



NAME OF APPLICANT	David Elvira-Martinez
MEMBER IN GOOD STANDING	Yes
RECOMMENDED BY SOCIETY MEMBERS IN GOOD STANDING	Alicia Granados Wija Oortwijn
POSITION APPLYING FOR	Treasurer
ORGANIZATION NAME	Sanofi
ORGANIZATION TYPE	Pharmaceutical
POSITION WITH COMPANY	Head Global Corporate Public Policy
Country of residence	France
CONFLICT OF INTEREST	
ARE YOU CURRENTLY SERVING ON ANY BOARDS?	No
CAN THIS SERVICE ON ANOTHER BOARD GIVE RISE TO A CONFLICT OF INTEREST WITH HTAi BOARD SERVICE?	Not applicable
DO YOU HAVE ANY CONTRACTUAL AGREEMENTS WITH HTAi FOR SERVICES?	No
OTHER COI	None
LEADERSHIP EXPERIENCE	
APPLICANT EXPERTISE	Financial Literacy Government Healthcare HTA A/P Technology NGO Pharmaceutical
PREVIOUS BOARD SERVICE	Yes Chair and Director of the Board of Public Companies and Institutions 5 years
EXPERIENCE IN LEADERSHIP AND GOVERNANCE OF NOT-FOR-PROFIT AND FOR-PROFIT ORGANIZATIONS	Yes CEO level and Executive member 5 years
MANAGEMENT EXPERIENCE	Top level of Management
EXPERIENCE CHAIRING BOARD OR COMMITTEE	Yes Chair and Director Public Companies and Institutions 5 years
PUBLIC SPEAKING EXPERIENCE	Yes Chair and Director of the Board of Public Companies and Institutions 5 years CEO of public companies and top-level management in the private sector More than 15 years

UNDERSTANDING THE DIFFERENCE BETWEEN GOVERNANCE AND MANAGEMENT	Yes Chair and Director of the Board of Public Companies and Institutions 5 years CEO of public companies and top-level management in the private sector More than 15 years
STRATEGIC PLANNING	Yes Chair and Director of the Board of Public Companies and Institutions 5 years CEO of public companies and top-level management in the private sector More than 15 years
EXPERIENCE IN DEVELOPING GROWTH STRATEGIES AND PLANS	Yes Chair and Director of the Board of Public Companies and Institutions 5 years CEO of public companies and top-level management in the private sector More than 15 years
MEMBERSHIP RECRUITMENT AND ENGAGEMENT	Yes Civil Rights NGO 10 years
SPONSORSHIP AND PARTNERSHIP DEVELOPMENT	Yes Chair and Director of the Board of Public Companies and Institutions 5 years CEO of public companies and top-level management in the private sector More than 15 years
PROGRAMS' EVALUATION EXPERIENCE	Yes WHO-World Bank-BID Advisor 10 years
FINANCIAL OVERSIGHT	
FINANCIAL LITERACY	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
UNDERSTANDING FINANCIAL STATEMENTS	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
AUDIT AND RISK ASSESSMENT EXPERIENCE	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions

	CEO of public companies and top-level management in the private sector More than 15 years
BUDGET PREPARATION AND PRESENTATION EXPERIENCE	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
EXPERIENCE REVIEWING FINANCIAL STATEMENTS AND VARIANCE ANALYSIS	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
ESTABLISHING AND REVIEWING FINANCIAL POLICIES	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
RISK IDENTIFICATION AND ASSESSMENT	Yes, limited Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top level management in the private sector More than 15 years
INTERNAL CONTROLS ASSESSMENT AND IMPLEMENTATION EXPERIENCE	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
HUMAN RESOURCES MANAGEMENT	
EXPERIENCE REVIEWING COMPENSATION PACKAGES	Yes Economist by training and Chair and Director of the Board of Public Companies and Institutions CEO of public companies and top-level management in the private sector More than 15 years
COMMITTEE WORK	
WHAT BOARD ADVISORY COMMITTEES ARE YOU INTERESTED TO SERVE ON AND WHY (SELECT ALL THAT APPLY) AND WHY	Finance and Audit Committee Based on potential role with Board Policy Forum Advisory Committee Policy expertise

BIO - DAVID ELVIRA-MARTINEZ

David Elvira is economist by training (Universitat Pompeu Fabra), PhD in Pharmacology and MSc in Applied Economics (Universitat Autònoma de Barcelona). He is the Global Corporate Public Policy Head at Sanofi. He is currently heading the department that specialises on international health policy topics, defining the company's global position on relevant policy issues and coordinating Sanofi's global policy contributions at the key international trade associations; such as EFPIA's International Board Sponsored Committee, PhRMA's International Senior Executive Committee and IFPMA.

Previously to his global responsibilities, he headed Public Affairs for oncology, immunology, and multiple sclerosis in Europe, supporting regional and country teams in health care and market access-related policy topics. Prior to joining the European team, he also led the Public Affairs and Field Market Access team in Spain, coordinating HTAs' engagement policies and leading price and reimbursement negotiations with the national and sub-national authorities.

David has a long professional experience in HTA and reimbursement policies. Before joining Sanofi, he was commissioned by the Catalan Health Minister to design and implement the first ever Health Observatory in Spain as part of his duties as Senior Director of Evaluation at the Catalan HTA Agency (AQUAS), previously known as Catalan Agency for Health Technology Assessment (CAHTA) and one of the first HTA agencies in Europe and founder of INAHTA. He was the Health General Secretary of the Catalan Health Ministry and Chief Executive Officer of the Catalan National Health Service. During his term in office, he implemented the mandatory use of MCDA methodology in the assessment of medicines and he promoted regulatory reforms to include compulsory consultations to patients during the pharmaceutical reimbursement decision process.

Beyond his experience as a health policy maker, he was advisor and international consultant for the World Health Organization, the World Bank and the Inter-American Development Bank for healthcare planning and financing policies as well as medicines' price and reimbursement policy reforms in European and American countries. Currently, he is member of the International Strategic Advisory Council at the American Health Information Management Association (AHIMA).

David has combined his professional career in health policy and the pharmaceutical sector with 18 years as a graduate and post-graduate teacher in health economics, including an academic and research background as researcher at Pompeu Fabra University and Autònoma University in Barcelona and visiting researcher at Keio University and Kyoto University in Japan.

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

26th February 2024

Dear members of the Nominating Committee,

I would like to express my interest in becoming the Treasurer of the Board of Directors of HTAi, where I can help the organization to reach its objectives.

My interest for this position is based on my strong belief that HTAi can benefit from my wide experience in similar boards; my technical and academic background in healthcare technologies and medicines assessment; as well as my professional expertise and academic interests in the evolution of the role of HTA bodies as key contributors to the resilience and sustainability of healthcare systems across the world.

As member of the Board of Directors at the Catalan HTA Agency, and more recently, as President of the Board of Directors of the Catalan Health Institute – ICS – (*the biggest healthcare provider in Spain: 36.000 employees, 8 hospitals - 200.000 annual discharges-, 900 primary care centers and a budget of 2.900 M€*), I provided key insights to define long-term goals and I supported its management teams to continuously improve operations, processes and financial performance. My main contributions included relevant reforms in the use of real-world data, use of multicriteria-based approaches and active participation of patients in reimbursement and assessment processes for medicines and breakthrough technologies.

During my career I participated in the governance of other healthcare organizations in Catalonia (President of the Health Emergency Service, Vice-President of the Catalan Blood and Tissues Bank, Vice-President of the Catalan Pharmacology Institute or member of the National Bioethics Committee), providing me with a complementary and holistic view of the implications of HTA in securing the quality of healthcare systems.

Beyond my experience in the governance of HTA bodies and healthcare providers, as a Chief Executive Officer of the Catalan Health Service (*organization responsible for the public-funded medical and health care services 7,5 million inhabitants and a budget of 10.000 M€*) I was responsible for leading key transformational projects for the National Healthcare System, including the new Medicines Assessment Regulation (so-called *Pharmaceutical Harmonization Strategy*); the consolidation of Performance Based Payment Schemes for new innovative pharmaceutical products or the creation of the new National Patients' Participation & Advocacy Program (more than 500 patient associations involved). From the management perspective, we stabilized the National Health Service's budget and we succeed in achieving key performance indicators such as a relevant reduction of surgical waiting lists, speeding up the reimbursement of new therapies (specially in rare diseases and oncology) or boosting the public-funded research in healthcare services.

My experience in the governance and management of healthcare organizations, as well as my profile as a health policy maker (General Director of Healthcare Resource, General Secretary and deputy Health Minister in Catalonia), provide me with an extensive view an understanding of the

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

healthcare systems and the role that HTA bodies should play in contributing to the sustainability, resilience and excellence of the healthcare systems.

Furthermore, as an advisor and international consultant for the World Health Organization, the World Bank and the Inter-American Development Bank I have an international perspective of healthcare planning and financing policies, including a deep knowledge of medicines' price and reimbursement policy reforms in European and American countries.

Currently, I am also member of the International Strategic Advisory Council at the American Health Information Management Association (AHIMA) complementing my previous experience in the use of health data and information technology management for HTA bodies. Before joining the pharmaceutical sector, I was commissioned by the Catalan Health Minister to design and implement the first ever Health Observatory in Spain as part of my duties as the Director of Evaluation at the Catalan HTA.

My senior management roles in Sanofi have provided me with additional skills and a deep knowledge of the pharmaceutical sector that perfectly complements my potential contribution to the HTAi Board. I am currently heading the corporate department in Sanofi that specializes in international health policy topics, defining the company's global position on relevant policy issues and coordinating Sanofi's global policy contributions in key international trade associations; such as EFPIA's International Board Sponsored Committee, PhRMA's International Senior Executive Committee and IFPMA.

Previously to my global responsibilities, I headed Public Affairs for oncology, immunology, and multiple sclerosis in Europe, supporting regional and country teams in health care and market access-related policy topics. Prior to joining the European team, I also led the Public Affairs and Field Market Access team in Spain, coordinating HTAs' engagement policies and leading price and reimbursement negotiations with the national and sub-national authorities.

I have always combined my professional career in health policy and the pharmaceutical sector with 18 years as a graduate and post-graduate teacher in health economics and as a researcher at Pompeu Fabra University and Autònoma University in Barcelona and at Kyoto University and Kyoto University in Japan. I am Economist by training (Pompeu Fabra University), PhD in Pharmacology and MSc in Applied Economics (Barcelona's Autònoma University).

Finally, I am ready to dedicate the necessary time and efforts to fulfil my duties on the Board for whatever tasks required and I will be honored to be able to contribute in achieving HTAi strategic milestones in the future.

I remain at your full disposal should you have any questions or need any further information.

Best regards

David Elvira