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AUSTRALIAN CATHOLIC UNIVERSITY

# MTAA and ACU EDUCATION ROUNDTABLE

How can we educate our people to better face disruption and challenge?

## KEY FINDINGS

May 2017

## INTRODUCTION

Rapid and unpredicted technological disruptions and an aging Australian population are just two contributors to a challenging Medtech environment. These challenges create pressure on Medtech Companies to educate their people in a relevant, flexible and timely way, and to create an innovation culture ready to respond as new disruptors emerge.

The Deloitte Medical Technology Industry Workforce and Skills Review 2016 stated:

"The key theme underpinning these recommendations is the collaboration across industry, government, universities and research and it is required to ensure the measures implemented are long-term, effective and have a lasting impact."

In response to these challenges and recommendations the MTAA conducted a Roundtable of industry Human Resources and Professional Development professionals at the Australian Catholic University. The Roundtable considered two key questions:

1. How can we educate our people to better face disruption and challenge?
2. What does and an ideal university relationship look like for you and the industry?

This White Paper captures key findings from this discussion.

## PARTICIPATING MEMBERS

3M Healthcare
Allergan
ARCS
AV Lawyers
Deloitte
Dynek
Edwards Lifesciences
Elekta
Endeavour Consulting

Gordian Business
Healthcare Placement
Solutions
Johnson & Johnson
Medical LifeHealthcare
Stryker
Varian Medical Systems
Zimmer Biomet

**MTAA** Medical Technology
ASSOCIATION OF AUSTRALIA

# HOW CAN WE EDUCATE OUR PEOPLE TO BETTER FACE DISRUPTION AND CHALLENGE?

## 1. EXPECT THE UNEXPECTED DISRUPTION TO CREATE EDUCATION CHALLENGES

Disruption used to happen occasionally in the Medtech industry. This meant the industry, and the demands it placed on the education sector, remained relatively stable over time. Every now and then a regulatory or technological upheaval would change how people thought, behaved and served patients. Then along came the digital boom and everything changed. Medtech feels different now because technology has created a sense of perpetual revolution. Now technological disruption driven by the needs of changing and aging population is the new norm. This is compounded by regulatory issues and competitive pressures to produce an unprecedented demand on education.

This is consistent with views of the Deloitte report, and the views of the participants in the roundtable. To do things differently we need to educate ourselves differently.

## 2. THE INDUSTRY NEEDS A RESILIENT BALANCE OF DUTY OF CARE AND RAPID INNOVATION

Another key challenge is to balance the competing interests of our duty of care to patients in a highly-regulated environment while at the same time continuing our drive to innovation. These competing interests won't change, but our response to them must change.

Our responses must include developing and implementing new approaches to providing better healthcare outcomes. Education planning needs to include existing tools such as HBDI, DiSC and Coaching programs. We must keep the best of our current practice in learning and development while building new platforms and responding to new demands.

This means building resilient and agile cultures that are robust enough to maintain high treatment standards while being adaptive enough to develop and implement technologies that respond to new paradigms in patient care.

## 3. FOCUS ON INDIVIDUAL RESILIENCE TOO

We have focused on making organisations resilient and change ready; have we given due consideration to the resilience of individuals who lead and manage those organisations? Medtech must consider the well-being of its people as a contributor to the well-being of the bottom line.

There is feedback from across the industry that individuals and teams are challenged by the pace of change, and this will only increase as technology advances. Resilience skills can be taught, and should be provided to team members to ensure they can not only survive but thrive in the new environment. Millennials in particular may have needs which call out to be addressed. Methodologies to support individual and team resilience in the face of change, in the Medtech environment, should be explored.

## 4. SWEEP IN WISDOM OF THE MEDTECH CROWD

New challenges require new approaches and fresh perspectives. The Medtech industry as a whole, with its thousands of individuals representing years of experience and training, is well-positioned to develop new approaches. Tapping into the 'wisdom of the Medtech crowd' can assist decision makers to arrive at the best outcomes.

While disruption is a common problem, there are certainly no common solutions.

Without seeking to alter established business models, there is a need to explore opportunities, diversify our thinking and find ways to innovate while meeting our compliance obligations. This exploration could take place over three phases:

1. Find ways of capturing information and solution from the diverse backgrounds and experience of the Medtech 'crowd'
2. Use that wisdom to make the best-informed decisions on dealing with disruption
3. Manage the implementation of those decisions in a compliance-focused culture.

## 5. KEEP THE CUSTOMER AT THE CENTRE OF OUR FOCUS

Other industries facing the need to innovate have found having a customer centric structure provides better outcomes and supports sales growth. We can learn from disruption in the transport industry (Uber, Lyft), and the hotel industry (Airbnb). The companies that know and respond to their customers' needs most effectively are the ones that survive.

It would be worthwhile to consider a facilitated workshop to bring customers into the discussion, and explore how we can better meet their needs.

## 6. WIDEN THE DEFINITION OF OUR INDUSTRY AND 'OUR PEOPLE'

The Medtech industry is not an island; it is deeply linked to the Health Care industry as a whole, to regulators and innovators, and to the education sector. For Medtech in Australia, as we chart our future, the term 'our people' should include:

1. All levels of our own organisations
2. Government regulators
3. Our customers
4. International Medtech organisations.

# WHAT DOES AN IDEAL COLLABORATION WITH A UNIVERSITY LOOK LIKE FOR YOU AND YOUR INDUSTRY?

## 1. EDUCATION OF THE COMMUNITY NEEDS TO BEGIN AT A PRE-TERTIARY LEVEL

The industry needs to engage with education departments to ensure children (even from primary school age) are introduced to STEM subjects (Science, Technology, Engineering and Mathematics) in an interdisciplinary and integrated approach. These programs must excite more young people about STEM before they reach university. This could be achieved by looking at new social media platforms to promote STEM, more exciting secondary subjects, and scholarships in STEM to universities.

The industry must also consider programs teaching teachers innovative new ways to teach STEM. Parents should not be left out of the mix and we should encourage them to encourage their children to be more curious and engaged in STEM subjects.

## 2. UNIVERSITIES CAN ASSIST IN TEACHING CAREER ADVISORS ON THE MERITS OF STEM QUALIFICATIONS

When universities run career advisor workshops they should include sessions on encouraging students to undertake STEM courses. Career advisors should be taught more about how to translate an interest in science into a potential career in Medtech. This could include materials, videos and interview skills to promote STEM courses. University faculty who are in STEM faculties should spend more time with young people and career advisors.

## 3. UNIVERSITIES SHOULD DEVELOP MEDTECH SPECIALTY QUALIFICATIONS RATHER THAN GENERIC MBA STYLE DEGREES

Traditionally some universities have offered generic Masters and MBA qualifications with nothing specific to the industry. That's why there are low enrolments in these degrees from the Medtech sector. To be more ideal universities should offer graduate and postgraduate qualifications that are industry specific. For postgraduate, this would need to include:
- Industry specific case-studies
- Assessment relevant to real action learning projects
- Modules on dealing with disruption and innovation
- Organising and hosting relevant international study tours.

## 4. UNIVERSITIES SHOULD ALSO OFFER CAREER PATHWAY SHORT COURSES SPECIFIC TO THE MEDTECH INDUSTRY NEEDS

Universities should stop trying to solve every problem with a degree. Universities should consult with industry to offer short courses in:
- Developing Medtech Innovation Hubs
- Leading in uncertain and disruptive times
- Risk, safety and medical compliance
- How to run successful intern, mentor and coaching relationships
- Integrating internal and external learning and development programs
- Develop 'micro credits' for other qualifications.

## 5. MEDTECH INDUSTRY WILL BENEFIT FROM CONSULTATION WITH FACULTIES OF HEALTH SCIENCES

The relationship between the Medtech industry and Faculty of Health Sciences can be, and should be, a two-way street. Medtech industry forums like the MTAA could advise faculties on key issues facing the industry, and faculties could advise Medtech on broader education and industry related issues. This collaboration would sit well within a Community of Interest for Medtech, and could lead to internships within faculties, and opportunities for faculty members to work in the real Medtech industry environment.

## 6. UNIVERSITIES CAN DEVELOP AN EDUCATION COMMUNITY OF INTEREST

Universities are uniquely positioned to develop a Community of Interest in industries like Medtech. Ideally this would include Medtech industry members, relevant faculty, external education specialists and customers of Medtech like hospitals. The Community of Interest could meet quarterly to discuss and recommend on the issues surrounding how education can be used to address the challenges the Medtech industries are facing.

This Community of Interest could be arranged by MTAA and hosted by the Australian Catholic University to ensure we have industry and education expertise at hand. The community will work best when:
- Members opt in to ensure only interested parties participate
- The community strikes a balance between discussion, agreement and action orientation.

# NEXT STEPS

## 1. MAKE THIS ROUNDTABLE THE BEGINNING OF THE CONVERSATION

Participants agreed that this Roundtable should mark the beginning of the conversation not the end of it. The Roundtable participants agreed that the discussion should be summarised and distributed to MTAA members as a White Paper.

## 2. DEVELOP A COMMUNITY OF INTEREST

The industry will benefit from a 'Community of Interest' to assist in developing education responses to our industry challenges. This will include Medtech industry members, relevant faculty, external education specialists and customers of Medtech such as hospitals.

## 3. PROGRESS THE DISCUSSION

A second Roundtable be held to discuss how to best implement the recommendations of the discussion, summarised in this paper. The Medtech industry can work together with colleagues and stakeholders to address issues of common concern and improve our ability to provide the best health care possible to our customers.

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