

Strategic Plan

2022–2025

SUMMARY



CHAIR AND CEO'S MESSAGE

Opportunities through Challenges

Like many sectors, the medical technology (MedTech) industry is currently facing its own set of challenges, as well as opportunities. The COVID-19 pandemic has brought healthcare into sharp focus in the eyes of the community and policymakers.

While there are still obstacles for our community to overcome as a result of the pandemic, there are even greater opportunities that have emerged, allowing MTAA and its members to play an even greater role in championing and delivering a healthier future for Australians.

MTAA's advocacy for new regulatory and reimbursement approaches that benefit consumers and innovators, not just corporate insurers and balance sheets, will remain a key focus. MTAA will also continue its work to build its membership and champion a more inclusive industry, open to all.

The Strategy and Implementation Plan 2022–2025 was developed using research obtained from key internal and external stakeholders representing a spectrum of government, media and members and non-members.

MTAA conducted a strategy workshop comprising 12 members of the MTAA Board and senior staff which resulted in the development of a new strategic plan that follows from the previous Strategy and Implementation Plan 2017–2020.

MTAA enters the next period of strategic challenges and opportunities in a strong and confident position to lead our industry.

As the peak body representing the MedTech industry, MTAA has, through its policy and advocacy efforts, established a remarkable reputation as a trusted source and reliable partner in the health sector and government. MTAA enters the next period of strategic challenges and opportunities in a strong and confident position to lead our industry.

Stepping into the next three years, MTAA's Strategy and Implementation Plan 2022–2025 will leverage our strengths in today's dynamic political and economic landscape. MTAA is best positioned to lead the policy discussion on the future of Connected Health in Australia and how it will transform the way we think about and interact with healthcare.

MTAA will build on its reputation with government, and its relationships with its strategic partners, to improve agility, deepen collaboration and nurture innovation, as well as plan for the next disruptive event by focusing on areas of national importance, like supply chain resilience.

This document is a summary which includes the highlights of the Strategy and Implementation Plan 2022–2025; it does not include the full details of the activities, desired outcomes and key performance indicators and targets that make up the plan. This plan also adopts the approach that strategy helps to set priorities and focus on the key drivers of change to move an organisation from the current situation to the desired situation. This plan is therefore not inclusive of all the activities that are currently underway within MTAA and that will continue to be progressed.

As we seek to continue MTAA's important leadership role through a carefully developed strategic plan, we are proud to share this plan with you.



Maurice Ben-Mayor
Chair



Ian Burgess
Chief Executive Officer



OUR MISSION, VISION AND VALUES

OUR WORK IS...

To champion medical technology for a healthier Australia

WE WILL WORK WITH...

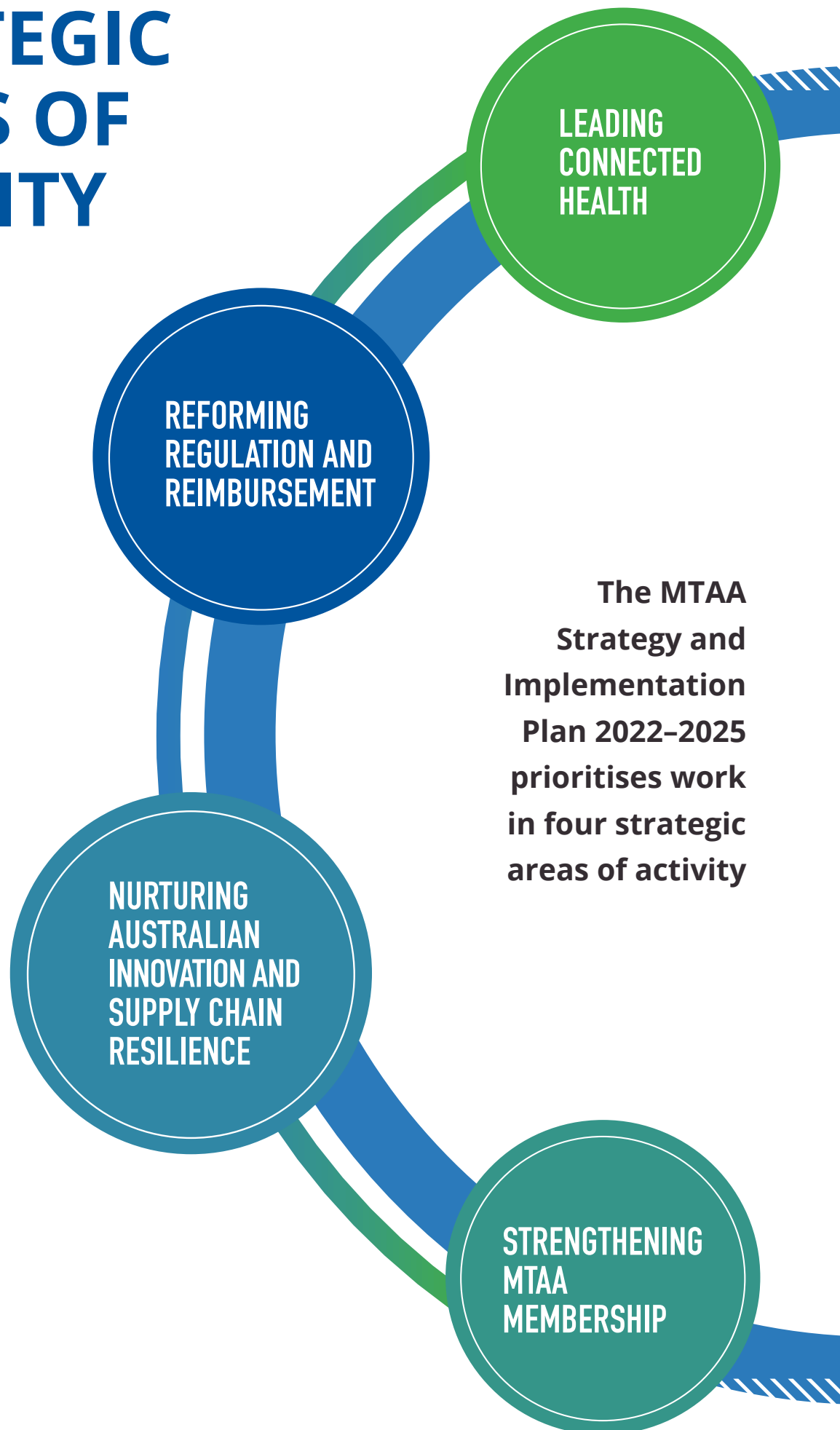
Integrity, collaboration, influence and leadership

WHEN OUR WORK IS DONE...

Medical technology will continue to be valued as a key driver of a healthier Australia

Every day, somewhere around Australia, someone's life is improved by what we do.

STRATEGIC AREAS OF ACTIVITY



**The MTAA
Strategy and
Implementation
Plan 2022-2025
prioritises work
in four strategic
areas of activity**

STRATEGIC AREAS OF ACTIVITY

LEADING CONNECTED HEALTH

Advances in 'Connected Health' will become increasingly central to the way communities and governments think about solving problems in health. The COVID-19 pandemic has shown just how critical Connected Health is, particularly when the health system requires dynamism and speed to address challenges.

Connected Health isn't just telehealth, but also includes remote monitoring and alerts, digital patient care and self-care tools, artificial intelligence and the effective sharing of health data and records. While the move towards Connected Health was already occurring, it has developed exponentially over the past two years, spurred on by the pandemic. MTAA will lead Australia's Connected Health policy discussion with a particular focus on standards, regulation and payment.

NURTURING AUSTRALIAN INNOVATION AND SUPPLY CHAIN RESILIENCE

MTAA will nurture Australian innovation by developing member services to connect innovators and actuators with industry and advocate for a policy environment conducive to Australian innovation. Recognising COVID-19 as an unexpected disruptive event, MTAA will continue to work with government through its Supply Chain Initiative and the Modern Manufacturing Initiative to support Australia's supply chain resilience, including by enhancing cybersecurity preparedness and encouraging planning by industry and government in advance of disruptions.

Working with government, MTAA will advocate for the development of a priority list based on required capabilities in the event of future supply chain stress. If government is to meet its strategic goals of securing supply chains of vital medical devices, opportunities must be explored for public-private co-investment in sovereign capabilities, while simultaneously building a more sustainable value proposition for that capability in Australia with local customers.

MTAA aims to ensure the benefits of modern, innovative and reliable medical technology are delivered effectively to provide better health outcomes to the Australian community.

REFORMING REGULATION AND REIMBURSEMENT

MTAA will advocate for new regulatory and reimbursement approaches to meet the demands of Connected Health, and will continue to advocate for improving processes with the Prostheses List in accordance with the Memorandum of Understanding signed with the Minister for Health and for improvements to the registration process by TGA in light of EU-MDR. Acting in the interest of patients to reform regulation and reimbursement goes hand in hand with how we advocate for the interests of our members.

STRENGTHENING MTAA MEMBERSHIP

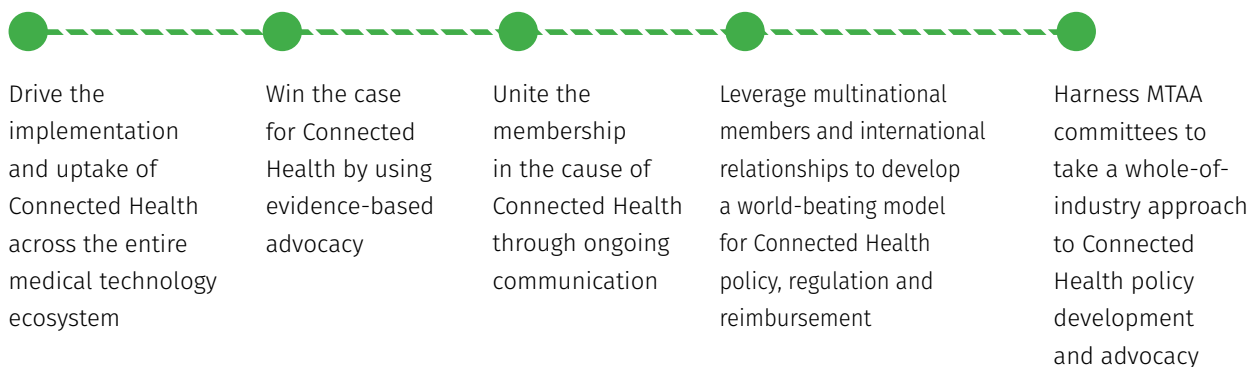
MTAA exists to serve the needs of its members, and continues to be driven by these needs in planning everything from the service lines of the organisation to policy development and advocacy, right up to the events and professional development courses offered.

We're proud of our membership and believe our members can be further supported and diversified, including through supporting companies that work in new technologies and other Australian-based manufacturers and small and medium-sized enterprises, including those without products on the Prostheses List who would benefit from MTAA membership.

STRATEGIC GOALS

The MTAA Strategy and Implementation Plan 2022–2025 identifies strategic goals under each of the four priority strategic areas of work.

LEADING CONNECTED HEALTH



NURTURING AUSTRALIAN INNOVATION AND SUPPLY CHAIN RESILIENCE



STRATEGIC GOALS

REFORMING REGULATION AND REIMBURSEMENT

Promote a more active, ongoing process for determining the scope and cost of the Prostheses List

Promote payment reform within the Prostheses List

Develop and promote payment reform within the public system

Support positive private health insurance reform measures

Win political support for Prostheses List reform by broadening advocacy, making the case for patients' interests and involving patient advocates

Advocate for modernisation of the Health Technology Assessment process

Support continued TGA reform to ensure it is equipped to meet the regulatory challenges of Connected Health

Diversify the MTAA membership to reflect the focus on Connected Health

Extend and promote support for member companies and prospects that are not Prostheses List sponsors

Develop a technology agenda to attract and engage new technology company members

STRENGTHENING MTAA MEMBERSHIP

LINKING ACTIVITIES TO STRATEGIC AREAS

Strategy and Implementation Plan 2022–2025 activities

On the following pages are examples from the plan of some of the activities found under each strategic area.

LEADING CONNECTED HEALTH



CONNECTED HEALTH FORUM

Form a Connected Health Forum composed of a member chair, two policy experts as vice-chairs and the chairs of all MTAA committees to drive an all-of-association approach to Connected Health standards, regulation and payment

CONNECTED HEALTH ECONOMIC STUDY

Commission an end-to-end economic study to identify the health metrics and make the economic case for Connected Health

CONNECTED HEALTH MEMBER COMMUNICATION CAMPAIGN

Develop and implement a member communication campaign to educate MTAA members about the challenges and opportunities associated with Connected Health, including the potential benefits of payment reform and value-based reimbursement



CONNECTED HEALTH WATCHING BRIEF

MTAA maintains a watching brief on Australian and overseas approaches to Connected Health

CONNECTED HEALTH COLLOQUIUM

Hold a high-level colloquium in conjunction with the annual conference

CHRONIC DISEASE AND CONNECTED HEALTH STUDY

Commission a university think tank to conduct a study into the ways that chronic disease patients can benefit from Connected Health

NURTURING AUSTRALIAN INNOVATION AND SUPPLY CHAIN RESILIENCE

FORM STRATEGIC PARTNERSHIPS

Form strategic partnerships with key industry associations to advance a common interest in Connected Health

CONNECTED HEALTH 'INDUSTRY PITCH NIGHTS'

Collaborate with partners to showcase Australian innovation and connect innovators and actuators with industry

CYBERSECURITY AND PATIENT PRIVACY WORKING GROUP

Form a Working Group to understand the security issues arising from Connected Health

NATIONAL MEDICAL TECHNOLOGY DATABASE

Advocate for the creation of a dynamic database which can track stock levels of critical supplies

SHOWCASE INNOVATION IN CONNECTED HEALTH

Host an annual 'horizon scanning' exercise and industry event to showcase the latest developments in Connected Health technology from overseas and Australia

CONNECTED HEALTH PUBLIC COMMUNICATION CAMPAIGN

Communicate the patient benefits from increased innovation and commercialisation

NATIONAL CONTINUITY PLAN

Advocate for a National Continuity Plan to be created in advance of the next disruptive event

MODERNISE THE NATIONAL MEDICAL STOCKPILE

Drawing on experience gained through the COVID-19 pandemic, advocate for measures to modernise and strengthen the National Medical Stockpile

REFORMING REGULATION AND REIMBURSEMENT

PL ADVOCACY STRATEGY

Renew MTAA's PL advocacy strategy and arguments in terms of patient access and overall system affordability to win broad political and departmental support

STATE GOVERNMENT PROCUREMENT

Provide tangible value to non-PL member companies by advocating for efficient, industry-friendly procurement policies

ALTERNATE PROCESS FOR PROSTHESES LIST

Leverage Australian and overseas relationships to suggest an alternative, active, ongoing process for determining the scope and cost of the Prostheses List

ALTERNATE PAYMENT MODELS

Identify and advocate for new payment models to enable Connected Health

PUBLIC PROCUREMENT STRATEGY

Develop an advocacy strategy targeted specifically at the public health system, paralleling the work done on the PL

TGA FUNDING

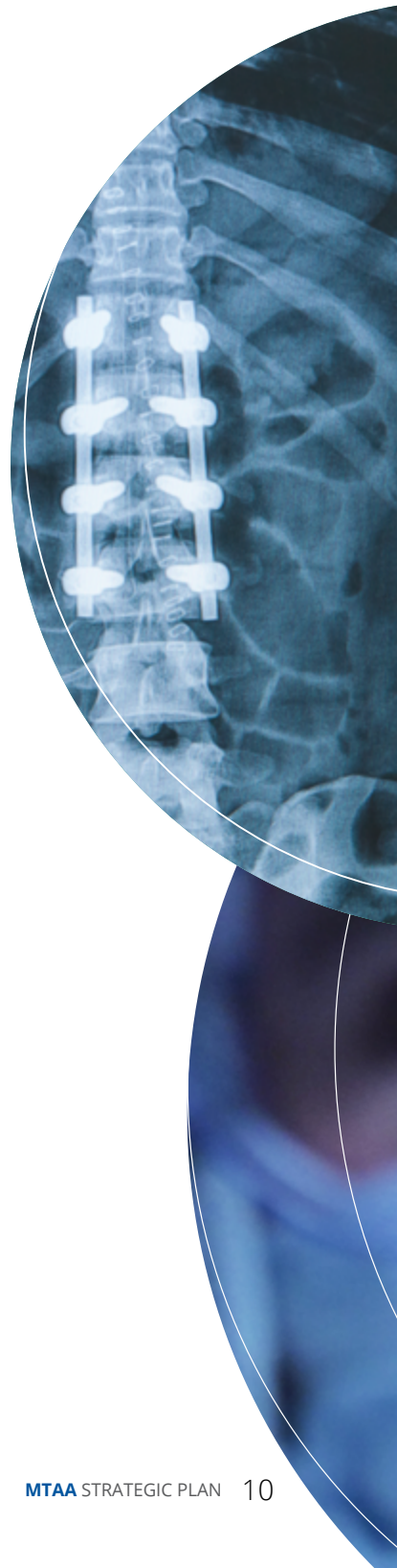
Advocate for direct funding and a new cost recovery model to help the TGA meet new responsibilities and the challenge of Connected Health

HEALTH TECHNOLOGY ASSESSMENT REFORM

Advocate for a full review of the Health Technology Assessment process to reduce cost, timelines and to give industry certainty to invest in innovation

PRIVATE HEALTH INSURANCE REFORM

Actively support positive private health insurance reform



STRENGTHENING MTAA MEMBERSHIP



LIMITED TECHNOLOGY MEMBERSHIP

Develop a membership model tailored to the needs and budgets of new technology members

TECHNOLOGY AGENDA

Develop a technology agenda to attract and retain new technology members

“

At the heart of MTAA's work is a patient-centred approach, putting the needs of patients foremost, involving them in healthcare decisions and finding ways for patients to get better, look after themselves and stay independent.

DEMONSTRATING KPIs

The successful implementation of a strategic plan requires linking activities with the desired outcomes, and then having a way to measure whether the target or outcome has been achieved.

Here are examples in each of the areas of action of an activity, an outcome or set of outcomes, and the key performance indicator measures or targets:

LEADING CONNECTED HEALTH

ACTIVITY

CONNECTED HEALTH MEMBER COMMUNICATION CAMPAIGN

– To educate MTAA members about the challenges and opportunities associated with Connected Health

OUTCOME

Communication plan developed under the auspices of the Connected Health Forum

KPIs

- Communication plan developed
- Communication plan executed

NURTURING AUSTRALIAN INNOVATION

ACTIVITY

CONNECTED HEALTH 'INDUSTRY PITCH NIGHTS' – Collaborate with partners to showcase Australian innovation and connect innovators and actuators with industry

OUTCOME

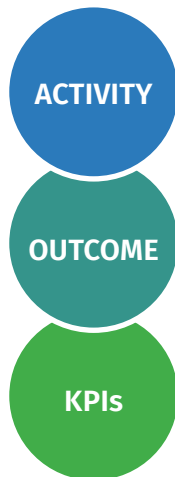
- Annual pitch nights are held to incentivise and showcase Australian innovation, possibly through an award process
- Innovators and actuators are connected to ensure more commercialisation of IP in Australia

KPIs

- # of collaborations identified and formed
- # of Pitch Nights held
- # of innovators and actuators and industry connected

DEMONSTRATING KPIS

NURTURING SUPPLY CHAIN RESILIENCE

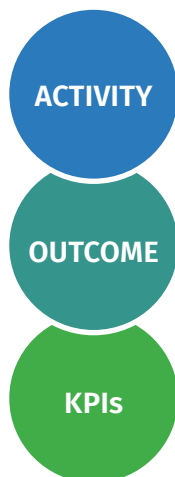


NATIONAL MEDICAL TECHNOLOGY DATABASE – Advocate for the creation of a dynamic database which can track stock levels of critical supplies

- Develop concept based on COVID-19 pandemic experience
- Advocate for adoption among Commonwealth and the States

- Concept paper developed and completed
- # of advocacy events or items conducted with (1) Federal and (2) State governments

REFORM INGREGULATION AND REIMBURSEMENT

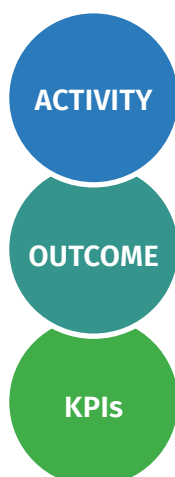


PUBLIC PROCUREMENT STRATEGY – Develop an advocacy strategy targeted specifically at the public health system, paralleling the work done on the Prostheses List

Broaden the argument within public health departments beyond the Prostheses List to encompass elements of connected health

- Strategy developed
- Strategy executed

STRENGTHENING MTAA MEMBERSHIP



TECHNOLOGY AGENDA – Develop a technology agenda to attract and retain new technology members

Consult new and prospective technology members on an agenda of common issues, including: data (privacy, consent, security), models of care using digital technology, funding/reimbursement for digitally enabled technology, standards for digital technology; and registration

- Consultation conducted
- Agenda developed

WHO WE ARE



Who is MTAA?

The Medical Technology Association of Australia (MTAA) is the national association representing companies in the medical technology industry. MTAA aims to ensure the benefits of contemporary, innovative and reliable medical technology are delivered effectively and sustainably to provide better health outcomes to the Australian community.

MTAA represents manufacturers and suppliers of medical technology (MedTech) used in the diagnosis, prevention, treatment and management of disease and disability. The MedTech industry is diverse, with medical products ranging from frequently used items such as syringes and wound dressings, through to high technology implantable

devices such as pacemakers, defibrillators, bone and joint replacements, and other prostheses. MedTech includes hospital and diagnostic imaging equipment, such as ultrasound and magnetic resonance imaging (MRI) equipment, used in all settings, from the smallest rural clinic to the largest multi-site hospital.

MTAA members provide all of Australia's healthcare professionals with essential product information, continuing education and training to ensure safety and to optimise the effective use of medical technology. Our members design, manufacture and circulate virtually every medical product used in the management of disease, disability and wellness in Australia.

Medical technology saves and improves lives by detecting diseases earlier and by providing more effective treatment options for patients and the healthcare system.

Who is the medical technology industry in Australia?

The Australian medical technology industry, which includes medical devices, diagnostics and medical imaging equipment, comprises a diversity of manufacturers and suppliers of medical technology from emerging Australian companies to global companies.

The product range is equally diverse and includes disease-screening technologies, therapies, equipment and supplies – everything from complex capital equipment (such as X-ray machines and MRI scanners) to relatively simple items (such as bandages and syringes) and highly evolved technologies (such as implantable devices).

The industry is also characterised by a high level of innovation, resulting in short life cycles for many products. Many medical devices undergo constant development based on feedback from medical practitioners and advances in other sciences relevant to medical technology.

Small Australian firms often play the major role in research and development of new medical devices, with large firms providing organisational and capital assets that help ensure new products' commercial success.



Medical Technology
ASSOCIATION OF AUSTRALIA

Level 4, 97 Waterloo Road
Macquarie Park, Sydney
NSW 2113 Australia

P +61 (0) 2 9900 0600

E reception@mtaa.org.au

www.mtaa.org.au

