't understand, or isn't there consistently to pull it through, it makes it harder for there to be a better outcome.

**Tegus Client**

And when you say you're not supposed to pull it through, do you mean after you provided the information, it's up to the sales rep to actually help the office get it through the finish line?

**Associate Director, Field Reimbursement Manager at Bayer AG**

So depending on the scenario, let's say, if on the back end, it's a buy-and-bill scenario, they've had a denied claim or an under-reimbursed claim. That's on the office to go back and submit a corrective claim to see what the resolution would be. So that would be on the office. But if it's on the front end, if it's like a prior authorization criteria, we can only give them so much information about what they need to gather and submit on behalf of the patient to do a prior authorization.

And there's a level of education of what's a denial and what's just a request for more information. So there's education internally and externally. So if there's not someone that's consistently supporting that, and that's not always the FRM's job is to like be that constant person, it's like to help with problems. And then to provide solutions, but we're not there like on an ongoing basis necessarily, unless something else comes up again. And every company can use these, can have, this role can be different with every company.

**Tegus Client**

And what aspects of step six can be slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Not having all the information to be able to provide other solutions of what could be done differently based on the scenario. If the sales representative isn't able to follow up consistently, or doesn't understand what the process is. There's a real disconnect with what companies are providing on education on some of this high level for reps. So if they are not providing information on the pull-through side with prior authorizations, we're always going to be up against the barrier. So that's frustrating.

**Tegus Client**

And what aspects of step six are unpredictable or go off track for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Every single state can be different. Every single like region can be different. Commercial insurers are different from Medicaid, which are different from managed Medicaid, which are different from Medicare. So it's unpredictable based on what the payer is and what the state is. We have to know that information.

**Tegus Client**

And can you just elaborate a little bit, what makes that unpredictable?

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**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So let's say, like Illinois Medicaid reimburses, physician-administered drugs at WAC minus 4.4%. That is a different barrier for anyone in Illinois who accepts Medicaid than in any other state with Medicaid. So if you don't understand, if the customer is buying at full wholesale acquisition cost, but their reimbursement is minus 4.4% for a certain class of drug. If you don't know that going into it, you won't understand why they're being under reimbursed compared to other states with Medicaid.

**Tegus Client**

Let's move on to step seven. So in this step, your first strategy didn't work in supporting the office. So they needed to get through prior auth, that got denied, now you have to ask for an exception, or you got through prior auth, but now you have some other issue with financial or co-pay assistance with the patient, something else. What makes this challenging, inconvenient or frustrating for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

What's challenging about this step is the offices' perception that it's a denial. When it's not typically a denial. So let's say, if we're talking about like a prior auth situation, that's not a denial. But they may perceive it as the products getting denied. That is the most challenging side is if something is not working, when we provide education, so they have to understand what's a denial, what's not a denial. And then we have to help understand what did they do to change a process or change their understanding to not have that perception?

**Tegus Client**

And what makes this step seven slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

There's a lot of back and forth with calls or with trying to just get in touch with the account in general. That's one challenge because even on the very back end, it can still be challenging to get in touch with an account. If the representative also doesn't understand it and goes in and like says something to the effect of like, oh, you can't get it covered. Like everybody has to be on board with the terminology of like what's a denial, what's more information because they can kind of derail a lot of things by agreeing with the customer to something they don't know they're agreeing with.

**Tegus Client**

And what aspects of step seven are wasteful or can contribute to a lower output for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

If we have not done a good job with the first six steps, but it's everybody has to be on the same page where we have to have a general level of understanding and then also work together. So the biggest barrier at this point is lack of collaboration. So if, we can't keep doing the same thing and expect a different result, if we're not actually working together to understand what the barriers are.

**Tegus Client**

Got it. And then the last step, you've done what you can to help the account, and it's never quite done. For many of these drugs, you have to renew them, you have to reauthorize them, there are patients on them continuously. And so really, what we're talking about here is you have to store the information for the next time you have to assist the account. What makes this challenging, inconvenient or frustrating for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

So if they actually utilize the information to get approval or get reimbursed for a product, they actually do a good job of, they have a good level of understanding at that point, where this step goes wrong is all of these scenarios can be one-offs from each other. And so internally, if you are building an FRM team and you have FRMs who don't work together internally to share these stories and to share like the challenge, what you did to overcome it and then how you helped, that only hurts everyone.

**Tegus Client**

Can you just give an example or explain that?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Yes. So if you ran across a situation where somebody was under reimbursed because they used the wrong, okay, this is a buy-and-bill scenario, they used a modifier and they put it on the device, which you don't, you put the modifier on the procedure code, not the device. But if you don't, so like what you see is that the claim systems are very automated in terms of their processing of information.

And so if sometimes when you use a modifier on a device, you see the same thing that you would see when it's on the procedure, it's a reduced amount of payment based on a percentage. If you don't talk through that scenario with your colleagues who are doing the same job, it's a disservice to everyone because then for them to come across the same scenario, force a similar scenario and not be able to recognize that quickly.

It just creates for a more time-consuming like process to figure it out. So like it's almost like best practice sharing. Like if you don't talk through those scenarios with your internal team who's doing the same job as you, but in a different state, region, whatever the scenario is, it's a disservice to everyone if you cannot work together to understand, as a whole, what are your biggest barriers?

**Tegus Client**

And so what makes this step slow or time consuming for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

Lack of communication and the amount of extra research that you have to do if you are doing, you feel like you're doing something on your own when you're also working with likely a team of people who are doing the same job in different parts of the country, but may run into the same thing.

So the lack of collaboration, the lack of communication, even though there's an overemphasis on everybody saying that that's what they want to do. We have to actually do that. So when we talked earlier about how many calls do you have a week with a team, like that becomes really important to dedicate time to like case studies or like best practice sharing.

**Tegus Client**

And then just to finish this off, what aspects of step eight are wasteful or can contribute to lower output for you?

**Associate Director, Field Reimbursement Manager at Bayer AG**

People that don't collaborate is very frustrating. If you have people that aren't willing to like really work as a team, to me, that's very frustrating and very wasteful because on the FRM side, you're really not incentivized off of sales. So you're working with a group of people that if they're not actually working together, it's almost like you're working against each other. So you have to actually be willing to work together.

**Tegus Client**

Thank you so much. This has been so helpful and enjoy the rest of your evening and have a great week.

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