

# When a Post-Acquisition Patient Access Program Is Running but Not Working

## THE PROBLEM

A leading pharmaceutical company inherited a patient access program serving tens of thousands of patients. Multiple external partners operated in silos, documentation varied across teams, and no one had a clear end-to-end view of how the program functioned. With an eligibility audit approaching and high-value assets at stake, I was brought in to support a post-acquisition patient access integration effort, stabilize an inherited program, and align internal teams and external partners.

## NAGEL STRATEGIES SOLUTIONS

1

### CREATED A SINGLE SOURCE OF TRUTH

Consolidated fragmented data, timelines, and ownership into one clear view so teams could understand how the program was operating and where gaps existed.

2

### ALIGNED PARTNERS AROUND ONE PLAN

I facilitated working sessions to clarify roles, responsibilities, and expectations across stakeholders, reducing conflicting information and improving day-to-day coordination.

3

### HARMONIZED SOPS

I guided SOP harmonization, standardizing documentation in a way that supported both compliance requirements and real-world usability across teams.

30%

We drove down the cost of serving participants by 30% while doubling the number of patients served.

100%

Achieved 100% partner retention and high leadership satisfaction, ensuring a cohesive and productive long-term ecosystem.

“Nagel Strategies was able to come in to and quickly ramp up knowledge and grasp the complexity in our business, structure, and market. They have a keen ability to simplify the complex, identify where there are issues or bottlenecks, develop solutions, and develop rapport with stakeholders to influence and gain buy-in. Over the course of our engagement, the optimizations they helped shape and drive allowed us to serve our highest volume to date while simultaneously reducing the cost to serve by about 30%.”

– DIRECTOR, PATIENT ACCESS PROGRAM

## THE OUTCOME

Operational improvements reduced the cost of supporting each patient by about 30% while overall program volume grew significantly. The program achieved 100% partner retention and on-time delivery, preventing therapy disruption for tens of thousands of patients. Leadership gained a more reliable patient access program with stronger operational visibility, documentation consistency, and clearer program execution.