

**LMI'S STRATEGY FOR  
2022-2025**

**WE SAVE LIVES WITH  
MEDICAL BREAKTHROUGHS**

# LMI'S STRATEGY FOR THE PERIOD 2022-2025



## Vision

we save lives with medical breakthroughs

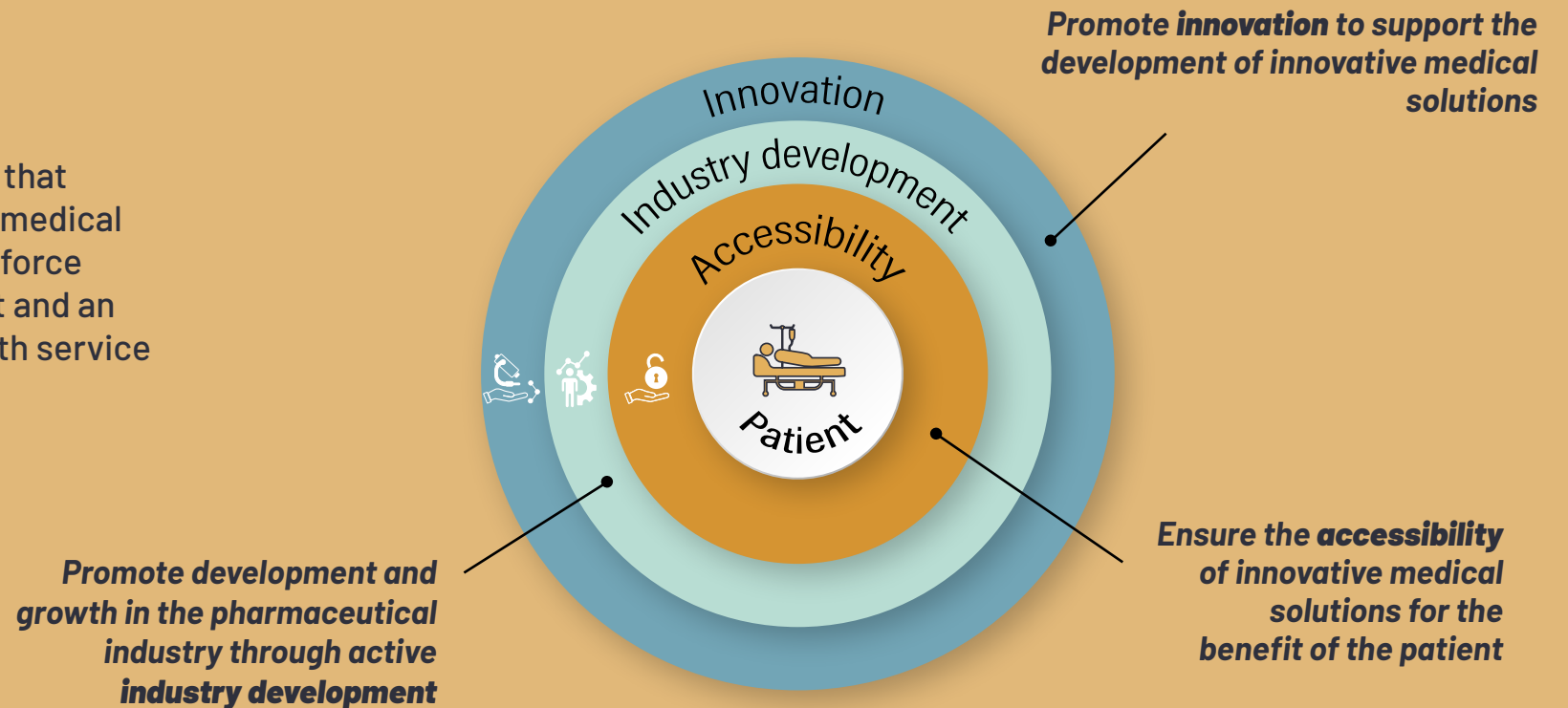


## Mission

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 **innovation**, for the benefit of the patient



### ACCESSIBILITY

**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

**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



### INNOVATION

**Clinical trials:** Promote clinical trials to Norway, in order to provide patients with a better treatment offer, and to strengthen R&D investments.

**Health data:** Promote better access, collaboration and utilization of health data for research and innovation implementation.

# 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

1) Cf. UN Sustainability Goals Nos. 3 and 13

2) For example, Sykehusinnkjøb, Nye Metoder and Statens Legemiddelverk

# LMI SHALL PROMOTE DEVELOPMENT AND GROWTH IN THE PHARMAINDUSTRY 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 INNOVATION 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