



Building the Future of Healthcare Services:

How Innovation and Partnership Drive Value
Creation at Valeris

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Introduction

The healthcare commercialization landscape is increasingly complex. Life sciences companies face mounting challenges, such as rising costs, patient access barriers, regulatory complexity, and demand for integrated solutions. Traditional patient support models, which are characterized by commoditized and siloed approaches, are no longer sufficient to meet the needs of modern pharmaceutical commercialization.

Indeed, there is a growing need for technology-enabled, data-driven ecosystems that deliver measurable value across the entire patient journey.

Valeris has utilized a purpose-built platform to become a leading provider of market access and customized solutions at scale to life sciences companies. Core offerings span the entire healthcare value chain, providing integrated commercialization solutions from pre-approval strategic planning through post-launch optimization. Backed by majority investor Permira, Valeris represents a symbiotic partnership model where capital meets operational expertise. As Rob Truckenmiller, CEO of Valeris, describes the relationship, “We’re team members in the same boat, moving in the same direction towards the same goals.”

This partnership is driven by more than business strategy. Truckenmiller’s personal journey shaped his approach to patient care, having watched his father serve as caregiver for his mother through 15 years battling cancer, COPD, and other health challenges.

“Think about a patient as your mother, your father, your sister, your loved one,” he says. This mindset guides every patient interaction at Valeris, reflecting a belief that getting closer to patients creates a bigger impact. It’s a philosophy that permeates the organization from the C-suite to frontline employees.

This white paper will:

- Examine the industry shift from fragmented services to integrated patient ecosystems, and why this transformation matters
- Demonstrate how Valeris delivers differentiated capabilities through innovation and operational excellence
- Provide insight into how thoughtful investment partnerships accelerate market leadership and value creation

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Brands matter, but the patient ecosystem and the patient journey is what really matters. Manufacturers have been thinking brand by brand, but the future is how they’re thinking portfolio. It’s not quite as simple as brand, brand, brand... it is about how you navigate the ecosystem, which is the bigger challenge here in the US.

ROB TRUCKENMILLER
CEO
VALERIS



The market imperative – Why healthcare services must evolve

The pharmaceutical sector stands at an inflection point. Several trends are reshaping how life sciences companies bring therapies to market and support patients throughout their treatment journey.

Three converging forces driving change

1. Rising complexity in drug development and commercialization

The specialty pharmaceuticals market is surging. It expanded from [\\$92.5 billion in 2023 to \\$129.2 billion in 2024](#). Projections suggest this trajectory will continue, with the market reaching \$965.5 billion by 2030 at a compound annual growth rate of 39.8%. Today, specialty drugs represent around [75% of the 7,000 new drugs under development](#). While less than 5% of the population requires specialty medications, [these drugs account for at least half of pharmaceutical spending](#).

Within this broader specialty market, a particularly significant shift is occurring with the emergence of specialty lite products – medications that bridge traditional specialty and retail pharmacy models. The GLP-1 class for obesity treatment exemplifies this trend. If every person in the U.S. who qualified as obese was prescribed a GLP-1 medication, the market would reach [\\$1-2 trillion](#). This potential has significantly altered the drug development pipelines of pharmaceutical manufacturers, with downstream effects reverberating throughout pharma services companies.

These specialty lite products present unique challenges. Priced lower than traditional specialty drugs, they require more streamlined, lighter touch support models. For many providers, supporting these products demands fundamentally different operational approaches. Technology enablement becomes critical for managing the scale and efficiency requirements of this product class, particularly those with direct-to-patient (DTP) distribution components.



The complexity extends beyond market dynamics in several ways. Increasingly sophisticated patient journeys require nuanced support at every stage. The regulatory environment demands enhanced compliance and transparency. Payers require stronger evidence of value and outcomes before approving coverage. Gene therapies, cell therapies, and precision medicine approaches are expanding the therapeutic arsenal while simultaneously raising the bar for patient support services.

2. Patient access barriers

Even as treatment options expand, patients face formidable obstacles in accessing prescribed therapies.

The prior authorization burden underlines this challenge: [physicians complete an average of 39 prior authorization requests per week, spending 13 hours weekly on these administrative tasks](#). Arguably more concerning is how [89% of physicians report that prior authorizations increase care delays](#) for their patients.

Meanwhile, insurance complexities are difficult for patients to navigate. Prior authorization, step therapy requirements, and specialty tier placements vary widely across payers. Rising out-of-pocket costs create affordability challenges even for commercially insured patients. Fragmented systems across the healthcare ecosystem create delays in therapy initiation – delays that can have serious clinical consequences for patients with progressive diseases.

The need for seamless coordination between patients, providers, and payers has never been more acute. Yet traditional models struggle to provide this coordination effectively. As formularies become more restrictive and pharmacy benefit managers implement additional hurdles, manufacturers are being forced to explore alternative channels to reach patients. Direct-to-patient distribution models are thus emerging as essential components of the commercialization strategy, particularly for products facing formulary restrictions.

3. Technology as competitive differentiator

Life sciences companies are actively seeking partners with advanced digital infrastructure empowered by AIS and data analytics capabilities. The demand for real-time insights and performance transparency is reshaping partnership expectations, while integration across platforms is essential for operational efficiency and competitive advantage.

This imperative is driven by multiple factors. Data volumes in healthcare continue to expand exponentially, yet the ability to transform data into actionable insights remains limited. Manufacturers need partners who can capture comprehensive data across patient journeys, analyze patterns and trends, and package insights in ways that inform strategic decisions.

The specialty pharma surge

- **75%** of new drugs under development are specialty medications
- **\$1-2 trillion** potential U.S. market if all qualifying obese individuals receive GLP-1 therapy
- **Half of all pharmaceutical spending** comes from drugs serving less than **5% of the population**



The traditional model of retrospective reporting is giving way to forward-looking analytics that help identify challenges before they impact patient outcomes.

Technology also enables the scalability required for emerging product classes. Specialty lite products and direct-to-patient models struggle to succeed with labor-intensive manual processes. As a result, automation, intelligent document processing, and AI-powered patient engagement have become cornerstone capabilities.

The evolution from fragmented to integrated

The legacy approach to patient support services reflects an era of simpler pharmaceutical commercialization. Services remained siloed: hub services, including nursing support and pharmacy services, operated separately from affordability programs and market access functions. This fragmentation created inefficiencies and gaps in patient support.

Brand-by-brand thinking compounded these challenges. Providers found themselves managing dozens of different products, each with different coverage rules, support programs, and contact points. The resulting confusion and administrative burden fell disproportionately on healthcare providers and their staffs, who struggled to navigate the maze of disconnected services on behalf of their patients.

Alongside this, limited technology infrastructure meant that services remained reactive rather than proactive. Without robust data systems and analytics capabilities, patient support organizations could only respond to problems after they arose rather than anticipating and preventing obstacles. Insights for pharma partners remained limited.

Perhaps most fundamentally, the traditional model fostered vendor relationships rather than strategic partnerships. Service providers competed primarily on price, offering commoditized capabilities with little differentiation. This transactional approach failed to align incentives around the outcomes that matter most – patients successfully initiating and adhering to therapy.



What life sciences companies now require

The inadequacy of traditional models has created clear demand for new approaches. Manufacturers need end-to-end solutions spanning the entire commercialization lifecycle – from pre-approval strategic planning through post-launch optimization. This requires partners who understand the complete journey and can provide coordinated support at every stage.

The shift from brand-by-brand thinking to patient ecosystem approaches is key. Rather than supporting individual products in isolation, manufacturers need partners who can integrate services across therapeutic areas, simplifying the experience for providers while customizing support for each brand's unique requirements. This ecosystem approach reduces friction for all stakeholders while delivering better outcomes.

To achieve this, manufacturers investing in drug development need partners who can match their sophistication with advanced analytics, predictive modelling, and real-time intelligence. Proven outcomes with measurable ROI underpin partnership conversations.

These partnerships need to be underpinned by trust. Life sciences companies need partners aligned around shared goals which bring innovation and continuous improvement to the table.

The Valeris advantage – Building integrated patient ecosystems

Life sciences companies are recognizing the limitations of fragmented, brand-by-brand approaches. Valeris has built its platform around the alternative – integrated patient ecosystems that span entire therapeutic areas.

So, what are the keys to making this work? Truckenmiller explains: “It really boils down to three things. Finding the right people with the right passion and training them continuously. Defining standards and processes and the right workflows that simplify complexity. And then the tech – how we use tech to enable all of this so our training is easier, our systems are easier to understand, and the processes are clear for patients, providers, our partners, and our employees.”

When these three pillars align, the impact is transformative. When one breaks down, challenges emerge quickly. This integration framework guides every aspect of Valeris's platform development and service delivery.

A fully integrated platform spanning the complete lifecycle

Valeris provides comprehensive support across the entire commercialization journey, from pre-approval planning through post-launch optimization. Each component connects seamlessly, which enables data and insights to flow throughout the patient journey.

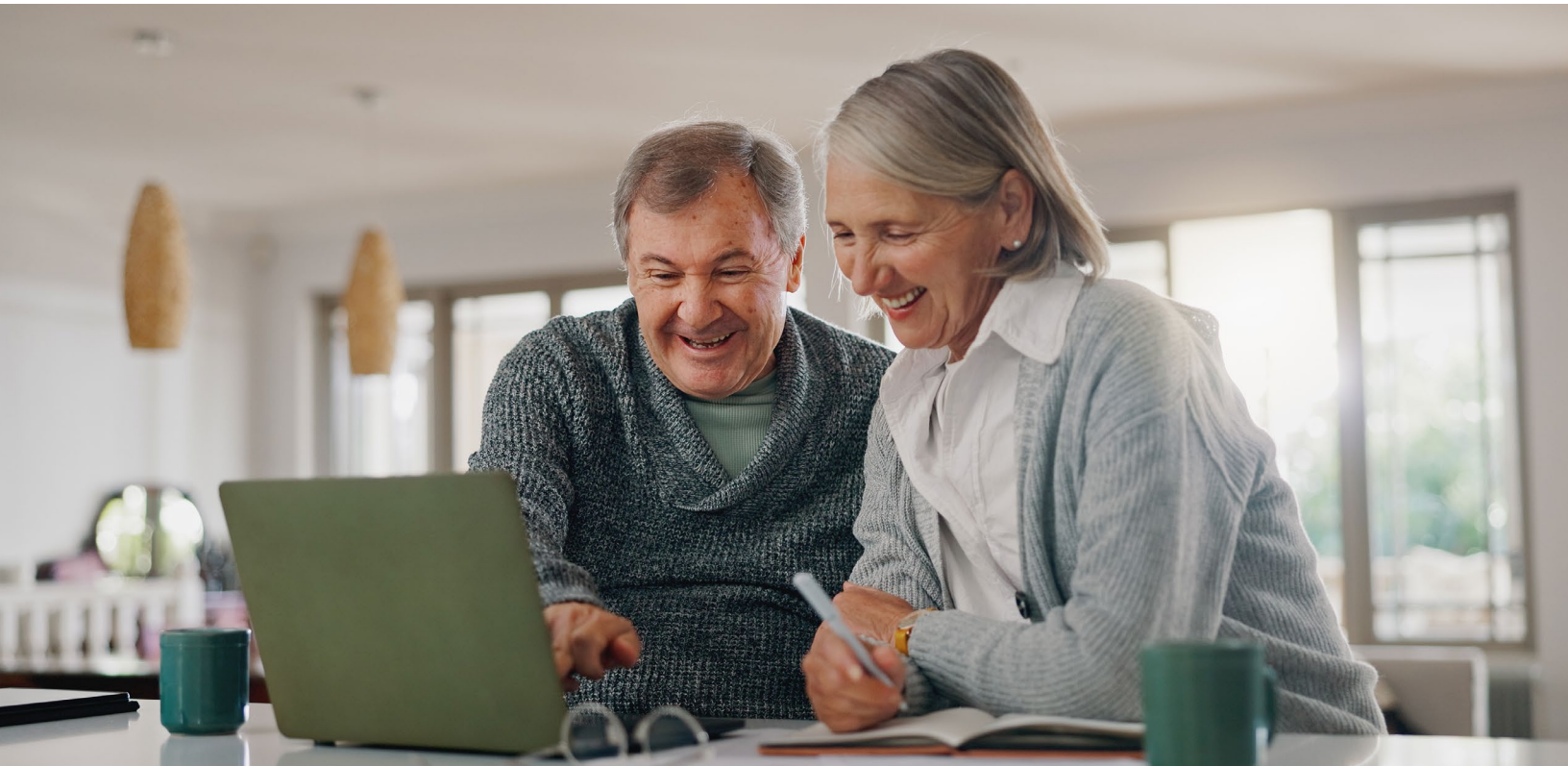
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- **Pre-approval strategic planning (Triangle Insights Group):** Early consultancy develops comprehensive market and patient access frameworks, including pricing strategy, payer landscape analysis, and detailed access planning. US market-specific insights lay the groundwork for successful commercialization, helping manufacturers avoid common pitfalls before launch.
- **Real-time market intelligence (Policy Reporter):** Comprehensive payer data from major plans — including United Healthcare, CVS Health, and hundreds of other sponsors — provides brand-specific access information: coverage details, out-of-pocket costs, step therapy requirements, and prior authorization needs. Real-time insights enable proactive rather than reactive interventions.
- **Patient affordability and access:** Co-pay and affordability programs address financial barriers through bridge programs, patient assistance programs (PAP), Quick Start, Free Trial, and vouchers. A multi-site non-commercial pharmacy network provides national reach, while integrated cash pay solutions support patients facing high-deductible plans or complex accumulator/maximizer programs.
- **Patient services and support:** Services include benefit investigations, prior authorization support, case management, field reimbursement, and nursing support for complex therapies. Digital engagement tools drive adherence, helping patients navigate the entire journey to successful therapy initiation and maintenance. Electronic capabilities enhance efficiency and reliability.
- **Direct-to-patient capabilities:** As formularies become more restrictive, direct-to-patient channels are becoming essential. Valeris has developed comprehensive DTP capabilities including sophisticated system integrations, patient adherence services, and the ability to purchase products at wholesale acquisition cost (WAC) through a title model, creating alternative distribution channels. For specialty lite products such as GLP-1s requiring streamlined efficiency at scale, robust DTP infrastructure is becoming imperative.



Why the Valeris approach works

The integration advantage

Unlike competitors offering point solutions, Valeris provides seamless coordination across the entire lifecycle. Data flows between services to create comprehensive patient and provider views that inform decision-making at every stage. This eliminates the handoff inefficiencies that plague multi-vendor approaches and provides pharma partners with a single point of accountability.

Valeris also provides the ability to customize programs for individual brands while integrating them into cohesive patient ecosystems. As a result, manufacturers no longer must choose between brand-specific support and ecosystem efficiency, as Valeris delivers both.

Unmatched insight generation

Valeris touches over 500 brands across diverse therapeutic areas. This scale creates unique insight generation capabilities that competitors struggle to match, while continuous learning from what works and what doesn't across hundreds of programs creates a virtuous cycle of improvement. These actionable insights are delivered back to manufacturers.

The breadth of experience across therapeutic areas and patient populations means Valeris team members have seen virtually every scenario. When an unusual challenge arises for one brand, there is often relevant experience from another therapeutic area that can be applied.

Advanced technology infrastructure that scales

A best-in-class CRM platform serves as the foundation for data collection and management. An AI-powered contact center, built on Cisco Webex integration with conversational AI, enables intelligent call routing based on patient history and interaction data. Intelligent document processing (IDP) for enrollment automation delivers 40%-time savings in document processing, reducing complex documents from 20-30 minutes to just five minutes.

Next-generation digital tools support patient and provider interactions, including electronic prior authorization capabilities that are benefit-agnostic. Omnichannel patient engagement platforms meet patients where they are, whether that's via phone, text, email, or web portal. Permira's influence on the technology roadmap has been instrumental in accelerating these capabilities, bringing expertise from its broader technology portfolio to bear on Valeris's platform evolution.

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What we do on a daily basis... the impact we have helping patients navigate a very complex US healthcare landscape... that's what motivates me every single day. You just can't get that in very many industries or careers. When you talk to frontline team members who are on the phones with nurses and physicians helping patients, they will tell you what it's really like and how important it is to have tenacity to fight for patients.

ROB TRUCKENMILLER
CEO
VALERIS

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People + technology, not technology instead of people

Despite heavy technology investment, Valeris maintains a clear philosophy. As Truckenmiller states: “We are a people business and we’re talking about healthcare.”

Indeed, technology enables and empowers human expertise rather than replacing it. This balance between AI capabilities, tech efficiencies, and a relationship-based service model represents a conscious choice. Truckenmiller is emphatic about this: “You cannot replace empathy and passion. It’s about finding that balance and tech empowerment. How do we empower team members to use technology to the best of their abilities to work more effectively and understand patients better?”

National pharmacy network

Multi-site strategic locations in Louisville, Scottsdale, and a Digital Intake Pharmacy in North Carolina provide zone-based shipping optimization and business continuity. Comprehensive capabilities span PAP programs, Bridge, Quick Start, Free Trial, Vouchers, Starter Kits, controlled substance dispensing, and REMS support.

Advanced automation processes 600 dispenses per hour at 99.999% accuracy with fully serialized track and trace capabilities. Integrated cash pay solutions with digital payment options, including HSA cards, provide flexibility for patients navigating high-deductible plans. This pharmacy infrastructure supports both traditional specialty distribution and the growing DTP channel requirements.

Valeris by the numbers

- **500+** life sciences customers served across diverse therapeutic areas
- **Millions** of patients supported with access and affordability assistance
- **33+ years** combined industry expertise
- **National footprint** with strategic locations across the US and presence in Canada
- **40%**-time savings in enrollment processing through AI automation
- **99.999% accuracy** rate in automated pharmacy fulfillment
- **600** dispenses per hour processing capacity with advanced automation

Discover more at www.valeris.com



Power of partnership – How Permira helps companies accelerate value creation

Beyond capital: An active partnership for growth

Permira’s investment in Valeris reflects a deliberate healthcare investment thesis. As a growth-focused, tech-first investor with deep healthcare expertise through a dedicated sector team, Permira focuses on integrated, technology-forward platforms that are defining the next chapter of healthcare commercialization.

The firm recognized an opportunity with Valeris – technology evolution in this sector had been slow, which created the chance to leapfrog competitors.

Jon Maschmeyer, Partner at Permira, explains: “There’s no clear leader among the independent players. Nobody has occupied that spot. We saw the opportunity to help build a business that could... but we don’t just want to help build a bigger business – we want to help build a better business.”

Why this partnership works

Strategic alignment and vision

Permira and Valeris share the belief that integrated, tech-forward platforms will define the future of healthcare commercialization, with technology and analytics driving the patient journey in combination with human expertise. Both parties recognize that pharma patient access is a growing sector with unmet demand requiring scale, technology, and operational excellence. This commitment extends to moving manufacturers from brand-by-brand thinking to ecosystem thinking, with a focus on becoming the largest independent scaled player with the most tech-forward approach.

Resources and capabilities to execute

Permira brings significant investment in technology infrastructure: best-in-class CRM platforms, AI and data analytics capabilities, and insight generation across 500+ brands. The firm has established a Tech Advisory Council to provide strategic guidance, complemented by a Patient Excellence Advisory Council that emphasizes the patient journey. Strategic M&A expertise brought together PharmaCord and Mercalis to form Valeris, combining the best of both worlds in people and solutions to drive further scale and innovation.



Scale is a clear advantage. Valeris has the resources to compete against larger, established competitors, with the ability to invest in technology infrastructure that would be cost-prohibitive for smaller players. This creates credibility with large pharma partners requiring proven scale and capabilities, while providing a platform that can continue to grow further through organic expansion and strategic acquisitions

Attracting world-class talent

Indeed, Permira's global scale and vision have helped recruit exceptional people, often entrepreneurial leaders willing to leave large organizations and be part of building something transformative. They include Manish Goel (former IQVIA CTO) as Chief Technology Officer serving as master architect of the technology roadmap, Peter Formisano as Chief Operating Officer, Jodi Dickinson as Chief People Officer, and Jonathan Savage as Chief Product Officer.

Looking ahead – The future of integrated healthcare services

The healthcare landscape continues to change quickly. Patient empowerment and consumerism are accelerating as social media drives education and advocacy. Patients are more empowered today than yesterday, and will increasingly take ownership of healthcare decisions. Growth of cash pay and direct-to-consumer models reflects patients navigating complexity themselves, and this requires manufacturers and service providers to offer patient education and support for patient-driven decisions.

Meanwhile, continued specialty drug growth – including gene therapies, cell therapies, and precision medicine – will drive rising complexity, which requires more sophisticated patient support. The importance of real-world evidence will also continue to grow as the specialty drug market expands.

There is, of course, a huge role for technology. AI and advanced analytics allow for predictive modelling for patient adherence and outcomes, proactive intervention capabilities, and enhanced personalization. Crucially, technology will enable people rather than replace them.

Ongoing evolution of value-based care will increase payer focus on outcomes rather than services. Platforms must therefore demonstrate and measure patient success through integration of clinical and economic data. The quality of patient experience drives clinical outcomes – positive journeys with fewer hurdles lead to better health results.

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We aim to cultivate a rich ecosystem in which our portfolio companies can thrive. It's a pull model. We don't push things into portfolio companies. The Valeris team will execute the plan. The scaffolding will be provided by Permira's technology network.

JON MASCHMEYER
PARTNER
PERMIRA

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Valeris's 2030 vision

Valeris has a bold ambition: becoming the largest partner in the U.S. healthcare market access and patient services space by 2030. This means almost doubling its current size over the next five years.

Critically, success is not just about economic performance. As Truckenmiller emphasizes: “Growth sounds great as far as financials are concerned, but I view it in terms of the number of patients that we are reaching. This is about passion for growth in patient impact, not just company metrics.”

How will this vision be achieved?

Valeris will continue advancing its integrated platform by going further upstream to reduce friction before barriers arise, thereby helping patients earlier in their journey. Ongoing investment in AI, machine learning, and digital tools will deliver deeper insights to pharma partners. Strategic expansion in high-impact therapeutic areas, particularly specialty lite products requiring streamlined DTP capabilities, will further drive growth.

From an operational perspective, Truckenmiller highlights three things that must happen to hit 2030 ambitions.

1. Execute on current partnerships: Deliver for existing 500+ brand partnerships while continuing to invest in people, processes, and technology. Protect and strengthen current manufacturer relationships through innovative tech solutions.



2. Improve daily: One of Valeris’s core values is “Innovate Boldly, Improve Daily.” This bottom-up approach asks team members what’s working, what’s not, and how to improve. Change management is an ongoing journey, not a point in time, which brings teams along the way.

3. Deliver and grow: Use net promoter scores to understand what’s working. Learn from detractors to improve. ‘Pollinate’ promoters by leveraging satisfied partners to grow the business organically. Focus on customer experience and execution, not just scale for scale’s sake.

Truckenmiller adds: “It really boils down to three things: people, process, and technology. You must understand the variances and differences of how patients get healthcare and apply strategies and tactics that help them. There’s not a one-size-fits-all approach.”

Conclusion: Partnership as strategy

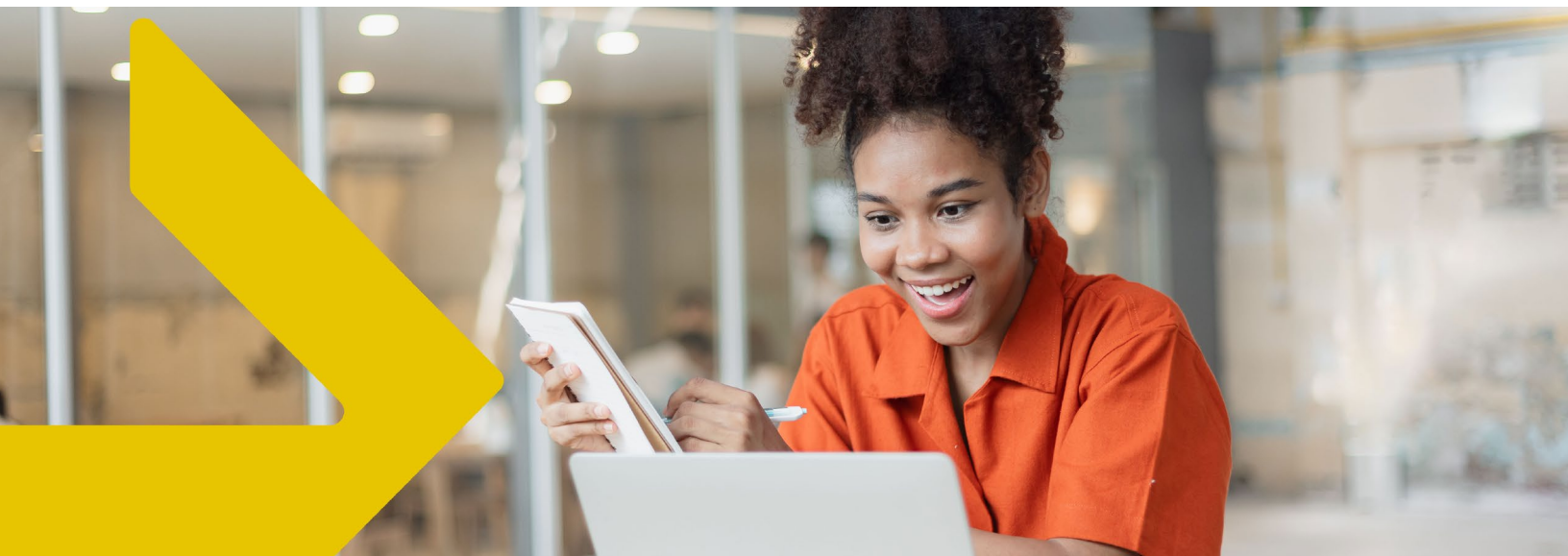
The Valeris story demonstrates a powerful equation: **Integration + Innovation + Strategic Partnership = Measurable Impact.**

This thoughtful combination of capabilities creates more than the sum of parts. By bringing together comprehensive lifecycle support, advanced technology infrastructure, and patient-first service delivery, Valeris has built a platform that addresses the most pressing challenges facing pharmaceutical commercialization today.

Permira’s support helps to accelerate value creation beyond what capital alone could achieve. The firm’s tech-first investment approach, combined with Valeris’s operational expertise and patient-centered philosophy, shows how strategic investors can serve as true team members rather than passive capital providers.

A new standard for healthcare services

Valeris is moving the industry beyond commoditized services to value-based partnerships. The shift from brand-by-brand fragmentation to integrated patient ecosystems simplifies complexity for providers while delivering superior outcomes for manufacturers and patients alike. Technology serves as an enabler of better outcomes, not a replacement for human expertise. Data and insights have become the currency of trust with pharma partners, while seamless patient and provider experiences provide competitive differentiation.



This is fundamentally a people-first business enabled by world-class technology – a philosophy that will only become more important as the industry continues to evolve.

The opportunity for life sciences companies

For pharmaceutical manufacturers seeking to enhance their commercial success, Valeris offers a platform positioned at the forefront of the industry’s transformation.

Partners can expect to access integrated capabilities without managing multiple vendors, leverage advanced technology infrastructure, insight from 500+ brands and best-in-class data analytics, and benefit from continued innovation supported by committed investment partners. Ultimately, life sciences companies can focus on therapeutic innovation while Valeris handles the complexity around commercialization.

Whether you are a pharmaceutical company seeking to enhance commercial success or an investor interested in healthcare value creation stories, Valeris is ready to welcome its next partner on board.

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