

# LMI strategy 2022-2025

English version

LMI

# LMIs updated strategy for the period 2022-2025

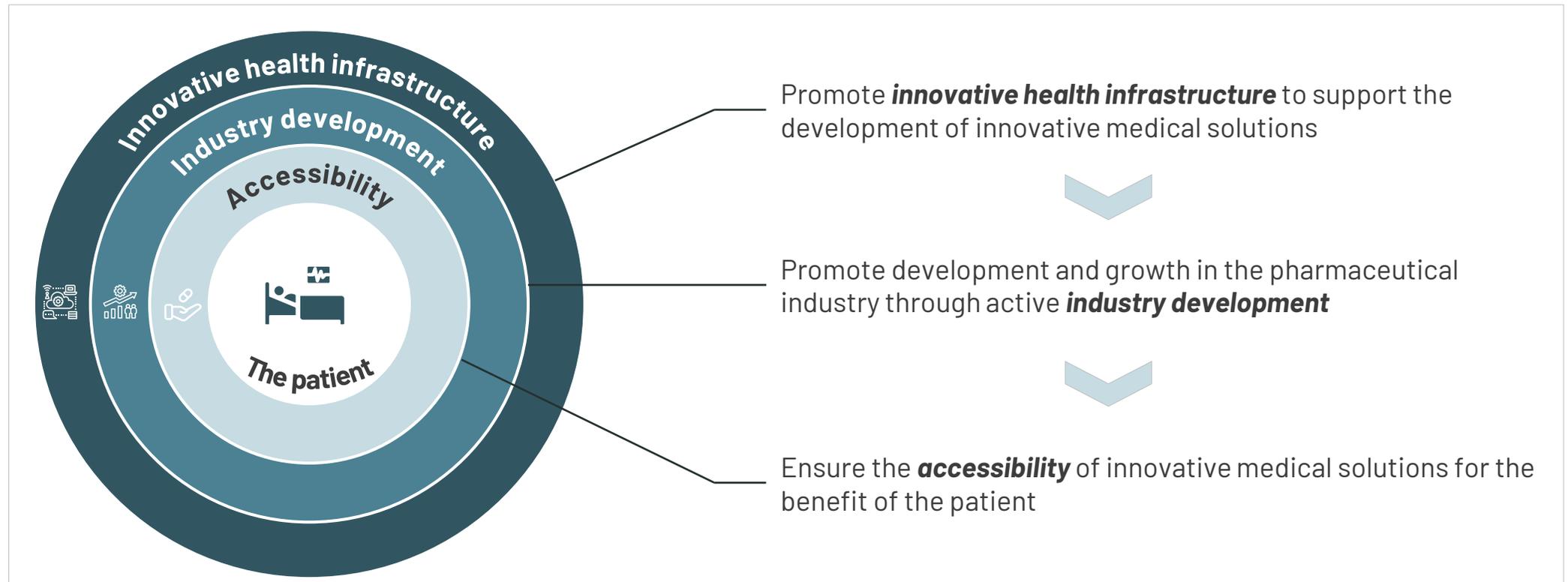
## Vision

We save lives with medical breakthroughs

## Mission

LMI shall be a partner to ensure that patients can quickly adopt new medical solutions. LMI shall be a driving force for active industry development and an innovative and sustainable health service.

## Strategic pillars



# LMI's most important objectives for the following strategy period are summarized in three strategic pillars

## Strategic direction

LMI shall be a proactive partner to ensure the **accessibility** of innovative medical solutions, and promote their development through active **industry development** and an **innovative health infrastructure**, for the benefit of the patient



### Accessibility

Ensure the **accessibility** of innovative medical solutions for the benefit of the patient

- **Patient access:** LMI shall be an active driving force to provide patients broad and fast access to innovative medical solutions
- **Value based healthcare:** LMI shall highlight the total societal benefits of medical solutions and contribute to the recognition of medicines and vaccines as valuable contributors to better public health
- **Financing models:** LMI shall promote financing models that reflect the value of medicines and vaccines for the patient and society



### Industry development

Promote development and growth in the pharma-industry through active **industry development**

- **Industrial policies:** LMI shall be a driving force for a sustainable and predictable business policy, with good framework conditions for the development of both new industry and existing health industry
- **Commercialization of research:** LMI shall work with the entire value chain so that commercialization of research will result in new medicines for the benefit of patients
- **Partnership and competence:** LMI shall promote public-private partnerships and knowledge transfer to build a strong environment for research and production from the Norwegian pharma-industry



### Innovative health infrastructure

Promote **innovative health infrastructure** to support the development of innovative medical solutions

- **Clinical trials:** LMI shall promote clinical trials to Norway to provide patients with a better treatment offer, and to strengthen R&D investments
- **Future-oriented research infrastructure:** LMI shall be an active driving force for a future-oriented research infrastructure in Norway that supports new treatment methods, increased efficiency and Norway as a test market
- **Patient empowerment:** LMI shall promote innovative solutions that support patients in their own disease control, improves the quality of life and that contribute to prevention

Ensure that innovative medicines are used quickly in Norway, with access to new medical solutions as **one of the five best EFPIA countries**

Be recognized as an important growth industry, where the pharma-industry has a **higher value creation growth** than the industry at large measured in exports

Norway will have an increase in industry-funded clinical trials, with a **50% increase** in the number of trials and a **30% increase** in participating patients

# LMI shall ensure the accessibility of innovative medical solutions for the benefit of the patient



## Patient access

LMI shall be an active driving force to provide patients broad and fast access to innovative medical solutions

This involves to:

- Ensure that there is no more **rationing** of medicines compared to other input factors in the health service
- Promote patients' rights regarding **access to new medical solutions**, with room for maneuver for individual decisions to ensure soundness of treatment
- Contribute to developing the health service through **balanced and ethical knowledge transfer** and training to strengthen health personnel and decision-makers' ability to provide the best possible treatment, including strengthening the industry's reputation among health personnel
- Promote **efficient and flexible approval processes** for new drugs



## Value based healthcare

LMI shall highlight the total societal benefits of medical solutions and contribute to the recognition of medicines and vaccines as valuable contributors to better public health

This involves to:

- Promote the potential of medicines to increase **cost-effectiveness** in the health care system, and promote a sustainable introduction of new medicines through comprehensive cost evaluation in both the specialist and primary health services
- Promote the industry's **visibility, recognition and reputation** through external communication and dialogue with authorities and other stakeholders, with a special focus on the societal benefits of medicines
- Be a driving force to ensure **good health and quality of life** in the entire population (cf. UN Sustainability Goal No. 3)



## Financing models

LMI shall promote financing models that reflect the value of medicines and vaccines for the patient and society

This involves to:

- Ensure a **professional procurement and financing system** with international standards, which is flexible and continuously adapted to the medical development
- Develop **pricing mechanisms** that reflect **the value of medical solutions** for the patient and society, including promoting new contract models and creating acceptance for redistribution of funding in favor of preventive drugs, vaccines and technology
- Ensure that **innovative procurements** are implemented in the health care system
- Promote that **procurement** contribute to a **sustainable society**, locally and globally<sup>1</sup> by developing pricing mechanisms that stimulate responsible procurement of medical solutions
- Be a driving force to **further develop collaboration** with important stakeholders<sup>2</sup> in connection with the sustainable introduction of new medications

# LMI shall promote development and growth in the pharma-industry through active industry development



## Industrial policies

LMI shall be a driving force for a sustainable and predictable business policy, with good framework conditions for the development of both new industry and existing health industry

This involves to:

- Be **involved when important health decisions** are made and help shape a business-friendly health policy, in line with the green shift
- Promote **increased access to capital** for businesses in Norway
- Promote **investments** from public partners, and stimulate investments from private actors to Norway, including facilitating the development of advanced drugs and promoting **production and preparedness**
- Promote competitiveness for the health industry through **harmonization of framework conditions and risk mitigation schemes** as elsewhere in the Nordic region



## Commercialization of research

LMI shall work with the entire value chain so that commercialization of research will result in new medicines for the benefit of patients

This involves to:

- **Strengthen collaboration** between academia and business, including **promoting ecosystems and collaboration** between small and large pharmaceutical companies
- Promote **public-private partnerships** in regard to the introduction of **new policy instruments** and action plans
- Promote growth by contributing to an **international contact network**, including increasing visibility and seeking co-operation both Nordic and internationally



## Partnership and competence

LMI shall promote public-private partnerships and knowledge transfer to build a strong environment for research and production from the Norwegian pharma-industry

This involves to:

- Be a driving force for partnerships that the **industry as a whole can benefit from**, for example PPP and multilateral partnerships (e.g., INSPIRE, CONNECT)
- Promote a **PPP collaborative culture** to drive innovation and research in Norway (e.g., industrial-state health platform as in Denmark)
- Promote **coopetition** between the industry and the digital giants, with particular emphasis on the **smaller pharma companies**
- Promote **better access to necessary competence** by highlighting demanded competence towards educational institutions, and promote Norway as an attractive country for international talent
- Promote **sustainable industry development** and operation along the entire value chain through knowledge transfer between the members

# LMI shall promote innovative health infrastructure to support the development of innovative medical solutions



## Clinical trials

LMI shall promote clinical trials to Norway to provide patients with a better treatment offer, and to strengthen R&D investments

This involves to:

- Ensure an **ecosystem understanding** between clinical trials and R&D investments towards the absorption of new innovations in the health system
- Facilitate and promote the implementation of **decentralized clinical trials**
- Promote solutions that ensure easier **patient recruitment** and **patient-reported outcomes** in (decentralized) clinical trials, and contribute to improving **the subjective patient experience**
- Implement a **framework for initiating clinical trials in Norway**, including implementing the action plan for clinical trials



## Future-oriented research infrastructure

LMI shall be an active driving force for a future-oriented research infrastructure in Norway that supports new treatment methods, increased efficiency and Norway as a test market

This involves to:

- Facilitate **precision treatment** through utilization and further development of the health infrastructure
- Promote better access to the use of **health data**<sup>1</sup>, including research and implementation of new treatment methods
- Promote **cooperation** between the pharma companies and health organizations on digital platforms/tools
- Promote public investment in **research infrastructure**, including clinical trial centers (e.g., cell laboratory) and vaccination programs
- Promote **attractive regulations** for the industry in Norway and Europe
- Explore the **future of digital distribution**
- Establish **Norway as a test market** for innovation collaboration, testing and piloting utilizing comparative advantages in the population, including a digital mature population with a high level of trust



## Patient empowerment

LMI shall promote innovative solutions that support patients in their own disease control, improves the quality of life and that contribute to prevention

This involves to:

- Promote patients' and relatives' opportunities to be **resource persons in their own disease control** through the use of digital tools
- Promote the development and use of medicines, vaccines and technology for **prevention**
- Facilitate that **information regarding medicines and vaccines** to a greater extent can be given to patients, including the use of digital channels
- Contribute to patients receiving **digital home follow-up**<sup>2</sup> through knowledge transfer between LMI, the members and other relevant parties

1) E.g., patient health records, gene bank, real world data/RWE

2) Cf. that 30% of the dialogue between the specialist health service and patients will take place digitally by 2025