



case study

Salience Learning

builds a powerful blended
learning program for
lasting, life-saving change

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Saliency Learning is a learning and development (L&D) company that empowers change across the life sciences industry through learning.

Its diverse team of adult education experts and experienced biopharmaceutical professionals apply science-based educational approaches to solve the most complex business challenges, including custom and off-the-shelf learning solutions, focused services, and strategic consulting, to deliver transformative learning experiences.

Life sciences professionals improve thinking and decision-making skills with comprehensive blended learning program comprising ILT, vILT, e-learning, practice plans, and social learning



Professionals in the life sciences industry make important decisions every single day. Whether they work in the commercial sector, medical sector, or clinical operations, these people need to be confident that every decision they make is the right one. In an industry where constant change is the norm and the stakes are high, every person needs to feel empowered to make decisions that may literally change - or save - lives.

That's where Saliency Learning comes in. They equip professionals in the life sciences industry with the crucial skills and behaviors they need to make better decisions, faster, leading to better patient outcomes and care across the board.

The Challenge

The learning requirements of professionals in the life sciences industry are complex and constantly changing. Very often, organizations don't know the problem they're trying to solve, and the problems themselves tend to be riddled with unknowns.

The stakes are so high in the life sciences industry that it's imperative for Saliency Learning's clients to stay on top of emerging developments and new information. Life sciences professionals make difficult decisions every day, and critical thinking skills are crucial to get these decisions right - even outside the clinical teams. This requires a rapid response to new industry developments and high-quality training, resulting in truly transformative learning experiences that drive real behavior change.

On top of these sky-high stakes, another challenge is that it's very difficult to measure lasting change from this type of training program. There are many companies creating training designed to help professionals make better decisions, but very few of these companies understand how to turn knowledge into habits and quantify the impact of these programs. Saliency Learning is different - they know how to both drive real change and measure it, and they needed a learning program to help them maximize the impact of this unique knowledge.

Within the life sciences space, Saliency Learning broadly targets the commercial sector, medical sector, and clinical operations, and end users of their training span a wide range of roles in the life sciences, including sales, marketing, medical science liaisons, leaders, business managers, and more.



Saliency Learning had outgrown their existing LMS, which lacked the flexibility and scalability to keep up with their ambitious plans - particularly with comprehensive blended learning and measuring behavior change was concerned. Their previous LMS was also missing the depth of data tracking and reporting and the social learning support Saliency Learning needed to deliver its program. They needed a way to create powerful blended programs, and most importantly, they needed to deliver training to each client organization as a separate, unique instance.

This presented them with a challenge: Saliency Learning needed a blended learning program that would address the unique learning requirements of many clients operating in a high-stakes industry, which in turn required the right technology to underpin the entire program.

The Solution

Saliency Learning set about to find a new LMS, and quickly identified that Eureka's LMS would suit their needs owing to the strong customer learning focus of the platform. It could easily upscale as Saliency Learning grew, and would underpin the transformative learning experiences they wanted to curate. It also offered powerful data analytics, which was key to measuring real change, and great security, which is vital in the life sciences sector.

Each program takes three months to complete, and follows a comprehensive blended learning structure. The course structure follows Saliency Learning's **Explore, Practice, Do** model:

1

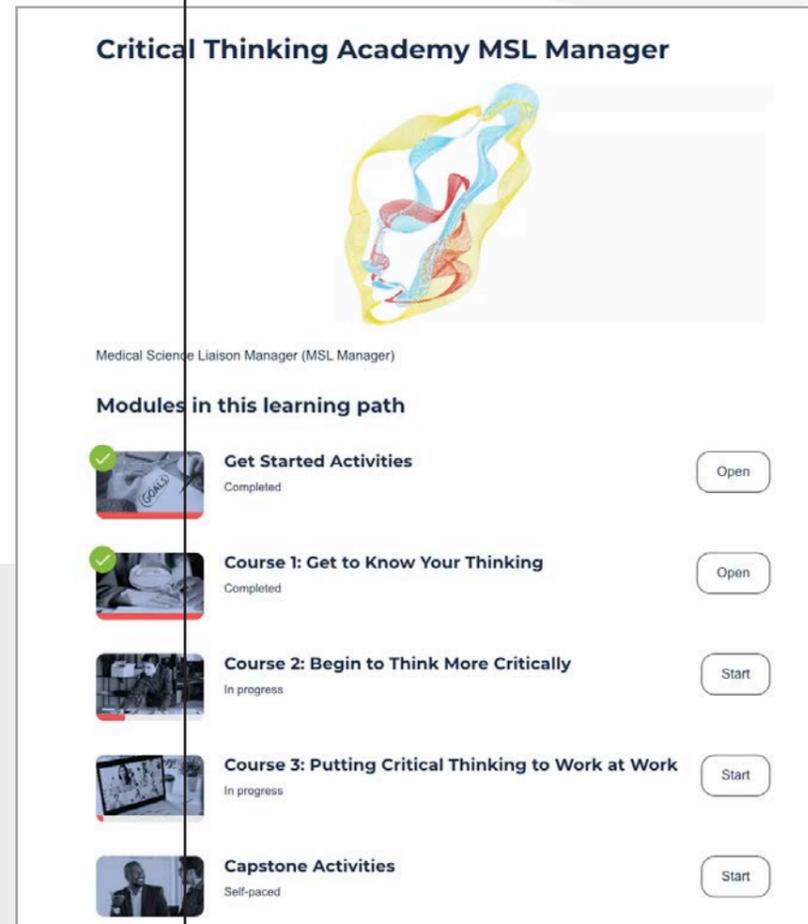
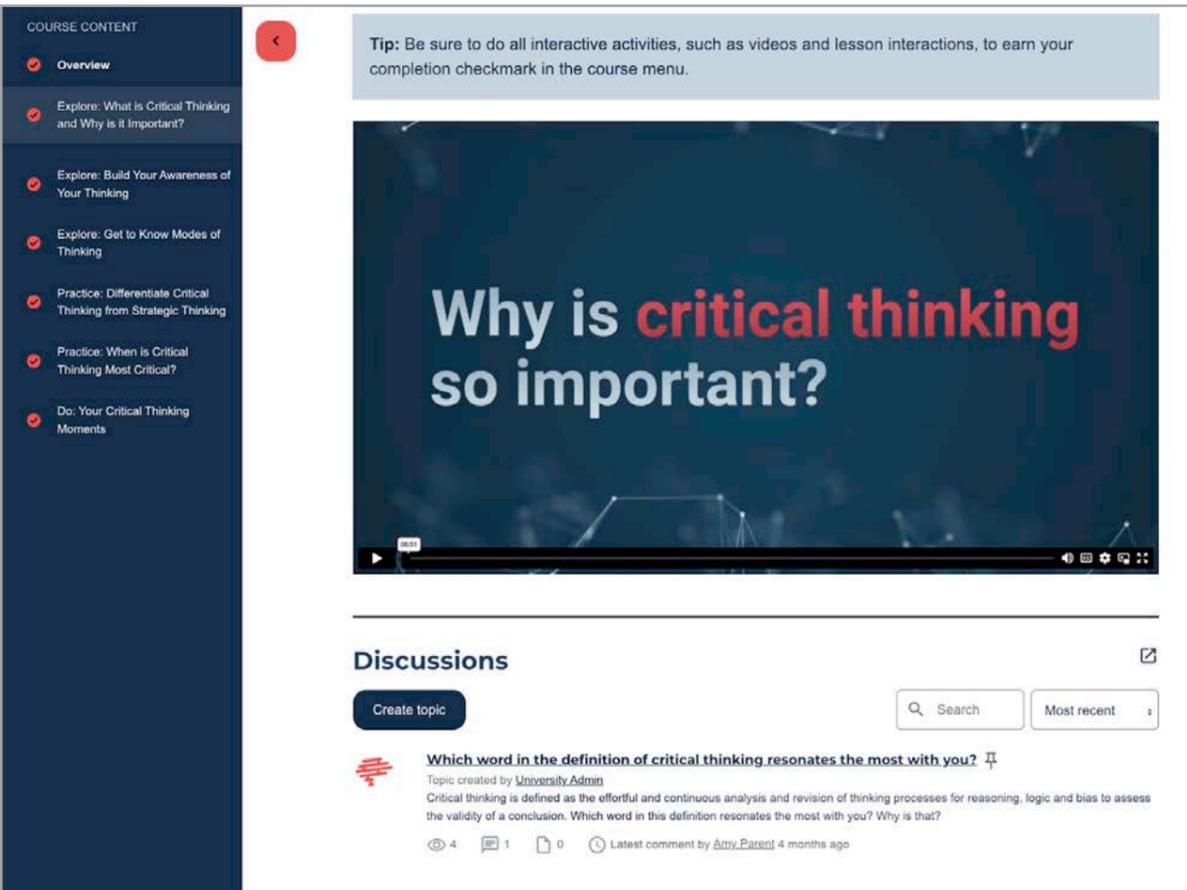
Explore - introducing new content and strategies

2

Practice - interactive learning strategies employing decision making and analysis by learners, with worked examples in job function-specific contexts. Descriptive feedback is provided upon submission of the decision or analysis

3

Do - microplan strategy, intention-gap closing plans, or "if-then" plans to encourage behaviors in a specific moment - for instance "If I'm about to enter a feedback conversation, then I will start by sharing what was observed and the impact it had", to help incrementally shift behaviors over time



The new blended learning approach, underpinned by the Eureka's LMS, enables Saliency Learning to differentiate the learning experience for each user. For instance, worked examples and scenarios are tailored to each user's job function within life sciences. To do this, Saliency Learning uses Eureka's ability to assign individuals to courses based on job functions.

As part of each blended learning program, instructors kick off with discussions and exercises to draw from the digital work and self-directed practice. Before each live event, managers receive a discussion guide to help them check in on progress with learners' microplans, and to understand how they may be impacting outcomes when put into practice.



Critical Thinking Microplan

This microplan is designed to help you take one step toward thinking more critically in your role. It is a scientifically-backed strategy that helps your brain **connect a specific moment to a new behavior, with intention**. Over time and with conscious practice, the new behavior replaces a default behavior you are trying to change. This plan is intended to be a living document; adjust and refine as you progress.

Directions

Follow the steps below to define when and how you will think critically in your role. Be concise and specific. Before starting, take a moment to review the definition and key behaviors of critical thinking.

Select a category: Select one category where you or others would benefit from thinking more critically. Category options: when evaluating information, when making decisions, when leading others, when coaching or giving feedback.

Enter category

Define specifics: Identify who is involved, when this will occur, and in what environment. *For example, the next working session with Jose over the virtual platform.*

Enter specifics

Define Behavior: Explicitly state **one** behavior you will practice in those specific circumstances in that situation. Be detailed and concise. *For example, I will ask more questions before suggesting solutions.*

Enter behavior

Summarize and Share Plan: Combine the situation and behavior into one statement. Add a reminder to your phone or create a sticky note for quick access. *For example, during my next working session, I will ask more questions about the situation first before suggesting solutions.*

Share your plan with others for feedback.

Enter detailed microplan

Strategic Thinking Self Reflection and Microplan

Regardless of what you're thinking strategically about at work—whether it's for something narrow or broad, consistently following the steps of strategic thinking is invaluable in enabling you to become a better strategic thinker.

Remember the step you want to do more consistently, and keep it in mind when you next need to think strategically. Printing your results from this activity will help you remember the step you have committed to focusing on.

The narrow situation:

The broad situation:

One step you would like to focus on:

Strategic Thinking Academy microplan

Each academy focuses on a topic of the client's choosing, such as the **Critical Thinking Academy** or the **Strategic Thinking Academy**, which is tied to each organization's learning and company goals. Each academy provides strategies and behaviors to exemplify the desired way of thinking, and demonstrates how to promote that way of thinking in yourself and others. Downloadable performance support PDF resources are provided as part of each academy to support learners in the workplace.

Scenarios that model behaviors

Medical Science Liaison scenario



Meet Jamal

Jamal is a MSL at Biopharma Inc., a global pharmaceutical company. Jamal has been in his role for almost two years and really enjoys it. It's been a bit of a shift from his previous position as a PharmD at a prestigious academic institution where he has an extensive professional network.

The situation

Jamal's division is launching a new and highly innovative product that has the potential to become a market-leading solution.

Jamal needs to identify two KOLs from his area to nominate as potential speakers for the upcoming National launch meeting. The final speaker selected will present the product's clinical data to over three hundred cross-functional attendees from commercial, medical and market access functions.

Help Jamal think critically as he evaluates information.

Behaviors are modeled for key moments when critical thinking is critical.

For Saliency Learning, Eurekos is more than just a standard LMS used to store a library of e-learning and resources. Its interoperability has proved invaluable, as the LMS works seamlessly within their existing technology stack, and supports technologies such as H5P, xAPI, SSO, LRS, Pins, and more.

Additionally, Saliency Learning can brand each client instance of the LMS according to the organization, providing a more tailored, cohesive learning experience for end users. This is extremely useful for Saliency Learning, who can run multiple cohorts simultaneously via Eurekos, each of which will access an instance of the LMS configured and branded just for their organization.

On the tracking and data side, Eurekos provides deep insights into learner analytics that go far beyond course progress and completions. The LMS is fully integrated with the Learning Locker LRS, giving Saliency Learning full visibility of all learning activity.

Medical Director scenario

Medical Science Liaison scenario

Elements of the blended learning program

- Face-to-face workshops
- E-learning courses
- Multimedia resources
- Virtual training
- Social learning
- Microplans
- Commitment devices
- STAR reports

Clients pay for access to Saliency Learning's Academy, which combines face-to-face training workshops, e-learning courses, multimedia resources, virtual training, and social learning.

Social learning is fully embedded into each step of the learning journey, encouraging learners to think more deeply about the learning material and analyze and evaluate complex subject matter.

Asynchronous discussion takes place in tandem with synchronous, live virtual deliveries and discussions within the Eurekos LMS, building a sense of community among cohorts and supporting ongoing discussion.

Scenarios that model behaviors

Medical Director scenario

Meet Amanda and Nabeel

Amanda and Nabeel are Medical Directors at a global multinational pharmaceutical company. Amanda has been in role for almost two years and Nabeel, while only a year in role, has over five years experience as a Medical Director at another company.

The situation

Amanda and Nabeel's division anticipates approval for two new indications for their core product over the next nine months. Both are concerned about their teams' ability to successfully support these indications while also driving other initiatives.

Never to back down from a challenge, Amanda and Nabeel have been meeting periodically to discuss and think through the pre-launch information being provided from headquarters to ensure they plan the best course of action for their teams' success.

Yes, the new launches. It seems as though the information from headquarters never ceases. I'm buried in emails.



I know how you feel. Just last week I took the afternoon off and by the next morning, I had nineteen emails about the first indication alone. It can definitely be a lot.

Select the critical thinking behaviors you heard or saw demonstrated thus far

Behaviors are modeled in a common role specific situation. Participants complete activities to check understanding throughout.

84.0% average completion rate

78.0% average completion rate for
Commercial First Line Leaders

90.5% average completion rate for Medical
Leaders and Individual Contributors

Impact

Online academies have had a significant impact on Salience Learning's approach to customer training, with excellent results across the board.

The Eureka LMS gives them the ability to run multiple cohorts simultaneously, which will increase their capacity to deliver training to customers over time.

Salience Learning creates impact reports using data pulled from the Eureka LMS, allowing them to understand engagement and activity, confidence, and application of learning. The results have been consistently excellent - in fact, one cohort of Medical Affairs leaders saw 100% participation, 91% completion, 100% confidence in understanding of content, and 100% of learners intending to apply their learnings in their roles.

In a cohort of Field Medical leaders, results were just as strong, with 100% participation, 91% course completion, 100% of participants understanding what was taught and 100% of participants saying they will apply their learnings.



"By applying critical thinking, I was able to put together a new plan looking at all of the resources available to set up a center [with infrastructure for specialized care that can reach beyond state borders] and drive patient advocacy for treatment."

Learner from Critical Thinking Academy

"Application of strategic thinking helped identify obstacles and propose ways to manage them. The result was a comprehensive framework developed with clear priorities for 2023."

Learner from Strategic Thinking Academy

Completion rates are high across the board, with an 84% average, rising to 90.5% in the medical leaders and individual contributors functional area, which is a testament to Salience Learning's upfront consulting, frequent customer touchpoints, and automated "nudge" emails from Eureka to re-engage users and remind them to continue their learning.

Beyond completion rates, Salience Learning has administered 68 Academy Badges to date, earned by submitting a case study and STAR report, reflecting the use of behaviors and strategies in a learner's day-to-day work, demonstrating the transfer of knowledge beyond the learning program and into the workplace.

Salience Learning also recognizes the benefits of social sharing, and they built in opportunities for progress sharing throughout the learning program. Microplans, commitment devices, and STAR reports ensure that learning becomes more ingrained into learners' day-to-day lives, by asking them to connect the learning with their real-life behaviors and actions.

Posting these plans in the platform creates a sense of "social commitment," creating accountability and increasing the likelihood of real behavior change. Learners can then download a PDF with a summary of their commitment statement to refer back to, enabling deeper reflection

Scenarios are purposefully written to enable the learner to absorb content more easily and envision themselves applying the behaviors on-the-job

First Line Leader sample scenario

Meet Abe

Abe is a First Line Leader at Cranomora, a company that specializes in therapies for treating depression, anxiety and PTSD. Abe has been in the pharmaceutical industry for over 8 years, 5 at Cranomora. Abe became a First Line Leader over 2 years ago after demonstrating success as a Customer Specialist.

The situation

Abe's company, Cranomora, after more than five years of research and analysis, Cranomora is launching a new treatment for patients with severe treatment-resistant depression: the therapeutic use of psilocybin, the active compound in psychedelic mushrooms. While a bit unconventional, the national regulatory agency approved Cranomora's application inclusive of strict HCP credentialing, intense pre-administration screening and guidelines for its administration.

Two weeks ago, First Line Leaders, including Abe, were provided the strategic marketing plan for the product, to be marketed as Vitaprozol and, tasked with building a drafting an approach to identify the top potential prescribers of Vitaprozol in their territories.

Abe is thrilled to see progress being made for these patients, and immediately begins to think strategically around this ask.



Scenario content makes unobservable thinking processes and skills come alive.

First Line Leader scenario



The Future

The next steps for Saliency Learning are around increasing the number of people participating in each program, which is a straightforward process thanks to Eureka's LMS.

They have also just upgraded to Eureka's 11, and the new Learning Journey functionality will significantly reduce the amount of effort it takes to deliver programs, making customer education more efficient and cost effective.

All complex blended learning scheduling and notifications will take place inside the Eureka's LMS, ensuring learners know what they need to focus on next as they are guided through the program.

Owing to the success of the microplans, Saliency Learning is hoping to build triggers throughout the input process, which includes each user receiving a follow-up message five days after submitting the plan to check their progress.

A high-quality blended learning program, underpinned by an advanced LMS, ensures that Saliency Learning has the tools it needs to make a real, lasting impact on its customers, now and long into the future, changing the way life sciences professionals behave for good.

Impact Data



Self-reported strategic thinking behaviors in the pre- and post-assessments¹



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