



NAME OF APPLICANT	Anke-Peggy Holtorf
MEMBER IN GOOD STANDING	Yes
RECOMMENDED BY SOCIETY MEMBERS IN GOOD STANDING	Ann Single Fiona Pearce Neil Bertelsen Jani Mueller
POSITION APPLYING FOR	Secretary
ORGANIZATION NAME	Health Outcomes Strategies GmbH
ORGANIZATION TYPE	Consultancy
POSITION WITH COMPANY	Managing Director and Founder
Country of Residence	Switzerland
CONFLICT OF INTEREST	
ARE YOU CURRENTLY SERVING ON ANY BOARDS?	Vivo International Switzerland
CAN THIS SERVICE ON ANOTHER BOARD GIVE RISE TO A CONFLICT OF INTEREST WITH HTAi BOARD SERVICE?	No
DO YOU HAVE ANY CONTRACTUAL AGREEMENTS WITH HTAi FOR SERVICES?	Yes. I have a contract for the co-leadership and conduction of the 360 ° Project - through a grant to HTAi by EFPIA and PhRMA. This is a project that has been planned, organized (including funding), and fully managed by PCIG, represented by myself and Neil Bertelsen
OTHER COI	None
LEADERSHIP EXPERIENCE	
APPLICANT EXPERTISE	Business Development and Fundraising Financial Literacy Information Technology Academia Financial Literacy Marketing and Communications MBA/Accounting Designation Medical Devices Pharmaceutical
PREVIOUS BOARD SERVICE	Vivo International Switzerland Treasurer 5 years
EXPERIENCE IN LEADERSHIP AND GOVERNANCE OF NOT-FOR-PROFIT AND FOR-PROFIT ORGANIZATIONS	Yes. Managing Director & founder of Health Outcomes Strategies GmbH (2004 ongoing) Executive Committee member at van Baerle AG (2000-2004) Leadership positions in Novartis & Ciba-Geigy (1994-2000)

	Board membership for vivo international Switzerland
MANAGEMENT EXPERIENCE	Top Level of Management
EXPERIENCE CHAIRING BOARD OR COMMITTEE	No
PUBLIC SPEAKING EXPERIENCE	Yes in conferences and workshops as well as teaching in various environments Over 25 years
UNDERSTANDING THE DIFFERENCE BETWEEN GOVERNANCE AND MANAGEMENT	Yes Certification for governance bodies (2015) MBA 1994
STRATEGIC PLANNING	Yes part of my consulting function part of my leadership function Strategic product manager Through MBA Over 25 years
EXPERIENCE IN DEVELOPING GROWTH STRATEGIES AND PLANS	Yes Part of my consulting function Part of my leadership function As Strategic Product Manager Through MBA Over 25 years
MEMBERSHIP RECRUITMENT AND ENGAGEMENT	Yes, but not operational
SPONSORSHIP AND PARTNERSHIP DEVELOPMENT	Yes Diverse collaboration agreements Project leadership in partnerships
PROGRAMS' EVALUATION EXPERIENCE	Yes Evaluator for EU Funding calls since 2010 (including SME funding, HTA related methods and research, and public health programs) Member of German Central Accreditation Committee for University Educational Programs (Bachelor/Master/Graduate studies) 14 years
FINANCIAL OVERSIGHT	
FINANCIAL LITERACY	Yes Through MBA and management of HOS
UNDERSTANDING FINANCIAL STATEMENTS	Yes Through MBA Management of HOS
AUDIT AND RISK ASSESSMENT EXPERIENCE	Yes Through MBA Board of Certification training Management of HOS Previous management positions
BOARD SECRETARY TASKS	
MINUTE-TAKING EXPERIENCE	Yes Part of my daily job

	Over 25 years
CORPORATE DOCUMENTATION EXPERIENCE	Yes But no operational and not in a position of responsibility
EXPERIENCE IN BEST PRACTICES OF NOT-FOR-PROFIT GOVERNANCE STRUCTURE	Yes Operationally limited to Swiss law
FAMILIARITY WITH RULES OF ORDER AT BOARD MEETING AND AGMs TO ENSURE PROCEDURES ARE FOLLOWED	Yes Through regular participation either as a member of a society or as a board member (but not a chair)
COMMITTEE WORK	
WHAT BOARD ADVISORY COMMITTEES ARE YOU INTERESTED TO SERVE ON AND WHY (SELECT ALL THAT APPLY) AND WHY	Business Development Committee Policy Forum Advisory Committee I am already in the BDC Policy Forum meets my interests best
WHAT BOARD ADVISORY COMMITTEE WILL YOU BE ABLE TO CHAIR (AT LEAST 1) AND WHY	

Bio of Anke-Peggy Holtorf, PhD, MBA

LinkedIn Profile: <https://www.linkedin.com/in/anke-peggy-holtorf-982614/>

Anke-Peggy is the founder of the Health Outcomes Strategies GmbH consulting agency (www.health-os.com). Her areas of expertise are value of healthcare products and policy decisions related to healthcare products for the in- and off-patent sector, reimbursement strategies, health technology assessment processes, payer interactions, outcomes research and health economics. She contributed to projects in emerging markets such as Thailand, Kuwait, Indonesia, and China. In addition, she has been engaged in initiatives for patient involvement in pharmaceutical R&D and health technology assessment since 2010.



Anke-Peggy has been appointed as evaluator at the EU-commission on multiple occasions including SME funding programs and serves on the permanent accreditation boards for university programs in Germany. She has published broadly, among others on subjects of evidence-based decision making and policies in healthcare or the methods for including the patient perspective in such decisions. As member of *Health Technology Assessment international* (HTAi) and the *International Society of Pharmacoeconomics and Outcomes Research* (ISPOR) she is engaged in the groups for Patient and Citizen Involvement in HTA (as Steering Committee member and project coordinator for PCIG at HTAi), the Developing Countries IG, for Digital Health (ISPOR), and for Precision Medicines Value and Methods (ISPOR). Within the PCIG, she has co-led several projects (e.g., 'Patient and Citizen Involvement in HTA in LMICs', '360° Stakeholder Experiences with PI in HTA in Europe', and 'Patient Insight Research for HTA'). Since 2021, she also serves as member of the business development board of HTAi.

Anke-Peggy has served as visiting faculty at the University of Utah between 2006 and 2007 and remains adjunct faculty in the Pharmacotherapy Outcomes Research Center at the University of Utah College of Pharmacy, where she in addition to her academic contributions (teaching international health policy) participated as investigator in a variety of studies. She has also repeatedly taught graduate courses in International Health Policy, Health Economics, and Market Access at the Chinese Pharmaceutical University at Nanjing, China.

Anke-Peggy obtained her PhD in natural sciences (Dr.rer.nat) from the University of Marburg (Germany) and her MBA from the University of Birmingham (United Kingdom), and she is certified for work in governing councils/administrative boards (Switzerland). She brings a long experience in the pharmaceutical and chemical industry in research and marketing with global responsibilities. Among others, she managed the biotech business unit of a midsized Swiss chemical company (as member of the executive committee).

Recently, Anke-Peggy has cofounded vivo international Switzerland, the Swiss branch of vivo international (www.vivo.org), a non-governmental organization for improving psychosocial support for victims of violence. As treasurer, she is member of the Board and deeply involved in building the society and ensuring its funding and sponsorship.

How does your experience relate to the core competencies of the Board Director/Officer position?

Dr. Anke-Peggy Holtorf, MBA

Expression of Interest

I am expressing my interest in contributing to the HTAi society as a member of the Board and, more specifically, as its secretary.

Not only through being a long-time member of HTAi but also through my professional activities as advisor to technology developers on how to support the value of their technologies I have a solid knowledge and experience with HTA agencies and processes around the world. In addition, I am teaching subjects related to health policy, HTA, and market access as an adjunct faculty at the University of Utah and have published broadly on related subjects.

My professional experiences (Managing director of Health Outcomes Strategies GmbH, Executive Committee member at 'van Baerle AG', Treasurer of vivo international Switzerland) and educational qualifications (MBA, Certification for board roles in governance bodies) are a good foundation for the role.

As member of the Steering Committee of PCIG, as its Project Coordinator, and as member of the Business Development Committee, I am well acquainted with the Society's mission and strategic plan, and I am able to evaluate and provide insight into strategic direction.

As requested in the call for nominations, I am willing to dedicate the required time to the preparation and attendance of the board activities as well as paying specific attention to the tasks of the secretary, and to collaborate with the other members of the board and of the Executive Committee to enhance the society's effectiveness and sustainability in meeting the strategic objectives of the society as well as fostering HTAi's attractiveness to the HTAi members. As a part of the governance, oversight on both financial and risk management in general, and the perception of HTAi as an employer deserve special attention by the board and executive committee to ensure long-term viability of the Society.

For the long-term sustainability of HTAi, I also see an important role for the board to stimulate the openness of HTAi for innovation and consideration of the future needs of the members in terms of HTA globally. In order to grow and maintain its' role as the leading global society for all stakeholders in the production and use of HTA in decision-making, HTAi must be seen as engaging in good and relevant practices at the forefront of the methods and principles, in a way that helps the members to meet the challenges of the future.

How does your experience relate to the core competencies of the Board Director/Officer position?

Dr. Anke-Peggy Holtorf, MBA

Requirements and Qualifications:

Essential Requirement	Qualification
An understanding of HTA and commitment to the HTAi Mission and Vision	<ul style="list-style-type: none"> • Working as Market access consultancy since 2004 • Adjunct Faculty at University of Utah – subjects: International Health Policy, Market Access, HTA; teaching (2015-2017) as visiting faculty at Nanjing Pharmaceutcial University on the same subjects • Member of HTAi since 2008 • Committed to mission and vision as indicated by my membership in the Business Development Committee
Experience in leadership and governance of for-profit and not-for-profit organizations and experience with strategic planning and its execution (CEO, CFO, COO, Corporate Secretary)	<ul style="list-style-type: none"> • Managing Director and funder of Health Outcomes Strategies GmbH (HOS, www.health-os.com) • Board member of vivo international Switzerland (vivoschweiz.ch) • Member of Swiss association for promoting women as board members https://www.womenfortheboard.com/ • Certification as Board and Foundation management (School of trade, Switzerland, 2021)
Financial experience for Treasurer	<ul style="list-style-type: none"> • Treasurer of vivo international Switzerland (vivoschweiz.ch)
A collaborative team player who interacts effectively with others in a constructive manner	<ul style="list-style-type: none"> • Long membership in Steering committee of PCIG and in Business Development Committee (BDC) of HTAi may be indicative for this competence
Credibility, integrity, and high ethical standards	<ul style="list-style-type: none"> • It is my ambition to have high ethical standard, integrity and to be credible
Time and ability to serve on the Board	<ul style="list-style-type: none"> • I am willing to make this time available
Desirable Requirement	Qualification
Experience in membership & sponsorship engagement, recruitment, and retention, promoting HTAi	<ul style="list-style-type: none"> • Engagement with PCIG & DCIG membership • As member of the BDC
Experience in business innovation and development of growth strategies	<ul style="list-style-type: none"> • Part of the consultancy services we deliver with HOS • Past responsibilities in the pharmaceutical industry (management positions in marketing, managed care, disease management)
Marketing and communications expertise	<ul style="list-style-type: none"> • Managing Director of HOS • Past responsibilities in the pharmaceutical industry (management positions in marketing, managed care, disease management)
MBA or accounting designation and experience	<ul style="list-style-type: none"> • MBA (Univ. of Birmingham, UK)