MOGENS RASMUS GISSELBAEK, MD

Physician Executive | Fractional Chief Medical Officer | Interim Medical Director | Medical Affairs & Clinical Development Leader

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EXECUTIVE VALUE PROPOSITION

Senior physician executive with 20+ years in pharma, biotech, medtech and medical devices, following eight years of clinical practice. Former Chief Medical Officer, Senior Director in global clinical development and Nordic Medical Director. I help organisations turn clinical and scientific complexity into credible development strategy, stronger Medical Affairs, better governance and decision-ready narratives for CEOs, boards, investors, partners, regulators, payers and KOLs. Best suited to interim, fractional or advisory mandates at clinical, regulatory, financing, partnering, launch or organisational inflection points.

C-SUITE IMPACT AND ASSIGNMENT FIT

Clinical development value creation	Data packages, evidence gaps, indication logic, endpoints, feasibility, regulatory/payer expectations and the next investable value inflection point.
Medical Affairs as a value driver	Operating model, launch readiness, KOL strategy, evidence generation, advisory boards, field medical execution, governance and medical-commercial collaboration.
Board / investor confidence	Independent clinical and medical due diligence, high-stakes review, partner-facing scientific narratives and executive decision support.
Leadership and capability	Builds teams, role clarity, succession, governance and specialist capability so execution becomes faster, safer and more reliable.

SELECTED EXECUTIVE IMPACT

- Norgine: rebuilt Nordic Medical Affairs from an under-resourced, reactive setup into a strategic business partner; introduced governance, field medical execution, evidence-gap analysis, advisory board processes and launch planning; grew the organisation from approximately 3.5 to around 8 people.
- Novo Nordisk regional leadership: expanded the investigator-initiated study programme from a few small studies to approximately 30 ongoing activities across the Nordics, UK and Ireland, while supporting a large observational Phase IV programme with more than 100 active centres.
- Bonesupport CMO: strengthened medtech clinical evidence and risk-benefit governance, implemented a more clinically meaningful risk-management approach and contributed to the CERTiFy/CERAMENT evidence platform as executive medical spokesperson.
- Nycomed/Takeda: transformed Medical Affairs from a desk-based support function into a more externally engaged, business-relevant organisation with clearer KOL planning, performance expectations and compliant commercial collaboration.

- Novo Nordisk rare diseases: led and strengthened a Medical & Science team of 8-9 specialists, improved role fit and seniority, and rebuilt stakeholder confidence across high-value global development programmes.

BEST-FIT MANDATES FOR EXECUTIVE SEARCH AND INTERIM PARTNERS

- Fractional Chief Medical Officer or interim Medical Director for biotech, medtech, specialty pharma or life science investors.
- Clinical development strategy before first-in-human, proof-of-concept, pivotal, lifecycle, financing, partnering or launch decisions.
- Medical Affairs transformation, operating model design, launch readiness, KOL engagement, evidence generation and governance.
- Investor, board or partner-facing clinical/medical due diligence and senior review of high-visibility, compliance-sensitive materials.

EXECUTIVE CAREER HISTORY

Founder / Principal Consultant / Fractional CMO & Medical Director | Gisselbaek Consulting | *2025/2026-present*

- Provides fractional senior medical leadership, interim Medical Director support, clinical development strategy, Medical Affairs consulting, senior medical review and investor/board due diligence.
- Advises where clinical decisions, capital allocation, regulatory credibility, payer relevance and enterprise value are tightly connected.

Senior Director, Medical & Science, Rare Diseases & Advanced Therapies | Novo Nordisk, Global Clinical Drug Development | *Sep 2023-Jun 2025*

- Led a team of approximately 8-9 clinical scientists/medical experts across rare disease/haemophilia development programmes.
- Provided medical/scientific leadership across Phase I-III development, safety, regulatory/submission readiness, data interpretation and cross-functional project governance.
- Strengthened seniority, role fit and collaboration with Project Directors, Project Vice Presidents and cross-functional development teams.

Lead Medical Project Manager, Centre of Expertise | Novo Nordisk, Global Clinical Drug Development | *Feb/Mar 2023-Sep 2023*

- Designed the strategic concept for a Medical & Science Drug Development Academy to shorten specialist time-to-effectiveness and build stronger development craftsmanship.
- Chaired cross-functional Real-World Evidence expert group and contributed to more practical evidence strategies across programmes.

Nordic Medical Director | Norgine | *2017-Jan 2023*

- Member of Regional Management Team and European Medical Leadership Team; led Medical Affairs, Clinical Development-related activities, PV, Medical Information, Quality Management, GDP and compliance across the Nordics.
- Rebuilt the Medical Affairs operating model with clearer governance, field medical execution, role clarity, evidence-gap analysis, advisory board processes and launch planning.
- Collaborated with Market Access and Commercial, including payer and regional stakeholder interactions, while strengthening compliance and review processes.
- Developed team capability and succession, leaving a stronger, more scalable organisation with a successor ready to assume leadership.

International Medical Director | Novo Nordisk, Global Clinical Development | *Jul 2015-Nov 2017*

- Scientific lead for Phase I and Phase III long-acting growth hormone activities and Japanese Phase IV/lifecycle activities with Norditropin.
- Contributed to global development strategy, safety governance, lifecycle management, business development input and regulatory/submission-related work.
- Founded/chair-led a Development Mentorship group for physicians entering clinical development.

Chief Medical Officer | Bonesupport AB | *Jan 2011-Jun 2015*

- Executive management role with global responsibility for clinical research, clinical evaluation, clinical development, Medical Affairs, medical complaints, risk-benefit and medical support to EU/US commercial operations.
- Worked with R&D, Regulatory, Quality, Commercial, investors, board-related stakeholders and orthopaedic KOLs to build evidence and credibility for CERAMENT-related products.
- Supported investor roadshows and board-facing scientific communication; served as medical spokesperson for high-visibility clinical evidence activities.

National Medical Director Denmark; Interim Medical Director Ireland | Nycomed / Takeda | *2008/2009-Dec 2010*

- Affiliate Management Team member with responsibility for Medical Affairs, Regulatory Affairs, PV, Medical Information and code compliance; led approximately 17 employees including managers and specialist functions.
- Transformed Medical Affairs into a more proactive and externally engaged function and led medical input to a public affairs/market access initiative in breakthrough cancer pain.

Regional Medical Manager & Marketing Manager; International Medical Manager; Medical Advisor | Novo Nordisk | *2002-Dec 2008*

- Progressed from local medical/commercial role into global Medical Affairs and regional Medical Affairs/Marketing leadership across Nordics/UK/Ireland.
- Developed growth hormone expansion strategy, observational Phase IV protocol concepts, campaigns, sales force education, advisory boards, scientific meetings and IIS expansion.

Medical Doctor | Copenhagen University Hospitals and clinical practice | *Jul 1994-Mar 2002*

- Clinical foundation in orthopaedic surgery, general surgery/urology, rheumatology and general practice, forming the patient, investigator and clinician perspective that still shapes medical judgement.

THERAPEUTIC, PRODUCT AND COMPANY-CONTEXT EXPERIENCE

Therapeutic areas	Rare diseases, rare endocrine disorders, growth hormone deficiency, haemophilia/rare bleeding disorders, gastroenterology, hepatology, obstetrics, oncology-adjacent portfolios, orthopaedics, rheumatology and specialist-care settings.
Product/evidence contexts	Phase I-IV development, RWE/observational studies, investigator-initiated studies, lifecycle management, medtech, medical devices, combination-product logic, clinical evaluation, post-market evidence and patient-facing technology/data capture.
Company contexts	Global pharma, Nordic/regional affiliates, specialty pharma, investor-backed medtech/biotech, independent consulting, interim/fractional leadership and due diligence/advisory settings.
Stakeholders	Boards, investors, CEOs, executive teams, Clinical Operations, Regulatory, Safety, Quality, Market Access, Commercial, CROs, agencies, KOLs, investigators, payers, patient organisations and external advisors.

CORE COMPETENCIES

- Fractional CMO / interim Medical Director leadership
- Regulatory, payer and investor-relevant data-package assessment
- Medical Affairs strategy, launch readiness and operating model design
- Medical governance, MLR/code compliance and high-stakes review
- Due diligence and board/investor scientific communication
- Clinical development strategy and evidence generation
- Phase I-IV protocol concept, development planning and medical monitoring
- KOL engagement, advisory boards, publications and medical education
- Clinical evaluation, risk-benefit and post-market evidence for medtech/device products
- People leadership, mentoring, succession and capability-building systems

EDUCATION, EXECUTIVE DEVELOPMENT AND EXTERNAL CREDIBILITY

MD / Cand.med.	University of Copenhagen, 1986-1994
Board Member Education	CBS / Borsen, Copenhagen, 2024
Certified Mentor / Executive Business+Mentor	KMP+ House of Mentoring, 2019
Executive development	Managing Medical Product Innovation, CBS/SIMI; Situational Leadership; department manager and talent development programmes; negotiation, launch, project management, media training and medical device risk management.
Selected credibility	Clinical publications and presentations in emergency medicine, rheumatology and orthopaedic/sports medicine; acknowledged growth hormone publication input; public CMO/spokesperson role in Bonesupport CERTiFy/CERAMENT communication; current thought leadership on Medical Affairs value creation and clinical development as enterprise value.

EXECUTIVE POSITIONING STATEMENT

Mogens is relevant when a client needs senior medical judgement quickly: clinical strategy before a financing or partnering decision; Medical Affairs set-up before launch or expansion; independent medical due diligence for a board or investor; senior review of high-risk scientific narratives; or temporary medical leadership while a permanent organisation is being built. He is not positioned as a tactical contractor, but as a senior physician executive who combines strategy, governance, stakeholder credibility, leadership and hands-on execution when the situation requires it.