



HEALTHCARE ROUNDTABLE

**BEST PRACTICES IN BUILDING A
THRIVING LIFE SCIENCES SECTOR**

**05/08
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OTTAWA, ONTARIO



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PURPOSE

The purpose of the roundtable was to bring together high-level stakeholders from government, industry, not-for-profit and academia to exchange ideas and best practices on how to build a thriving life sciences sector.

The discussion was informed by strategies in both Denmark and Canada and covered a range of themes, including the importance of public-private sector cooperation and trust, the need for long-term planning, and the importance of developing a more holistic approach.

KEYNOTE

The keynote speech was delivered by Mr. Kasper Lindgaard, Head of Division at Denmark's Ministry of Industry, Business and Financial Affairs. Mr. Lindgaard oversees the implementation and coordination of the National Life Sciences Growth Strategy, implemented by the Danish government in 2018 to strengthen an already flourishing life sciences sector. The focus of Mr. Lindgaard's presentation was 'health is wealth' and what it means to support growth in the life sciences sector.

In Denmark, the life science industry encompasses pharmaceuticals, biotechnology, and medical technology. The industry adds tremendous value to Denmark's society as a major contributor to the economy and health system. The growth in the life science industry is several times higher than the average rate of private industry growth in Denmark, expanding by 88% between 2008 and 2016, compared to 17% for all industries. The life sciences sector also demonstrates a productivity level that is twice as high as the rest of the private sector, with exports doubling since 2008. In fact, in 2018, the life sciences sector accounted for 17% of total Danish exports.

Life sciences is also an important contributor to research and development in Denmark, ranking first in Europe for the number of clinical trials per capita.

The critical success factor for the expansion of the sector is the public and private collaboration to develop and implement Denmark's National Life Sciences Growth Strategy.

The Strategy focuses on several areas, including attracting and conducting more R&D and clinical research, establishing a top-class Danish Medicines Agency, creating better access to skilled labour, encouraging more start-ups and digital transformation and introducing targeted internationalization efforts.

Themes from Mr. Lindgaard's keynote speech very clearly emerged and set the stage for the discussion portion of the afternoon.





KEY THEMES FROM DISCUSSION

1. PUBLIC-PRIVATE COLLABORATION

One of the recurring themes throughout the discussion was the importance of public-private cooperation and the need to develop partnerships based on trust as key ingredients to Denmark's success. In Denmark, the government relies on private sector expertise to find innovative solutions to problems. The private sector is viewed as a trusted and valued partner to government and has a seat at the table during decision-making. An example that demonstrated true public-private cooperation was the creation of an industry-led Danish Life Sciences Growth Team, tasked with developing a set of recommendations for government regarding a life sciences strategy that would accelerate growth in the sector.

There was a consensus that Canada would benefit from stronger public-private partnerships. This means moving beyond just consultation and toward a more collaborative model, where all stakeholders – including industry, patient groups, not-for-profits, and academia – have a seat at the table to have a direct hand in co-developing the policies that will affect them.

2. LONG-TERM THINKING

Participants discussed the need for longer-term thinking in policy development that extends far beyond the 4-year election cycle. In Denmark, there is a mentality in government that 'health is wealth', whereby the life science industry is seen as a direct contributor to the wealth of the nation, the health of its citizens, and a source of revenue for government. By contrast, in Canada health is often seen as a budget item rather than an area for investment. Decision-making is often driven by short-term considerations rather than a long-term vision of how the health system should adapt to meet the needs of its aging population.

For instance, far too much emphasis is placed on short-term cost containment in key areas of the health system, including medicines, rather than thinking about how investment in these areas will lead to long-term savings by reducing the burden on the health system (e.g., through reduced hospitalizations) and keeping people healthy so they are more productive and better able to contribute to the economy in the long-run. Concerns were raised by some industry representatives about current cost-containment efforts for innovative medicines in Canada. Similar policy approaches in Australia and New Zealand and the launch delays and decline in clinical trials that followed in these countries were highlighted as examples of the potential consequences of adopting aggressive cost containment policies. One industry representative noted that they had not launched a new medicine in Australia in 17 years.

There was a general consensus that more long-term thinking and policy planning will better support the growth of the health and biosciences ecosystem and ensure that Canadians have better access to health innovations – boosting both the economy and health outcomes for patients.





KEY THEMES FROM DISCUSSION

3. DEVELOPING A HOLISTIC APPROACH

One of the themes that resonated during the discussions was a need for a holistic, whole-of-government, approach to support life sciences growth. For instance, a key component of Denmark's successful implementation of its life sciences growth strategy was a high level of cooperation and collaboration between different ministries, all working together in concert to ensure that policies are aligned to achieve growth objectives. This cooperation was supported through the creation of a life sciences office in the Ministry of Industry, Business and Financial Affairs that was responsible for steering the implementation of the strategy. There was a consensus that the life sciences represent an important economic opportunity for Canada, but to realize this potential we need to align public policies (particularly innovation and health policies) and ensure that different ministries and levels of government are working together rather than in siloes.



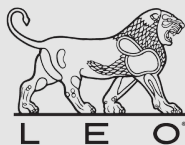
NEXT STEPS

The roundtable provided an opportunity for private and public sector, not-for-profit and academia from two like-minded countries to come together to share and discuss best practices on how to build a thriving life sciences sector. Both Canada and Denmark recognize the value of their respective life sciences sectors as catalysts for economic growth, thus there is an opportunity to continue dialogue. The Royal Danish Embassy and Trade Council will continue to organize similar forums in order to explore more in-depth some of the key themes that emerged during this roundtable discussion.

RESOURCES

1. Danish Life Sciences Forum website
 - Life Sciences Growth Plan
 - Keynote Presentation

SPONSORS





PARTICIPANT BIOS



WELCOME REMARKS: LOUISE DE BRASS, DEPUTY HEAD OF MISSION, ROYAL DANISH EMBASSY

Louise de Brass is Minister-Counsellor and Deputy Head of Mission at the Royal Danish Embassy in Canada where she is the ambassador's number-two serving as a key advisor and responsible for the general day-to-day management including both the internal and external communication.



NIELS KRISTENSEN, CONSUL GENERAL, DANISH TRADE COUNCIL

Niels Kristensen has worked 15+ years with policy and trade regulations, sales, public affairs, marketing, private sector development and public-private dialogue.

He is currently Consul General & Head of Trade Mission at the Royal Danish Consulate General in Toronto where he builds stronger commercial ties between Denmark and Canada and oversees the Trade Council's work of advising and assisting Danish companies in their export activities and internationalization process. He is part of the management team of the Trade Council in North America and the team leader in North America on Urban Solutions.

Before his position as Consul General & Head of Trade Mission Niels worked at the Confederation of Danish Industry as Deputy Director where he managed the international projects with international enterprises, donors, foundations, partners in developing and emerging markets as well as developing new business models, financial services and funding for companies to expand to new markets or enter into public-private partnerships.



PARTICIPANT BIOS



**KEYNOTE: KASPER LINDGAARD, HEAD OF DIVISION,
MINISTRY OF INDUSTRY, BUSINESS AND FINANCIAL
AFFAIRS**

Kasper Lindgaard is Division Head of the Life Science unit in the Danish Ministry of Industry, Business and Financial Affairs. The unit was established in March 2018 to strengthen the business policy efforts in relation to the life science industry. With his work in the unit, Kasper supports and contributes to the implementation of the initiatives in the Danish Government's growth plan for life science, such as furthering the vision of making Denmark a leading life science nation in Europe.

Prior to this Kasper has also held positions such as director in DAMVAD a Danish analytics company as well as other positions as division head in the Danish Government.

Kasper holds a Master of Economics and has completed a course in Digital Leadership from the Institute of Digitization.



**EVENT MODERATOR: ANDREW CASEY, PRESIDENT &
CEO, BIOTECANADA**

In his role as President & CEO of BIOTECanada Andrew is responsible for the day-to-day operations of the Association. In this capacity, he is the primary spokesperson for Canada's biotech industry communicating on the industry's behalf with government, regulators, international bodies, media and the Canadian public. He also ensures BIOTECanada plays a central role in partnership with Government in the development of policy relating to Canada's biotech sector and the member companies of BIOTECanada.

Prior to joining BIOTECanada, Andrew served from 2004-2012 as Vice President, Public Affairs and International Trade and Vice President, Government Relations and Communications for the Forestry Products Association of Canada. Andrew holds a Bachelor of Arts degree in Political Science from Carleton University.



PARTICIPANT BIOS



**DECLAN HAMILL, VICE PRESIDENT, LEGAL,
REGULATORY AND COMPLIANCE, INNOVATIVE
MEDICINES CANADA**

Declan Hamill is Vice President, Legal, Regulatory and Compliance at Innovative Medicines Canada. His expertise is public policy, public affairs, the pharmaceutical industry, legislation, health policy and stakeholder engagement.

He holds a Bachelor of Arts from University of Toronto, a Master of Arts in History from York University and a Bachelor of Laws and a Bachelor of Civil Law from McGill University.



**MICHALA FISCHER-HANSEN, CORPORATE VICE
PRESIDENT, GLOBAL PUBLIC AFFAIRS AND
SUSTAINABILITY, NOVO NORDISK**

Michala Fischer-Hansen is Corporate Vice President, Global Public Affairs and Sustainability in Novo Nordisk.

Michala holds an extensive experience within the pharmaceutical industry, having worked in Novo Nordisk for 19 years. Michala has held positions in Novo Nordisk Headquarter in the area of global strategy and execution, specifically, within pricing, health economics, marketing and communication. In 2010, Michala joined the Novo Nordisk US organisation, where she worked in the commercial part of the business within Marketing Effectiveness.

In 2014 Michala returned to Novo Nordisk Denmark as Senior Global Marketing Director and was in June 2015 promoted to Corporate Vice President in Global Marketing. Most recently, Michala held the role as Managing Director of Australia & New Zealand from 2016-2019.

Michala served as a member of the board in Medicines Australia (trade association) from 2017-2019 and currently serves as Vice Chair of the World Diabetes Foundation.

Michala holds a Masters degree in International Business from Copenhagen Business School and is a Danish citizen.



PARTICIPANT BIOS



IAIN GRAHAM, INTERIM PRESIDENT AND CEO, NOVO NORDISK CANADA INC.

Iain Graham is Interim President and CEO at Novo Nordisk Canada Inc. He has worked at Novo Nordisk Canada for 13 years and held positions such as VP of Marketing, Senior Global Marketing Director amongst others. Prior to working for Novo Nordisk Canada he worked for Purdue Pharma. Iain's expertise is sales effectiveness, global marketing, the pharmaceutical industry, diabetes and cardiology.

Iain is a graduate from the University of Guelph.



KRISTIAN FICK, PRESIDENT AND CEO, LEO PHARMA CANADA

Kristian Fick became President and CEO of LEO Pharma Canada in 2018. Prior to becoming President and CEO of LEO Pharma Canada Kristian worked for LEO Pharma A/S in Denmark, latest as Vice President for the Global Business Unit, Well Established Products where he worked on maximizing profitability, commercial operations, Life Cycle Management, Regulatory Affairs & CMC and supply chain management and covered infectious disease, nephrology and cardiovascular products.

Kristian has expertise with business development, strategy, mergers and acquisitions, life sciences, biotechnology amongst other. He holds a B.Sc. in Business Administration from Aarhus School of Business and a M.Sc. in Agricultural Economics from the Royal Veterinary and Agricultural university.



PARTICIPANT BIOS



SUPRIYA SHARMA, CHIEF MEDICAL ADVISOR, HEALTH CANADA

Dr. Sharma took on the role of Chief Medical Advisor to the Deputy Minister at Health Canada in August 2015 in addition to her role as Senior Medical Advisor for the Health Products and Food Branch in the department.

Dr. Sharma has held a number of regulatory and policy positions in Health Canada since 2002, and was most recently the Director General of the Therapeutic Products Directorate. She also took a sabbatical working in consulting and with an academic start up out of the University of Western Ontario focusing on innovation adoption in the health care system.

Dr. Sharma was a Fellow in Hematology at the Hospital for Sick Children and the Toronto General Hospital with research in sickle cell disease and thalassemia, including a research project with Oxford University in Sri Lanka. Following that she completed a Masters of Public Health in International Health from the Harvard School of Public Health.



DAN MCCARTHY, SENIOR DIRECTOR, MARKET ACCESS, LUNDBECK CANADA INC.

Dan McCarthy has been Senior Director of Market Access at Lundbeck Canada Inc since 2012. Before this Dan held several positions at H. Lundbeck A/S such as Director & Head of Commercial Portfolio Development, Global Product Strategy. He worked at Servier Canada prior to coming to Lundbeck.

His expertise is within the pharmaceutical industry, pharmaceutical sales, product launch, market access and global marketing.

Dan is a graduate from Memorial University of Newfoundland.



PARTICIPANT BIOS



DR. HELAINA GASPARD, DIRECTOR, GOVERNANCE & INSTITUTIONS, INSTITUTE OF FISCAL STUDIES AND DEMOCRACY

As co-founder of the Institute of Fiscal Studies and Democracy (IFSD), Dr. Helaina Gaspard is responsible for directing the organization's research, engagement and teaching activities, focused on the intersection of public finance and institutions. Helaina's work centres on key actors of fiscal ecosystems, including governments, parliaments and public administrations, while leveraging relationships with partners such as the World Bank, the National Governors Association, the OECD and the International Budget Partnership.



DR. SEEMA NAGPAL, VICE PRESIDENT, SCIENCE AND POLICY, DIABETES CANADA

Seema Nagpal is an epidemiologist with broad experience in research and policy. She has expertise in population health, epidemiology, and pharmaceutical sciences with an emphasis on interpretation of science into policy and practice. As the Epidemiologist and Senior Leader, Public Policy at Diabetes Canada, she is responsible for directing public policy interests and activities at both the federal and provincial levels, as well as providing public health and epidemiological input to program and policy development for Diabetes Canada.

In addition, she is also responsible for analyzing the impact of public policy and regulations flowing from government, health stakeholders, academia and overseeing the developing policy options and positions to influence health and diabetes-related public policy.



PARTICIPANT BIOS



MARC LEPAGE, PRESIDENT & CEO, GENOME CANADA

Marc LePage is the President and CEO of Genome Canada. Before assuming this role in January 2016, he served as President and CEO of Génome Québec since December 2011, where he led a major increase in research activity and enhanced focus on the development of genomic applications within priority sectors within the province.

He brings a wealth of experience in the innovation sector and venture capital, in addition to a broad network of international contacts. He is an expert in international partnerships and previously served as Special Advisor, Climate Change and Energy for the Embassy of Canada in Washington, D.C. and worked as Consul General at the Canadian Consulate in San Francisco/Silicon Valley.



BILL THOLL, PRESIDENT, THOLL HEALTH LEADERSHIP CONSULTING

Bill Tholl is a Senior health executive, with over 35 years experience in the health sector, including 18 years at CEO-level (CMA and Heart and Stroke). He is also a faculty member at Royal Roads University (Leadership in health).

Bill is the President at Tholl Health Leadership Consulting. Prior to this Bill was the President and CEO of HealthCareCAN from 2014 to 2017 where he was responsible for merging two successful organizations to create a unified voice for the healthcare community regionally, nationally and internationally.



PARTICIPANT BIOS



JONATHAN MITCHELL, VICE PRESIDENT OF RESEARCH AND POLICY, HEALTHCARECAN

Jonathan Mitchell is Vice-President, Research and Policy, at HealthCareCAN in Ottawa. In this role, Jonathan leads research, advocacy and policy development for member academic health sciences centres, hospitals, and healthcare organizations across Canada. Jonathan leads the partnership with the Canadian College of Health Leaders to plan the National Health Leadership Conference, the largest annual health leadership gathering, which includes the Great Canadian Healthcare Debate.

Prior to joining HealthCareCAN in September 2017, Jonathan consulted full-time for the Canadian Agency for Drugs and Technologies in Health (CADTH).

Jonathan holds a Bachelor of Science from McGill University and a Master of Science in Business Administration from Concordia University's John Molson School of Business in Montreal.



JENNIFER KITTS, SENIOR DIRECTOR, HEALTH POLICY, CANADIAN MEDICAL ASSOCIATION

Jennifer Kitts joined the Canadian Medical Association (CMA) as Senior Director of Health Policy in December 2017. The CMA unites over 85,000 member physicians on national health and medical matters. As Senior Director of Health Policy, Jennifer connects the policy work of the organization with other directorates and manages medical education and selected new and emerging policy issues.

Before joining CMA, Jennifer was the Director of Policy and Strategy at HealthCareCAN – the national voice of Canada's hospitals and healthcare organizations. Jennifer has over 25 years' experience as a legal and health policy director, advisor, strategist, advocate, researcher and coalition-builder. Over her career, Jennifer has worked for a range of governmental, non-governmental, and healthcare organizations (both Canadian and international) to advance key health policy issues. She holds a law degree from the University of Ottawa and a Master of Laws from the University of Brussels.



PARTICIPANT BIOS



MARCEL SAULNIER, ASSOCIATE ADM OF THE STRATEGIC POLICY BRANCH, HEALTH CANADA

Marcel Saulnier is Associate ADM of the Strategic Policy Branch at Health Canada, where he oversees the development of a new health accord. He has also held other senior positions at Health Canada, including Director General of Health Care Strategies and Director General of Policy Coordination and Planning.

Marcel played a key role in supporting the work of the federal Advisory Panel on Healthcare Innovation that released its report in June 2015. Marcel's career has included policy leadership positions at the Canadian Medical Association, the Prime Minister's Office, Finance Canada, the National Forum on Health and Health and Welfare Canada.

Marcel holds a Master's degree in Economics from l'Université de Montreal and a Bachelor in Economics from the University of Ottawa.