

Elevating HEOR Leadership

**From Data Owner to
Strategic Business Partner**

Fast Facts Session

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Nicole Yurgin**

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Today with you



Natalia Scherff

- Career & leadership coach, working predominantly in the Pharmaceutical Industry across the Globe.
- 20+ years of experience in corporate talent management and at the top executive search & leadership advisory firm.
- For 4 years had focused on executive recruitment and succession planning for Global, Regional, and Key Markets Access & HEOR leadership roles in Pharma Industry.
- INSEAD Coaching Certificate, ICF PCC, various coaching and leadership assessment certifications.
- 2 Master's Business Degrees from Moscow and Frankfurt.



Coach **Scherff**

Nicole Yurgin

- Through Yurgin Advisory, Nicole partners with life sciences companies and investors to shape evidence and strategy into real-world access.
- 20+ years of experience across market access functions. She has held senior leadership roles at Lilly, Amgen, and Novartis.
- Most recently serving as Global Head of Value & Access at Novartis, leading the market access, pricing, HEOR and health policy teams.
- Deep U.S. expertise alongside significant experience navigating European healthcare systems.
- PhD in Economics from Florida State University



Yurgin Advisory

Agenda

- 1. The HEOR leadership shift** | 04
Building Teams to become the Technical & Strategic Partner of Choice
- 2. Capabilities to future proof our contribution and impact** | 05
- 3. Becoming the Strategic Partner of choice** | 06
A journey from functional expertise to enterprise leadership
- 4. What the new role demands?** | 07
Business acumen, communication & influencing
- 5. Practical pathways** | 12
Opportunities and challenges for HEOR function



Building Teams to become the Technical & Strategic Partner of Choice



HEOR teams can hold the scientific, technical, and strategic capabilities for deployment in commercial launches, and patient access

Our superpower today

Technical capabilities to understand and decode science to inform the development of access strategy via core deliverables



SCIENCE

BUSINESS

Investing to become Partner of Choice

Sound understanding of the commercial needs and delivering with clinical precision what is needed to support access & commercial success

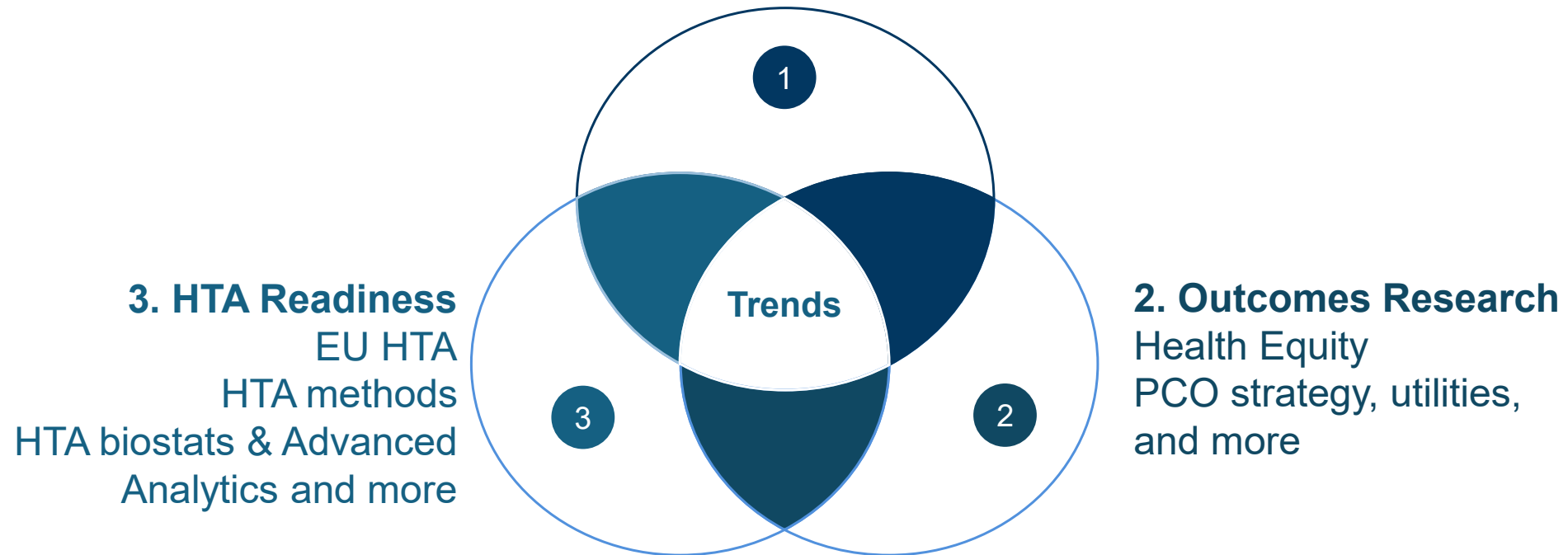
Additional skills needed:
Communication
Negotiation
Influence without authority

Capabilities to future proof our contribution and impact



1. Health Economics

Value Assessment
Innovative modeling
AI in Health Economics and more



3. HTA Readiness

EU HTA
HTA methods
HTA biostats & Advanced
Analytics and more

2. Outcomes Research

Health Equity
PCO strategy, utilities,
and more



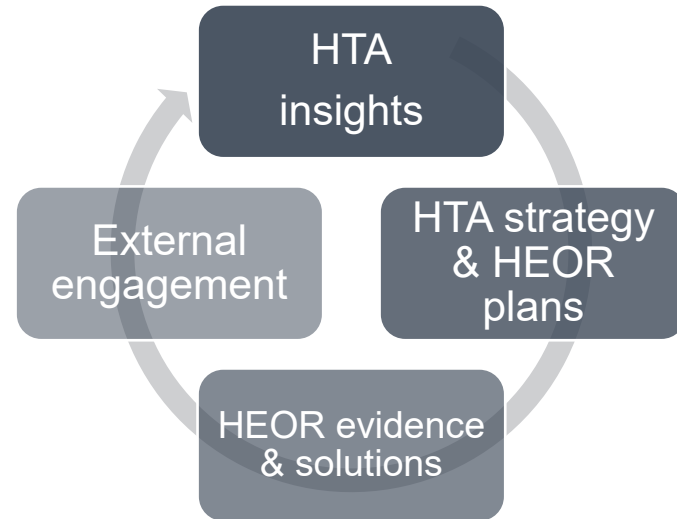
For contribution and impact: leadership skills such as influence without authority, stakeholder management, impactful communication

Becoming the strategic partner of choice

A journey from functional expertise to enterprise leadership

How HEOR are often perceived

As scientific, technical experts we develop differentiated value evidence to support HTA submissions to **secure optimal patient access**



Where we need to be

Strategic & technical partner that engages with the external HTA landscape, drives HTA readiness to secure that innovative treatments can receive **positive HTA recommendations for timely, appropriate and optimal patient access**

Capabilities: what the new role demands?

We asked 15 business & access leaders 4 questions:

- 1. Systemic shift toward more differentiated, value-based evidence:**
How it changes expectations of the HEOR function?
- 2. Critical leadership capabilities**
What skills are essential for HEOR leaders to create real business impact and act as strategic partners?
- 3. Expectations of collaboration**
What do you expect from your HEOR colleagues to be considered a true strategic partner?
- 4. Examples of impact**
Both positive and negative



What does the shift toward more value-based evidence require from HEOR function?

- ✓ Broader business understanding
- ✓ Earlier involvement in development to shape data & value strategy
- ✓ Stronger focus on differentiation and payer-relevant evidence
- ✓ HEOR could educate others on complexity and data challenges
- ✓ Efficiency and tech-savviness (AI, digital tools) increasingly critical



Critical leadership capabilities: you've got data – so what?

- ✓ Business acumen
- ✓ Clear communication and storytelling across functions
- ✓ Influencing, impacting decisions
- ✓ Cross-functional collaboration
- ✓ Stakeholder management



Expectations of collaboration

- ✓ Understand the “problem to solve”
- ✓ Co-create solutions: partnership approach
- ✓ Link evidence directly to business and policy implications
- ✓ Communicate simply, listen actively
- ✓ Leverage digital and AI tools to generate insights



Examples of impact

Positive outcomes:

- ✓ Early HEOR integration → stronger payer / reimbursement success
- ✓ Clear value storytelling shapes confident pricing strategy
- ✓ AI and RWD use accelerated evidence generation

Negative outcomes:

- ✓ Late involvement or siloed work = missed opportunities
- ✓ Poor internal alignment → wasted effort or undervalued assets



How could you assist successful collaboration

- ✓ Ask for early inclusion in strategic planning
- ✓ Looking for business and payor information necessary for co-creation of solutions
- ✓ Involving in external meetings – claiming place at the table
- ✓ Taking external assignments around the HC ecosystem
- ✓ Develop enterprise awareness, influencing, communication
- ✓ Co-creating formats of data presentation based on value and stakeholders needs



Closing the session: let's discuss!

Key takeaways

1. **We can develop various skills: technical, business, and leadership or people**
2. **Business acumen, enterprise awareness, influencing, and impactful communication are the key skills to become strategic partner**
3. **We can proactively drive our development and search for opportunities for professional and personal growth.**

Your questions and comments?

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Thank you very much!

