

# Reimagining patient support at scale

Designing seamless, trusted, and inspection-ready patient experiences for 2026 and beyond



WAVESTONE

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# 1. Executive summary

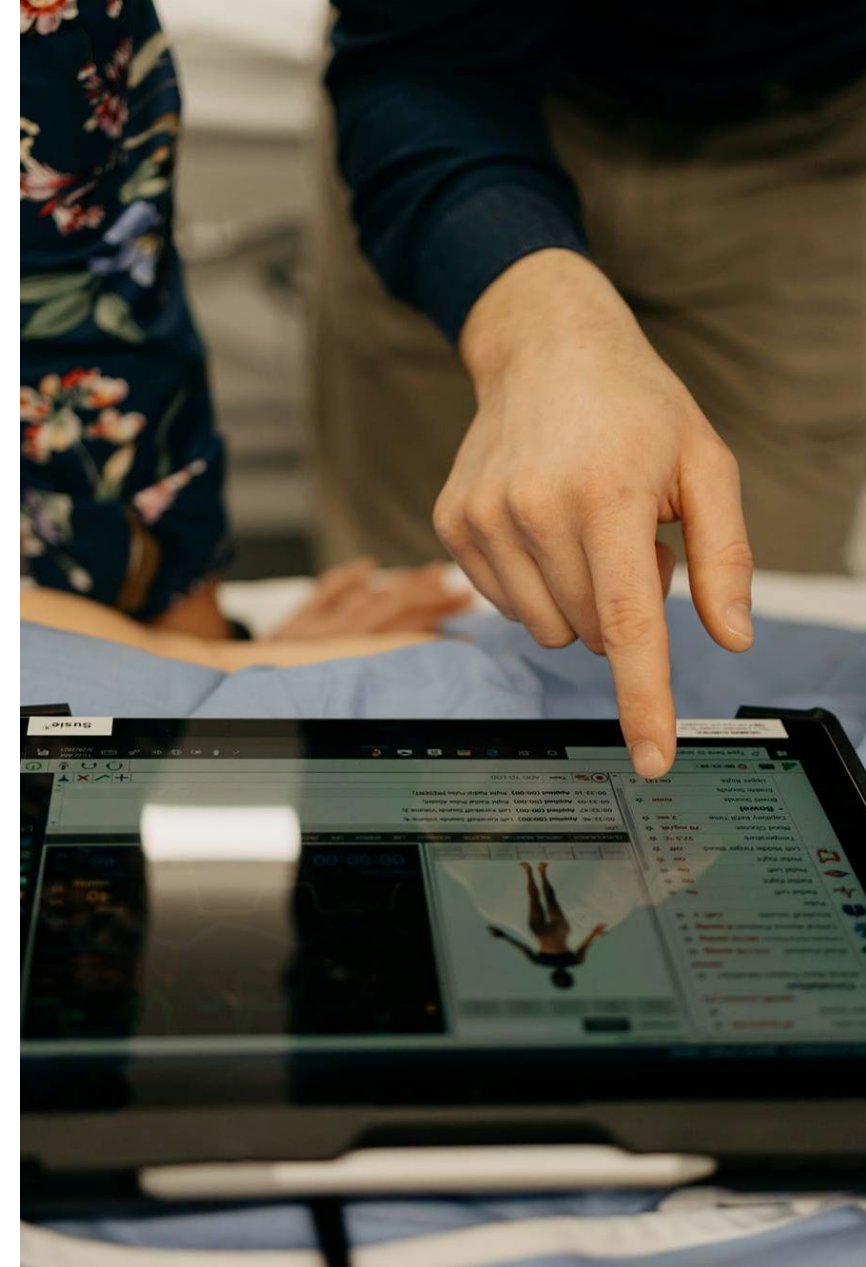
**Patient Support Programs (PSPs)** are at an inflection point. Once tactical enablers of therapy access, they have become a critical lever in the Life Sciences commercial model. Yet most organizations remain constrained by fragmented, brand-specific pilots that are difficult to scale, measure, or govern under increasing regulatory scrutiny.

From the patient perspective, this fragmentation appears as a series of disconnected steps: enrollment, benefits verification, prior authorization, first fill, and ongoing support. Each introducing handoffs, delays, and uncertainty. An enterprise approach orchestrates these moments end-to-end, improving visibility into status and next steps while accelerating time to start therapy. The next generation of PSPs will not be programs; they will be enterprise patient platforms.

## Enterprise patient platforms deliver tangible benefits for patients:

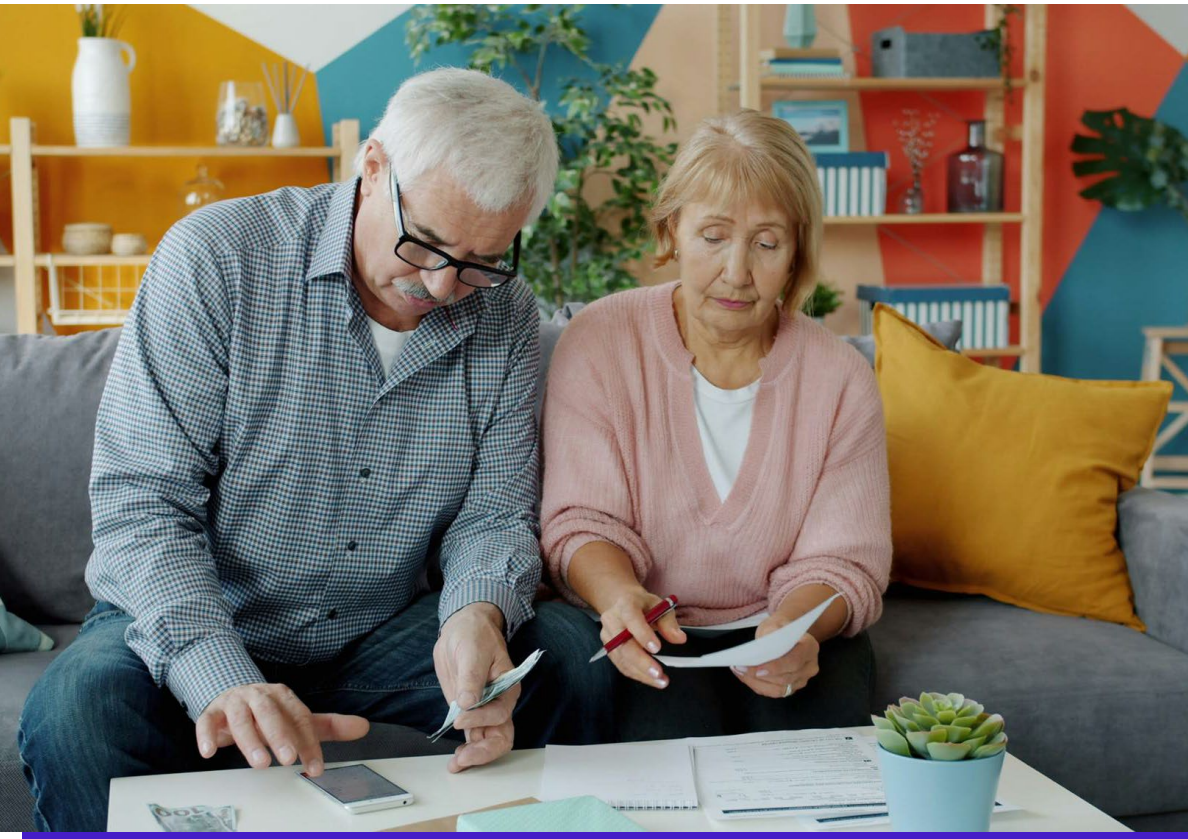
- Faster therapy starts through automated verification, authorization, and coordinated case management
- Real-time visibility into where patients are in the process
- Reduced repetition and handoffs through integrated data and cross-vendor orchestration
- Personalized, timely support powered by event-driven engagement and AI-enabled actions
- Trust and consistency through privacy-by-design and inspection-ready governance

Organizations that industrialize PSPs realize measurable impact, including improved onboarding efficiency, reduced patient drop-off, and increased patient lifetime value as more patients start therapy sooner and stay on therapy longer.



## 2. The PSP experience gap: why patients feel the friction

Despite heavy investment, most PSPs still result in fragmented and difficult patient experiences. What organizations define as operational complexity, patients experience as uncertainty, repetition, and delays at the moments that matter most.



**Across the patient journey, these structural gaps consistently translate into four distinct experience breakdowns:**

### 1. Patients experience inconsistent and uneven support depending on the therapy they are prescribed

Each therapy is supported by a separate, brand-specific PSP, resulting in duplicated capabilities and varying processes

### 2. Patients are passed between multiple teams without coordination or continuity

Hub vendors, specialty pharmacies, and service providers operate in silos, limiting shared visibility and orchestration. According to McKinsey, “83% of physicians report patients delay care due to access barriers, highlighting how fragmentation and lack of visibility directly prolong patient journeys.”

### 3. Patients encounter delays at critical access points, often without clear explanations

Key steps such as benefits verification, prior authorization, and outreach rely on manual, human-dependent workflows, which extend time to therapy, create uncertainty, and

increase the likelihood of patient abandonment during waiting periods

### 4. Patients receive support that feels generic, delayed, or out of sync with their needs

Pharma manufacturers lack access to longitudinal, real-time patient data, limiting their ability to understand and respond to individual patient journeys.

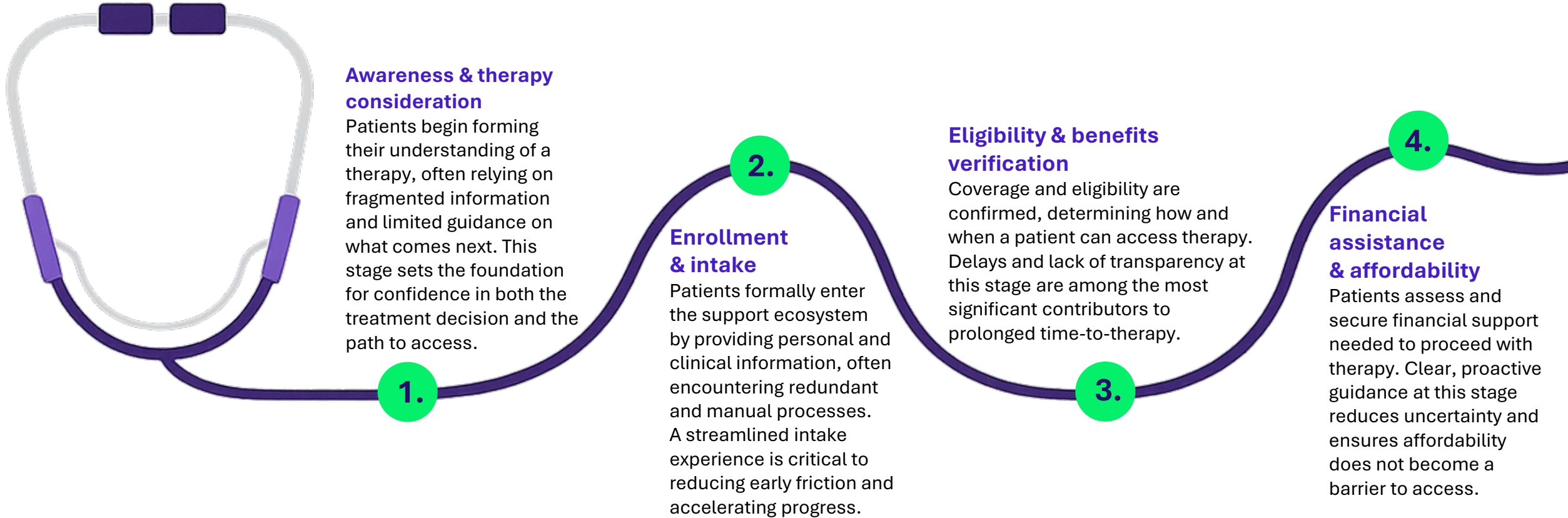
When support programs are disconnected from real patient needs, the consequences extend beyond experience and begin to limit insight. Without a clear view into the patient journey, organizations are unable to confidently evaluate performance or optimize outcomes.

### Result:

Organizations cannot answer basic strategic questions:

- Where are patients dropping off?
- What interventions improve adherence?
- How does PSP performance translate to revenue?

# The end-to-end patient journey: from awareness to outcomes



# The end-to-end patient journey: continued



# 3. The industrialization mandate: why change is urgent now

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Patient support models are being pushed to operate with the consistency, speed, and intelligence of enterprise systems; not fragmented services. This urgency is being driven by three macro forces that are redefining patient expectations, operational economics, and data trust.

## 1. Consumer grade expectations

In today's fragmented PSP model, patients are often forced to navigate multiple support teams, repeat information, and endure long periods of uncertainty. A more connected, journey-oriented approach provides clear visibility, proactive updates, and defined next steps, reducing anxiety and improving engagement. As digital-native experiences become the norm across industries, patients increasingly expect seamless, personalized interactions that anticipate their needs rather than react to them. Organizations that fail to meet these expectations risk disengagement at critical moments in the treatment journey.

Healthcare is no longer benchmarked against pharma; it is benchmarked against amazon-level convenience.

## 2. Margin compression

Patients today expect faster starts, smoother onboarding, and fewer delays in accessing their therapy. When friction is reduced through streamlined enrollment, automated prior authorizations, and coordinated support, patients move through the journey more quickly and experience less uncertainty. At the same time, life sciences organizations are facing increasing pressure to do more with less, as rising costs and pricing constraints compress margins. This makes operational efficiency and speed to therapy not just a patient experience priority, but a financial imperative.

For organizations, these improvements do more than enhance the patient experience: they directly support revenue realization by accelerating therapy initiation, improving adherence, and reducing drop-off.

## 3. Data sovereignty & compliance

patients want to feel confident that their information is handled respectfully, securely, and according to their preferences. Clear consent, transparent data use, and predictable communications build trust and enable more personalized, consistent support across the patient journey. As expectations for privacy and control increase, trust becomes a critical enabler of sustained engagement.

At the same time, regulatory requirements are becoming more stringent, with increased focus on consent management, data traceability, and cross-border data handling. Organizations must adopt audit-ready, transparent data architectures that not only protect patient information and ensure compliance, but also enable trusted, data-driven engagement at scale.

## 4. The 4 pillars of enterprise patient operations

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To move beyond fragmented, brand-specific Patient Support Programs and toward scalable, enterprise-wide impact, Life Sciences organizations must adopt a fundamentally different operating model. Incremental improvements to existing PSP structures are no longer sufficient to meet rising expectations around patient experience, speed, and data transparency.

Based on our experience, leading organizations are shifting toward a platform-based approach; one that integrates data, experience, governance, and performance into a cohesive system. This transformation is enabled by four foundational pillars that together support the industrialization of patient engagement, allowing organizations to operate with greater agility, visibility, and measurable impact across the end-to-end patient journey.



## PILLAR 1: THE FOUNDATION

### The unified patient care platform

**Patient value lead-in:** Patients benefit when every interaction across their journey is coordinated, personalized, and friction-free. A Unified Patient Data Platform makes this possible by connecting previously fragmented touchpoints.

#### TRADITIONAL MODEL

- Data fragmented across vendors
- Limited visibility
- Reactive decision-making

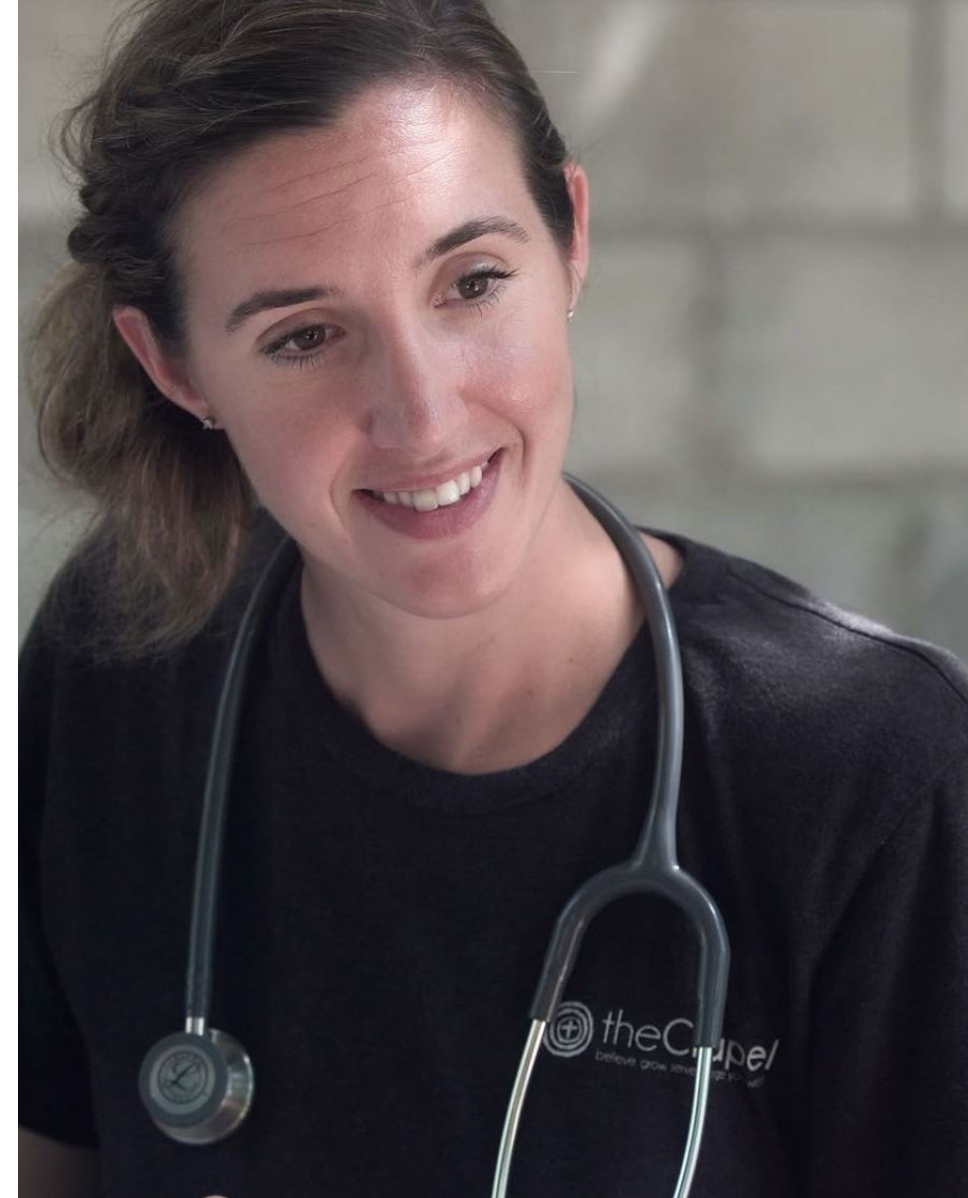
#### INDUSTRIALIZED MODEL

A Unified Patient Data Platform that:

- Aggregates data across all touchpoints. Patients avoid duplicate enrollment and repeated forms
- Enables real-time analytics. Patients experience timely interventions and proactive support
- Supports compliance by design. Patients' preferences and privacy are respected at every step

#### Key capabilities and journey outcomes:

- **Identity resolution across channel.** No duplicate enrollment, consistent support across therapies
- **Consent and preference management.** Communications match patient choices
- **Real-time journey tracking.** Status transparency at every step
- **Cross-channel attribution.** Optimize interventions that reduce drop-off



## PILLAR 2: THE ENGINE

### Orchestrated patient operations

Once the data layer is unified, organizations can shift from execution to orchestration, focusing on the journey moments that matter most for patients.

#### FROM

- Static workflows
- Linear journeys



#### TO

- Dynamic, event-driven engagement
- AI-enabled next-best-action

#### Examples of patient-centric outcomes:

- Trigger outreach when adherence risk increases. Patients get proactive support before gaps occur
- Proactively resolve authorization delays. Patients start therapy faster with less uncertainty
- Personalize support based on patient segment. Patients receive relevant, tailored guidance at the right time



## PILLAR 3: THE ENABLER

### Inspection-ready governance

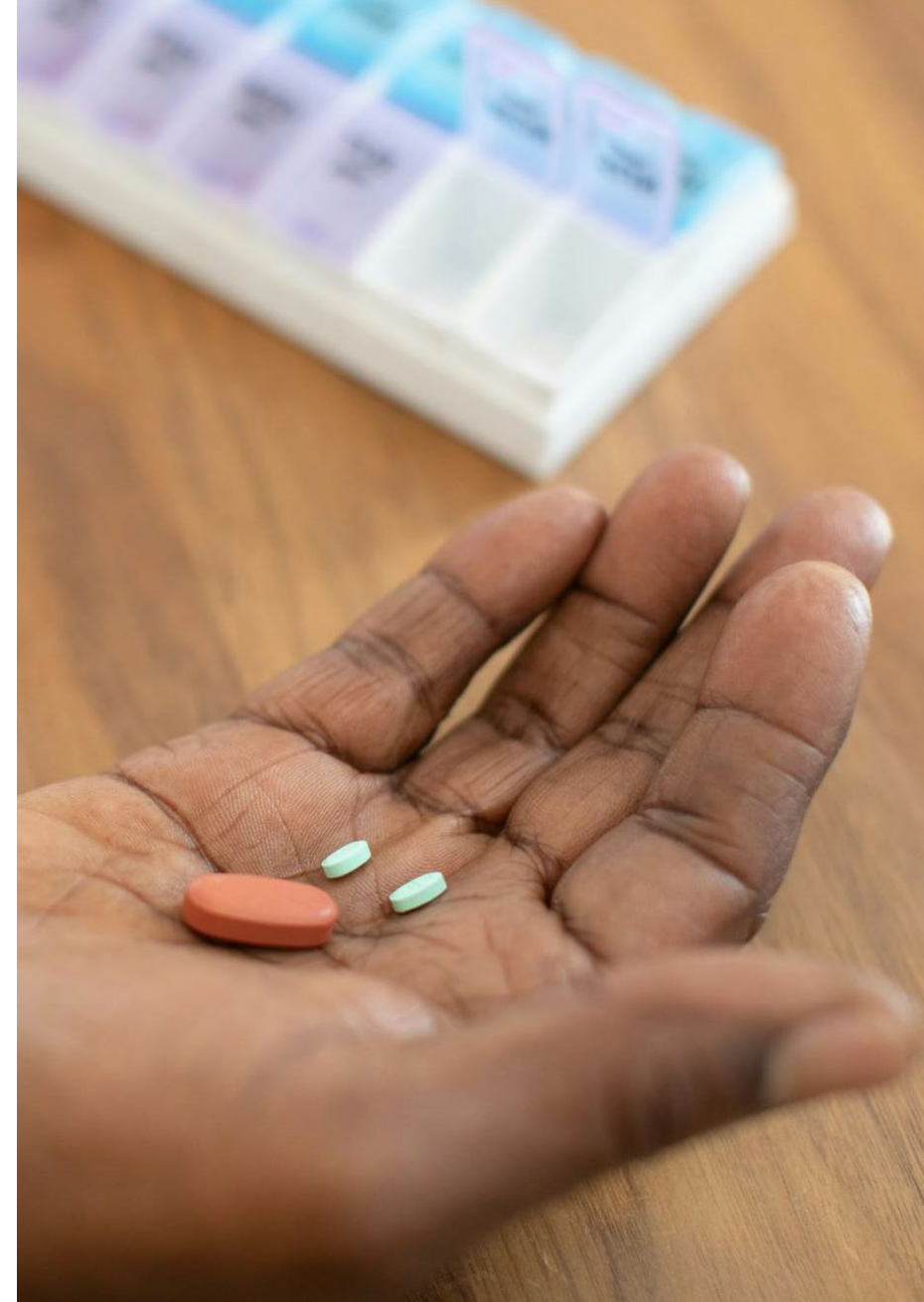
Patients gain trust when they know their data is handled securely, accurately, and transparently. Industrialization fails without governance that protects patient privacy and ensures consistent, respectful communications.

#### LEADING PRACTICES

- Privacy-by-design architectures: Patients' data and preferences are always respected
- Audit trails across all interactions: Patients have confidence in transparency and accountability
- Explainable AI models: Patients experience interventions that are understandable and justifiable

#### BENEFITS

- Faster regulatory approvals
- Reduced compliance risk
- Greater internal alignment (legal, medical, commercial)



## PILLAR 4: THE COMPASS

### Data-driven insights & continuous improvement

Once the data layer is unified, organizations can shift from execution to orchestration, focusing on the journey moments that matter most for patients.

#### PATIENT VALUE LEAD-IN

- Patients experience better outcomes when support programs learn and adapt based on real-world feedback.
- Localized support informed by real-world patient data has been shown to increase satisfaction scores by 15%, demonstrating how continuous learning improves both patient experience and adherence.

#### CAPABILITIES & OUTCOMES

- Track KPIs tied to patient experience. Patients benefit from interventions that reduce friction and drop-off
- Analyze longitudinal data. Patients receive support tailored to their evolving journey
- Continuous optimization loops. Patients experience faster, smoother starts and fewer delays over time



## 5. From pilot to platform: a 90-day action plan

This 90-day action plan is designed to translate patient journey insights into measurable impact, starting with identifying key barriers to access and adherence, then designing targeted interventions, and ultimately activating scalable solutions that improve the patient experience and outcomes.



### DAYS 1–30: DIAGNOSE

**Focus:** Understand the current state and key gaps

**Key Activities**

- Assess PSP maturity
- Map the patient journey and identify drop-off points
- Evaluate data sources and fragmentation

**Outputs**

- Clear view of patient pain points
- Baseline performance snapshot

**Sample KPIs**

- Enrollment rate
- Time to therapy start
- Drop-off rates across the journey

### DAYS 31–60: DESIGN

**Focus:** Define the future state and prioritize opportunities

**Key Activities**

- Outline target operating model
- Design unified data approach
- Identify and prioritize key use cases

**Outputs**

- Defined use case roadmap
- Aligned success metrics

**Sample KPIs**

- Target improvement in adherence
- Faster intervention timelines
- Increased patient engagement

### DAYS 61–90: ACTIVATE

**Focus:** Launch and validate impact

**Key Activities**

- Pilot 1–2 priority use cases
- Establish governance and workflows
- Begin KPI tracking

**Outputs**

- Initial performance insights
- Scalable foundation for expansion

**Sample KPIs**

- Change in adherence or persistence
- Reduction in drop-off rates
- Intervention effectiveness

## 6. Conclusion

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### Own the patient experience, enable the platform

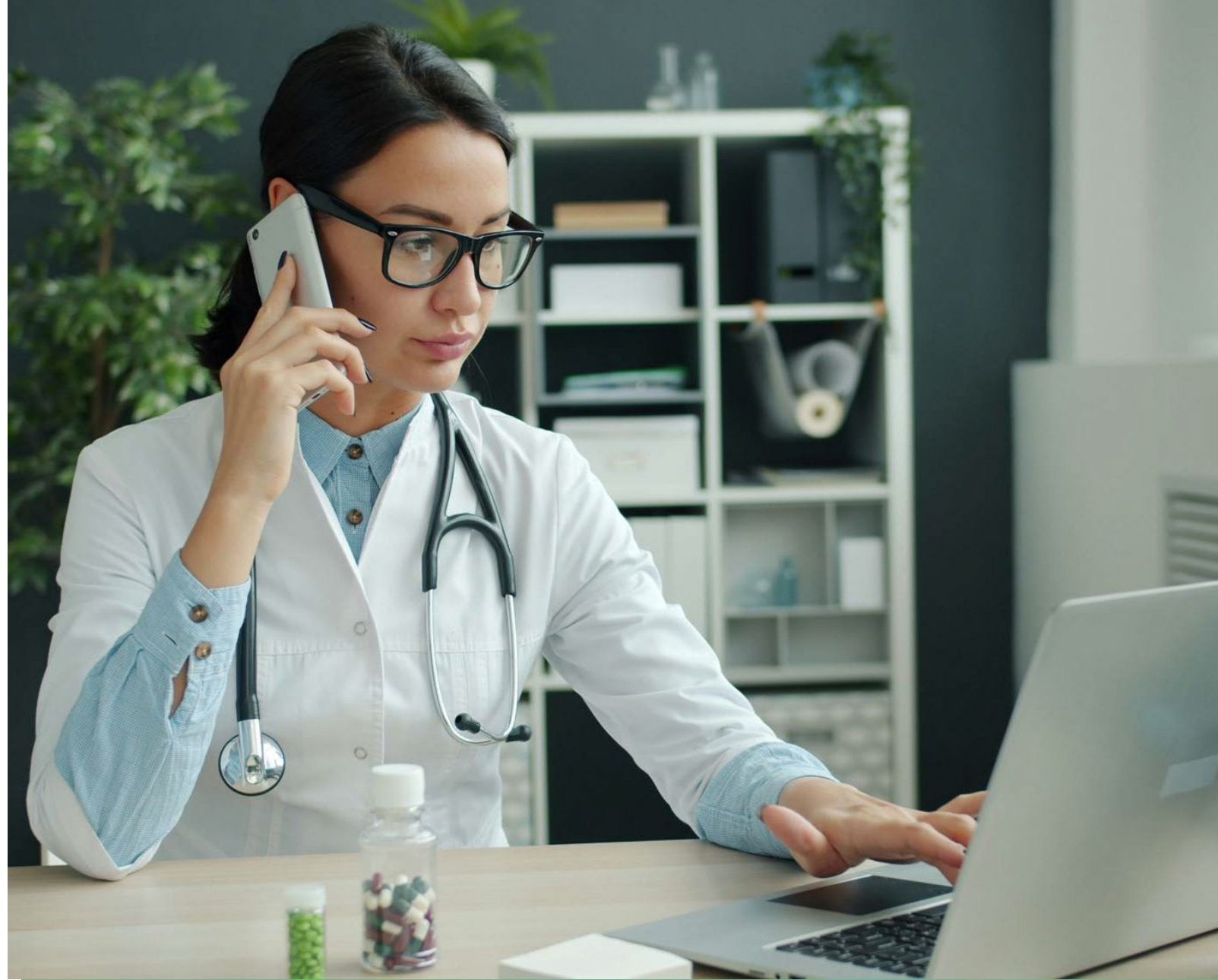
The shift is clear:

**From:** PSP as a support function

**to:** PSP as a strategic, patient-centered growth engine

### Organizations that act now will:

- Deliver seamless, transparent, and friction-free journeys for patients
- Build stronger patient relationships grounded in trust and insight
- Capture data to inform smarter, more personalized support
- Enable resilient, scalable commercial models that grow alongside improved patient outcomes



## Contact

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**Wavestone North America is a trusted partner to Fortune 1000 leaders**, delivering strategic transformation and measurable business impact across North America and beyond. Backed by a global network of experts and decades of cross-industry experience, we partner with teams across the organization to modernize operations, harness the power of data and AI, strengthen cybersecurity, and drive sustainable growth.

With operations across the US and Canada, our consultants bring a disciplined, execution-focused approach that turns strategic intent into concrete results. Boasting a proven record across complex enterprise environments, we empower organizations to achieve clarity, speed, and confidence—delivering high-impact solutions that turn ambition into results amid complexity and change.

