

Mallinckrodt Documents – Pushing Sales to the Limits

Key finding: Mallinckrodt sales leadership pushed hard to increase sales, motivating sales representatives with commissions for signing on more prescribers and securing more refills.

Why this is important: Should pharmaceutical companies be permitted to offer commissions for selling Schedule II drugs? These documents show that even the highest-performing employees were pressured to double their numbers, and reps were encouraged to work with prescribers to identify potential patients.

Evidence

Document Title: RE: Exalgo ideas

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=mpkx0241>

Date: 2010-07

Description: In this email, Connie Kissinger, western region sales director, compiles reasons doctors gave to sales representatives for prescribing Exalgo. Jason Daharsh notes that one doctor told him “he is using it because I am constantly in his office.” Brian Reeves acknowledges that “the ones that are dragging there [sic] feet are very concerned with abuse potential.”

Document Title: RE: Twin Tracker for data ending April 22, 2011 [Sales numbers discussion]

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=mslg0241>

Date: 2011-05

Description: In these emails, Gavin McGowan, eastern regional sales director, and Ron Wickline, vice president of sales, talk about boosting sales of Exalgo and Pennsaid. McGowan asks for ideas, to which Wickline replies, “sell more?” McGowan jokes, “I thought volume didn’t matter,” to which Wickline emails, “size doesn’t matter, volume does!”

Document Title: [Evaluation of Mary Ngo sales call]

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=hjbk0241>

Date: 2011-11

Description: This evaluation of a sales call by Mary Ngo, a high-performing sales representative, by Alice Lum, her district manager, provides insight into how representatives were reviewed. Lum observes that Ngo “waits until each MD commits to RX of our brands.” The evaluation ends by urging Ngo to “keep the enthusiasm up and stay focused on new High Volume MDs with commercial payers.”

Document Title: RE: Sales tracker for the Pittsburgh District - 12/16/11

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=rhlg0235>

Date: 2012-01

Description: This email chain among McGowan, Kirk Dumont, and sales rep Mark Schall raises concerns about a “double goose egg” for Exalgo sales in Schall’s territory. Dumont advises that Schall should “identify some patients this week for Exalgo and get a number from your providers for high risk patients.” Schall replies, “I share Gavin’s concern with the Exalgo numbers and I am equally concerned about my commissions.”

Document Title: [Email chain between sales reps Julie Cunningham and Patrick Ahern]

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=pqhg0241>

Date: 2012-03

Description: Cunningham confides in this email to Ahern that she “had an awful week for Exalgo.” Although she got a doctor who “rarely writes” to give her eight prescriptions, she had few refills, “which killed me.”

Document Title: [Matt Brown self-evaluation]

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=jhnf0234>

Date: 2013-01

Description: Asked in a self-evaluation form how he would double his sales in 2013, Matt Brown, a high-performing sales representative, says he should be allowed to move beyond a restricted target list. “The vast majority of my writers already are prescribing high amounts of Exalgo share,” he writes. He also notes that losing fewer prescriptions to managed-care restrictions would boost his numbers, as would getting more starter kits that allow doctors to give patients two weeks of free Exalgo.

Document Title: Q3 Focus - My Action List

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=jnjd0236>

Date: 2013-04

Description: In this email to Regional Sales Director Bill Nichols, sales representative Darryl Edwards outlines how he will improve his numbers, including “recover TRx [total prescriptions] volume from two providers...that have pulled away from Exalgo. Specifically, take my ‘nice’ gloves off and be ‘pleasantly aggressive’ in driving Exalgo usage from them.” He notes that a few doctors in his territory are below average in prescribing Exalgo, but that he thinks they “can do more.”

Document Title: Update: Weekly ATL Tracker with IMS Data for W/E 7-11-14

OIDA ID: <https://idl.ucsf.edu/opioids/docs/#id=yhpw0251>

Date: 2014-07

Description: Todd Palmer, Atlanta senior district manager, emails his team about disappointing Xartemis XR sales. “I need everyone to start posting increasing scripts week after week. If you are sighing a bit of relief because you have 1-2 Rx each week, that’s not a reason to sigh relief.” He advises representatives, “be specific for the patients we are asking for and following that script to fulfillment at the pharmacy.” He alludes to the commission plan as further motivation: “You are paid on every script you get dependent on the number of writers you have. The more writers you have, the greater amount the script is worth.”

OIDA Identification Numbers for Additional Relevant Documents

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| ▪ znpx0241 | ▪ sgkh0234 | ▪ glbk0240 |
| ▪ zplh0236 | ▪ jjpk0254 | ▪ qnlg0235 |
| ▪ jkpb0255 | ▪ jnjd0236 | ▪ yznw0241 |
| ▪ qrcn0234 | ▪ gnld0236 | ▪ smnx0241 |
| ▪ rmbx0244 | ▪ pqnd0236 | ▪ jtmj0241 |
| ▪ ssvh0241 | ▪ txyd0236 | ▪ rxhd0234 |
| ▪ ksgm0235 | ▪ gxcf0235 | ▪ ykhd0255 |
| ▪ mslg0241 | ▪ hhdx0244 | ▪ fllg0241 |
| ▪ nhwb0236 | ▪ krkn0241 | ▪ klhm0235 |
| ▪ mpkx0241 | ▪ zqbc0255 | ▪ ftvx0241 |
| ▪ hjbk0241 | ▪ qxfw0251 | ▪ kjkh0236 |
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| ▪ ftkv0255 | ▪ sjdg0238 | ▪ tlbh0241 |