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**Mallinckrodt
Alliance Development &
Communications Plan 2014-2015**

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OBJECTIVE

J Strategies will support the New York lobbying team by raising awareness of Mallinckrodt's advocacy efforts around key legislative issues. Our focus will be on building a working network of advocacy partners that will join the company in educating media, legislators and other identified key opinion leaders about the importance of maintaining open access to pain medicines for those living with pain. Activities by J Strategies will raise awareness through earned media, direct industry outreach and third party advocacy during the remainder of the 2014 through the 2015 legislative session. The geographic areas of focus will be Long Island, New York City, the Capital Region (Albany) and Buffalo, but may run statewide on an as needed basis.

SERVICES

J Strategies is will provide strategic communications consulting, earned media, grassroots and grasstops advocacy support for Mallinckrodt's legislative initiatives leading up to, during, and beyond the 2015 session, beginning in 2014. Our work can be categorized in four main areas:

- **Strategy, Research & Messaging:** In conjunction with the lobbying team, we will conduct in-depth research on key New York aspects of the issue. Based upon our research, we will develop the right campaign message for outreach efforts and will chart a message timeline for the year that may be subject to change based on any changes in the political climate.
- **Media Relations:** We will provide media relations support by appropriately engaging media contacts in New York City, Long Island, Buffalo, Albany and the Legislative Correspondents Association (LCA) reporters housed in the Capitol, and throughout the state. We will ensure your message is included in relevant stories by proactively directing media to the right spokespeople and/or surrogates, providing background information, and responding to any inaccurate or misleading information directly and through third party surrogates. We will also proactively educate reporters on the legitimate needs of those living in pain. This will center on Mallinckrodt's efforts to address issues of abuse through abuse deterrent efforts.
- **Third Party Advocacy:** J Strategies will recruit, educate and coordinate a network of like-minded third party supporters around Mallinckrodt's public policy initiatives. We will leverage our extensive relationships in a variety of different communities to activate supporters in this effort. For our advocates, this support could include earned media opportunities, testimony before legislative committees, action alerts to members, group letters of support/opposition, open letters, etc.
- **Legislative / Lobbying Team Support:** We will work closely with the Mallinckrodt government affairs team on overall strategy and provide support through media relations and third party advocacy to the New York lobbying team. We will call on third party advocacy and media to enhance the lobbying efforts, ensuring your message resonates with media and opinion leaders when they are covering, or taking action on health policy issues.

STRATEGIES & TACTICS

Message Development

We will capitalize on Mallinckrodt's efforts to address the opioid abuse problem in New York and the company's willingness to proactively engage with elected officials, law enforcement, prescribers, patient advocates, veterans, and others to address the problem with a solution. Prescription drug abuse has been a top priority for media and legislators over the course of the past two years. Illicit drug abuse (prescription and others) throughout the state has left lawmakers with an appetite for legislative action. Statewide media has portrayed negative perceptions of the industry and pain medicines, and will take extensive work on our part to educate them on what Mallinckrodt is doing to address the issue of drug abuse. To this end, it is critical that we build a set of clear, concise messages around the following areas:

1. That pain management for New Yorkers living with pain is important to their mental and physical health, independence, and dignity.
2. Addressing negative stigmatization of pain medication and those who need them.
3. Identifying and addressing legislation that attempts to address the issue of prescription drug abuse, but inadvertently (or purposefully) restricts access for those in need.

Negative Perceptions Around the Industry and New York Legislation

It is a known fact that the New York legislature and Governor will make the 2015 Legislative Session a time to address drug abuse issues. Holdover legislation from the 2014 Session dealing with heroin and prescription pain medication, as well as other drug issues will undoubtedly be addressed, due to the fact that we have seen a package of bills introduced at the end of the 2014 legislative session. To combat this, we will need a multi-tiered effort encompassing a multitude of voices from different perspectives to be vocal on the issues at hand.

Media Relations

Currently, New York has a serious drug abuse problem that is making it difficult to protect legitimate access to pain medications for those living with serious illness and chronic pain. The stories of individuals living with pain will prove critical to our media outreach efforts. Our goal will be ensuring coverage is balanced with facts and details about legitimate patient needs as opposed to full stories on horrible drug problems that vilify the drug industry. There are a number of story angles we can pursue in order to effectively frame this issue with the press.

1. **Patient Access:** We will work to tell the story of what would (and has) happened when pain medication is restricted for those who rely on prescription pain medication in order to live full and productive lives. Legislators must hear and understand the negative impact of what happens to law-abiding patients under extreme restriction.

2. **Patient Testimonials:** Patient testimonials will be critical to coverage in our target areas where drug abuse has caused an increase in crime and a loss of life. Legislators in these geographic areas need to hear that pain medications are improving the quality of life for many New Yorkers. There is an opportunity to gather the stories of New Yorkers living with debilitating pain due to injury or illness who legitimately use pain medicines to maintain a positive quality of life. Building a strong and diverse coalition of third party validators will be critical for success with New York media.
3. **Legislation Must Be Balanced:** Legislation has been passed in recent years and more is on the horizon for the 2015 legislative session. Some past legislation is in need of fixing while new legislation needs to receive critical review and/or revision to ensure does not hinder access to medications for those in need, while positively impacting the issue of drug abuse.
4. **Safe Disposal:** Promoting education around access, use, storage, and disposal of prescription paid medicines is an often unheard, but attractive story for New York media. This is an excellent opportunity to promote Mallinckrodt's inactivation pouches.
5. **Level Headed Treatment:** Pain medicines are strong and can be harmfully addictive if not managed properly with the strict supervision of a healthcare provider. The media may be interested in the prescribing community and the pharmaceutical industry working together to ensure patients are not treated without continual monitoring, and that they receive the proper ongoing care and counseling regarding their medicine.

Supporting the New York Lobbying Team

J Strategies is seasoned at implementing an alliance development and communications strategy that is fully integrated into the New York lobbying effort. Successful coordination happens with communicating daily with the lobbying team. We work in Albany and will be coordinating with the Mallinckrodt lobbying team daily during the legislative session and pivoting quickly with the strategy, as needed.

1. **NY Champions:** Work with our New York Legislative Champions to help create opportunities for them to speak to media on our issues and place opinion editorials in key newspapers.
2. **Rapid response:** Provide rapid response to the media and legislative supporters through op-eds, letters to the editor, direct outreach to reporters, and social or paid media activities to help deliver our message.
3. **Educate and inform key audiences:** Educating media and legislators through research on our opponent's positions. We will help explain to the media and supporters why our solutions are worthy and why opponents misguided in their opposition.

Coalition Development

There is no question that an essential component to the success of the New York campaign is a broad and diverse network of supporters/third-party validators. We propose continuing that effort at the state level by working with local affiliates of national supporters and recruiting New York based groups to join in support. Our goal will be to form a cohesive group of likely (and unlikely) supporters to lend their voices to speaking on behalf of legitimate patient access to pain medicines.

1. **Identify and recruit New York supporters:** Use our extensive relationships we have developed through building the New York Health Works initiative and experience working with patient advocacy groups, providers, and others to drive awareness of key issues and legislative solutions.
2. **Provide Support to our Network:** Develop an advocacy toolkit with relevant facts and background information on the issues specific to New York. The kit can be distributed to legislators, media and third party supporters. This would include issue one-pagers, fact sheets, frequently asked questions, key articles supporting our positions, media materials, etc.
3. **Support Mobilization:** Monitor the situation in Albany and elsewhere and be prepared to mobilize key opinion leaders and supporters in the areas deemed most sensitive.

Groups of Interest

The following is a list of key stakeholders in on the front lines of New York's ongoing drug abuse and access issues. Each of these would require unique approach in terms of outreach for education, partnerships or potential opposition.

1. **Healthcare Providers:** New York has a number of prescriber and non-prescriber organizations for healthcare professionals that are fairly well seasoned advocates. Many of these groups are statewide organizations, with some having local chapters.
2. **Law Enforcement:** This includes the Attorney General, New York State Police, county attorneys/prosecutors, local law enforcement and specialty drug enforcement groups in various areas of the state. In New York they have often led the charge in terms of placing further restrictions on pain medications. On the flip side, some of these organizations (law enforcement) have felt burdened by mandatory take-back programs.
3. **Patient Advocates:** This is a very broad group encompassing national organizations like the American Cancer Society to New York based groups which focus on either general access to care issues or specific health concerns. They have been involved in the prescription drug abuse issue to varying degrees and we will find that many will be key allies as we turn the focus to legitimate access to medications for patients.
4. **For-Profit Healthcare Industry:** This broadly includes everyone in the private/for-profit arena, such as the pharmaceutical companies, hospitals, nursing homes, pharmacists and retailers who are

in varying ways part of the overall drug issue in New York.

5. **Others:** This includes highly focused advocacy groups for seniors, veterans, communities of color, homeless/transient communities, unions and others who should support our efforts to maintain legitimate access to medications.

Timeline

Phase One – July 1 to August 31, 2014

- **Strategic Planning:** Hold a kickoff meeting with Mallinckrodt and its lobbying team in New York to fully flush out a strategic plan for remainder of 2014 and into the 2015 Session.
- **Message & Material Development:** Develop the key messages that will form the basis of all campaign materials. These will be used to craft online text, one-pagers, media statements, talking points, Q&A documents and opinion pieces we will use to help influence legislators and the media toward our position.
- **Coalition Building:** Work with Mallinckrodt and its government affairs team to identify the key New York supporters who will carry and articulate our message effectively. Once identified, we will immediately begin outreach to these groups to fill our network/coalition with state supporters.
- **Earned & Social Media Management:** At the beginning, our primary focus will be educating the public, media and key thought leaders on the importance of maintaining legitimate access to critical medicines. This will be done through op-eds, letters to the editor and other media opportunities for our surrogates.

Phase Two – September 1 to December 31, 2014

- **Coalition Building & Management:** In Phase Two we will continue to communicate with and build our coalition, but will add the “activation” component to our activities. This will include a variety of tactics, including joint letters, media engagements, opinion pieces, legislative meetings, etc. This may also include supporter participation in the planned national summit in November.
- **Earned & Social Media Management:** With the coalition taking shape and our messages and materials developed, we focusing on active engagement with the press and with supporters through social media outreach. Our initial focus will be education and targeted outreach to key individuals whom we have identified and those covering topics related to prescription drug use.
- **Legislative Preparation:** In October, we will begin planning and prep work for the start of the

2015 legislative session. This will involve another additional strategy meeting with the Mallinckrodt government affairs team to continue to effectively align coalition and media strategy with legislative goals and reality. We will develop talking points, one-page fact sheets and gather key media pieces that will tell our story to legislators considering key legislation.

- **Promoting Inactivation Pouches:** The best positive media story we will promote in New York will be to capitalize on the safe disposal of medications through the Mallinckrodt inactivation pouches. It is important that we simultaneously implement a media and advocacy campaign to promote the inactivation pouches with the press, coalition members, New York's provider/prescriber community and key law enforcement agencies. This should take place during the latter half of 2014 so as to provide maximum impact just before the 2015 legislative session. This campaign would include press conferences/media demonstrations in key markets, legislative demonstrations, and other efforts to promote the use of these innovative products. We believe it is best to make this an "industry" effort, with support from the pharmaceutical industry (Mallinckrodt), provider/prescriber groups, pharmacists, etc. There is solid precedent for safe disposal program and may be able to be promoted through the "My Old Meds" initiative sponsored by PhRMA in New York.

Phase Three – January 1 to June 19, 2015 (Last Day of 2015 Legislative Session)

- **Legislative Support:** This will be the high intensity portion of our state efforts as we will be proactively engaged on a daily basis in Albany and statewide as the legislative process moves forward. This will include rapid response to needs from the lobby team, media engagement and coalition coordination/activation.
- **Earned & Social Media Management:** Continue our education efforts with media, supporters and legislators via earned and social media efforts. We will regularly engage with the press on key legislative issues on a daily basis statewide, with an Albany focus.
- **Coalition Activation:** At this point in time we will be in full activation mode with third party validators during the session and schedule advocates to testify before committee hearings, arrange media opportunities and develop materials to help further carry our message.
- **Rapid Response –** The political climate is continually changing in Albany (sometimes on a daily or hourly basis. We will be prepared to act at a moment's notice when key issues arise.

Phase Four – June 19- to August 31, 2015

- **Legislative Recap –** At this point in time we will evaluate our success with the New York Mallinckrodt team to assess the legislative session and look forward to new priorities.
- **Education Post Session –** Educate our legislative and third party supporters on any pending

legislation

- **Ongoing Earned & Social Media Management:** It is very important that the flow of information to our supporters be consistent and constant. Maintaining a steady flow of positive information about the needs of patients will be critical to the sustained success of this campaign. Doing so will help ensure balanced drug related stories and ensure we can be effective in future endeavors.
- **Ongoing Coalition Coordination:** Keeping the coalition active and engaged will also be critical for future legislative issues. We will prepare a strategy that will keep this group together well into the future.

Budget

We propose an approach based upon phases J Strategies will undertake for Mallinckrodt over the course of 2014 and 2015. Expenses are not included in this fee proposal, but are estimated below and subject to client approval. Expenses will cover travel and materials.

Phase One – July 1 to August 31, 2014

Elements: *Strategic Planning / Message & Material Development / Coalition Building / Earned Media*

Budget: \$25,000

Phase Two – September 1 to December 31, 2014

Elements: *Coalition Building / Earned & Social Media Management / Legislative Preparation / Pouch Drug Disposal Campaign*

Budget: \$55,000

Phase Three – January 1 to June 19, 2015

Elements: *Legislative Support / Earned & Social Media Management / Coalition Activation / Rapid Response*

Budget: \$55,000

Phase Four – June 19 to August 31, 2015

Elements: *Legislative Recap / Education Campaign / Ongoing Media Management / Coalition Coordination*

Budget: \$25,000

