

Simplify the Work. Lead the Science.

How Johnson & Johnson Turned Site Feedback into Scalable Innovation

For years, clinical research has struggled with a familiar problem: information entered into the electronic health record often must be manually entered again for research purposes. The resulting duplication creates unnecessary work for sites and delays access to high-quality data.

At Johnson & Johnson, EHR2Sponsor is helping to change this but the real story is how site feedback, leadership support, and cross-functional collaboration transformed an ambitious idea into an increasingly scalable way of working.

"We realized early that while the burden of solving EHR integration doesn't rest solely with sponsors, whatever solution we created had to work for sites," said Amy Cramer, Global Head of eSource Data Acquisition at J&J. "If we couldn't make it practical within their workflows, it wouldn't scale."

Listening to Sites Became the Turning Point

The challenge is easy to recognize: Clinical research teams routinely document patient information within the EHR as part of clinical care, then manually re-enter much of the same information into sponsor systems for the purpose of collecting data related to clinical trials.

This process creates unnecessary duplication, consumes valuable staff time, and introduces opportunities for transcription errors. Industry estimates suggest that as much as 70% of data is duplicated between EHR and clinical systems, while staffing remains one of the most significant challenges facing research sites today.

For J&J, the challenges became impossible to ignore because sites consistently raised them.

The conversations that followed became incredibly collaborative. Sites helped J&J understand their operational realities and where existing approaches fell short, while the EHR2Sponsor team was equally transparent about technical limitations and implementation challenges. Over time, the initiative evolved into a solution that was built with sites rather than simply delivered to them.

The company gathered feedback from multiple channels. Amy's previous experience working with sites provided trusted relationships and firsthand understanding of site workflows. Additional insights came through industry groups such as SCRS, through J&J's site relationship teams, and through participating sites that recommended their peers join the discussion.

Today, that feedback loop has become even stronger.

Sites are now proactively approaching J&J to learn more about the program, participate in future efforts, and offer suggestions for improvements. These are clear signs the initiative has evolved beyond a pilot and into a true partnership.

More than a Technology Project

Site demand was a major catalyst, but it wasn't the only reason J&J invested in EHR2Sponsor.

J&J recognized broader industry trends pointing in the same direction. Regulators were increasingly embracing electronic source data and interoperability, and Therapeutic Area leaders viewed digital workflows as essential to the future of clinical research. At the same time, sites were calling for sponsors to reduce administrative burden and simplify study execution.

J&J responded by making EHR2Sponsor a strategic priority with a clear vision. Regular updates on progress and successes ensured that leaders could communicate the importance of the initiative throughout the organization.

As momentum grew, so did the internal investment. What began as an innovation initiative has now moved to a dedicated team of professionals supporting continued expansion.

The growth of the team reflected something larger than increased investment in technology. EHR2Sponsor was increasingly viewed as an opportunity to rethink how sponsors partner with sites, creating a more sustainable model that reduces burden while improving the quality and timeliness of research data.

The Secret Sauce: Expertise Beyond Data Management

One of the most important lessons learned was that EHR2Sponsor could not succeed as a data management initiative alone.

"The secret sauce was bringing together people who understand the different dimensions of the problem," Amy explained.

The initiative expanded to include experts from across the organization. Legal and data privacy specialists provide

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guidance on site contracting, patient consent, and data security. Operational teams helped align workflows with day-to-day site realities. Technical experts focused on interoperability and integration, while site relationship teams ensured the voice of sites remained central throughout implementation.

This cross-functional approach helped the team move faster, solve problems more effectively, and design a model intended to be sustainable at scale.

The result was not simply a technology solution. It was an operating model built around collaboration.

Early Success Reinforces the Vision

Published evaluations of EHR-to-EDC approaches suggest that reducing manual data entry can improve data-entry throughput and reduce transcription errors.

However, one of the most meaningful indicators of success is the growing interest from sites themselves.

That growing engagement has reinforced the team's belief that meaningful innovation happens through partnership—and that building solutions alongside sites creates the momentum needed to drive lasting change.



Looking Ahead

One unexpected lesson along the way was how quickly expectations are changing. Newer clinical research professionals often come from highly digitized industries and expect information to move seamlessly between systems. Their expectations have reinforced the urgency of simplifying research workflows and modernizing long-standing processes.

For J&J, EHR2Sponsor is part of that larger transformation.

The vision extends beyond a single technology or workflow. It is about creating an environment where sponsors and sites spend less time on duplicate work and more time focused on research, innovation, and patient care.

As Amy reflected, “The future of clinical research isn’t about adding more systems, it’s about simplifying the work so people can focus on what matters most.”

J&J

Collaborate Forward Takeaways

- **Start with site workflows, not technology.** Innovation succeeds when it aligns with how sites operate and reduces burden rather than adding complexity.
- **Leadership support is built through listening.** J&J’s leaders recognized a common message coming from sites, TA leaders, and regulators. They invested in a solution designed for long-term impact.
- **Complex challenges require diverse expertise.** EHR2Sponsor succeeds because it extends beyond data management, bringing together experts in legal, privacy operations, technology, and site partnerships.
- **Collaboration is a growth strategy.** By continuously engaging sites, incorporating feedback, and scaling that works, J&J transformed EHR2Sponsor from an innovation initiative into an increasingly scalable, business-as-usual approach.

The Collaborate Forward Team

A Multidisciplinary Team Dedicated to Industry Collaboration



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Let's keep moving forward. **Together.**

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