



L'anatomie du progrès (Montréal)

Bâtir notre économie sure l'innovation progressive

**Discours prononcé par Hugh O'Neill
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Bonjour tout le monde.

It's a pleasure and a privilege to represent the research-based pharmaceutical industry at this event.

As many of you know, Sanofi is a global healthcare company operating in 100 countries.

We are active in many areas, including diabetes, oncology, cardiovascular disease, vaccines, rare genetic diseases and multiple sclerosis.

Over the decades we and our partners have conquered a lot of new territory in healthcare.

We have discovered and brought to market products that give people back their health, allow them to hold jobs, practice their favorite activity and enjoy life with their families.

We've done this by pursuing innovation of all kinds. Radical, game-changing innovation and – to even greater effect – incremental innovation. In other words, a series of small steps that add up to significant improvements over time.

To illustrate the value of incremental innovation, let me chart our progress in treating one of the most prevalent chronic diseases of our time: diabetes.

Sanofi has been involved in diabetes since insulin was discovered in Canada, 90 years ago, by Frederick Banting and Charles Best.

In the 1920s our Toronto site was home to the world's first industrial-scale production of insulin. As such we played a huge role in transforming this life-saving therapy into a drug that could be mass-produced for all who needed it.

Over the decades the pharmaceutical industry has contributed to a continuous flow of incremental improvements to insulin:

- Better purification techniques to make insulin more tolerable.
- Long-acting insulin so people can sleep through the night.
- Short-acting insulin to prepare them for mealtimes.

Not only did insulin get better, but the ways we administer it also improved.



We've gone from syringes and vials to easy-to-use insulin pens that work with a click of a button. These pens themselves have improved incrementally over time.

We now have pens pre-filled with insulin and smaller pens with half-units for children's doses. We even have insulin pumps that hide beneath your clothing and deliver a constant supply of insulin all day long.

In the late '70s and early '80s we saw the first home blood glucose meters. Over the decades these too have improved. They got faster, smaller, smarter – they can display your blood sugar history on a graph and beep at you if your blood sugar is too high or too low.

This steady flow of improved medicine and devices has meant better tools at our disposal. But having better tools doesn't mean you have everything you need to control the pernicious effects of a complex, chronic disease like diabetes. Particularly when that disease is reaching epidemic proportions.

Just listen to a few facts. Nearly 9 out of every 100 Canadians will be diagnosed with diabetes in the next 10 years. Eighty percent of Canadians with diabetes die from a heart attack or a stroke. Diabetes is the single leading cause of blindness in Canada. Seven of 10 non-traumatic limb amputations are the result of diabetes complications.

The fallout of this disease, its "collateral damage," drives home the point that it is not enough to deliver products and devices to patients, as we've done in the past.

We need to go beyond what we've been doing to address in more effective ways the problems facing patients and our healthcare system. We need solutions that:

- Improve the well-being of individual patients.
- Relieve the burden of chronic disease on the healthcare system.
- Meet the needs of today's patients who are often very well informed, technologically savvy and expecting to play an active role in managing their disease.

For the answers we are turning to social innovation: changing what we offer and the way we help patients.

For example, Sanofi is getting ready to launch a comprehensive web-based blood glucose management system that goes beyond insulin injections to helping patients with every aspect of blood glucose control.

Why this approach? Because blood glucose levels are key. If you can keep them under control, you can stave off a lot of the complications associated with diabetes that are devastating for patients, families, our healthcare and society.

We are planning to launch this new approach in 2012. The focus is on patients and their desire to self-manage.

It will include face-to-face sessions with a health coach who will help them develop a personal health plan and set achievable goals.

It will feature online learning and discussion forums.

It will give people access to a multidisciplinary team of experts who can provide advice on lifestyle, medication, nutrition, exercise and how to use blood glucose meters.



We are also planning to include some new technology that's very much in line with how people communicate today: a blood glucose meter that attaches to an iPhone, allowing people to share their blood glucose data with their healthcare professional, wherever they are.

Overall, we are aiming to provide patients with the support and structure they need to take personal control of their blood glucose levels. That is the next chapter in my story that began 90 years ago with the discovery of insulin.

This represents a big change for Sanofi, in how we see our responsibilities and how we contribute to healthcare. In short, we are changing our role from a supplier of products and devices to a supplier of solutions to the healthcare problems that we as a society need to address.

Because our new solution targets behaviors, social interactions, the way we source information and take responsibility for ourselves, I think it's a fine example of social innovation at work.

Taking this story as our model, what do we need to do to meet the challenges of chronic disease in general?

For starters, we will always be looking for better drugs, devices and technologies. That's a given.

But we also need to broaden our conception of innovation:

- One that looks at the entire patient (not only his disease, but his need for information, support and empowerment).
- One that makes optimal use of resources: multidisciplinary teams, new ways of communicating and sharing information.

On that note, you will be hearing more from my fellow panelists about some very promising initiatives. I am proud to say that Sanofi is a full partner in these important efforts.

Thank you, and I look forward to the next parts of our discussion. Merci.