



Medical Technology
ASSOCIATION OF AUSTRALIA



STRATEGIC PLAN 2017–2020

SUMMARY

CHAIR'S MESSAGE

LEADERSHIP THROUGH COLLABORATION

The Medical Technology Association of Australia, MTAA, plays an important role in the health of the nation. Medical technology saves and improves lives by detecting diseases earlier and by providing more effective treatment options for patients and the healthcare system. MTAA is the national association that represents companies in the medical technology industry. 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.

MTAA's Strategic Plan 2017–2020 has been developed at an important time. Healthcare policy and funding is in flux in Australia and the medical technology industry needs to be represented in policy debates that affect the future. The industry needs to continue to engage with the government to move forward on a long list of issues, from regulation of combination devices to transparency of pricing.

MTAA is also in a new stage of development and growth with a new CEO and many talented new staff members. We will seek at this time to engage and re-engage current members, past members and other stakeholders to improve representation and support for relevant projects and advocacy, and to work towards better meeting the needs of MTAA members.

The Strategic Plan 2017–2020 is based on a survey of 241 key contacts in May 2017, with 24 in-depth interviews in April and May. Two board workshops were held, in March and in June, to consider the results of the qualitative and quantitative research. An implementation workshop was conducted with members of the MTAA staff.

MTAA needs to grow in order to be financially sustainable and to achieve the strategic goals it has set for itself. The plan identifies that the best path to growth is in collaboration with a broad-based alliance that includes researchers, manufacturers, distributors, clinicians, providers, funders and consumers. Collaboration is at the heart of the plan. It widens engagement, expands a base for representation and advocacy, and brings benefits to members.

This document is a summary which includes the highlights of the Strategic plan and does not include the full details of the activities, desired outcomes and key performance indicators and targets that make up the plan.

We are proud to share this plan with you, as we seek to develop MTAA's leadership role through collaboration and a carefully developed strategic plan. In addition, by better understanding and meeting the needs of MTAA members, we will be a stronger and more sustainable organisation into the future.



Gavin Fox-Smith
Chair

MISSION VISION AND VALUES

OUR WORK IS...

To champion medical technology for a healthier Australia.

WHEN OUR WORK IS DONE...

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

WE WILL WORK WITH...

Integrity, collaboration, influence and leadership.

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

STRATEGIC AREAS OF ACTIVITY

The MTAA Strategic Plan 2017–2020 prioritises work in five strategic areas of activity.

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The work we do helps
Australians live longer,
healthier and more
productive lives.

COLLABORATION

ENGAGEMENT

MEMBER FOCUS

ADVOCACY

INTEGRITY

COLLABORATION

Exercise industry leadership and deliver mutual gains to MTAA and partners alike

Collaboration is at the heart of the new strategic plan. Working to unite the industry and engage a broader range of stakeholders is a way to more strongly articulate and demonstrate the value proposition of the medical technology industry to the Australian community. Collaboration will strengthen MTAA itself in terms of leadership, representation and advocacy, as well as MTAA's membership. MTAA can explore synergies with new members and partners and confront challenges together, benefiting from common ground and representation.

ENGAGEMENT

Effectively engage with members inside the association and stakeholders across the industry

Increasing engagement is a way for MTAA to benefit from the best talent the industry has to offer now and in the future. MTAA will increase its engagement with current and potential members and key stakeholders, involving industry leaders and creating opportunities for future industry leaders. Focusing on issues of special interest to member companies and company representatives will increase engagement and hence membership loyalty and retention. Growing the base of Associate Members will help to establish closer links within the medical technology industry. Supporting small and medium enterprises (SMEs) and start-ups along their commercialisation journey will support innovation, bringing benefits to both patients and businesses.

MEMBER FOCUS

Sharpen the focus on members, associate members and their needs

MTAA exists to serve the needs of members and should be driven by these needs in planning everything from service lines of the organisation to advocacy and professional development courses. Therefore, MTAA staff must fully understand the needs of members and how to serve them. This means being able to prioritise areas of need, and devoting organisational resources, including in advocacy. A new fee structure will be explored to bring greater value to members as well as discounted ancillary services. High-quality educational programs will be provided. Project groups will be formed to focus on specific legislative or regulatory issues that may affect only a sub-set of members. SMEs will access support to improve their product approval applications.

ADVOCACY

Proactively address industry and government priorities in equal measure

Advocacy is and will remain a key focus of MTAA. We will continue to contribute to current reviews and consultations with a key focus of negotiating with the Australian Government. As a collaborative alliance, we will communicate to the Government the economic value and benefits of the industry for Australia.

INTEGRITY

Collaborate with other associations to develop an industry-led, industry-wide Code of Practice

The current Medical Technology Industry Code of Practice should be replaced, harmonised and strengthened so that it may be adopted by all major industry associations and stakeholders. This strengthens the integrity of the industry, making a needed separation between MTAA and the Code Authority, and therefore achieving broader reach.

STRATEGIC GOALS

The MTAA Strategic Plan 2017–2020 identifies strategic goals under each of the five identified strategic areas of work.



COLLABORATION

STRATEGIC GOAL

Exercise industry leadership and deliver mutual gains to MTAA and partners alike

The value of MedTech is recognised as a key driver of a healthier Australia.

Patients benefit from a contemporary regulatory framework that recognises the evolution of combination products.

The industry unites to celebrate its strengths and confront its challenges.

Collaboration becomes a key competency of MTAA, its company representatives and staff.

STRATEGIC GOAL

Effectively engage with members inside the association and stakeholders across the industry



ENGAGEMENT

MTAA has access to a pipeline of top industry talent to lead its activities.

All members have access to information and networks on issues of special interest.

SME and start-up members receive support along their commercialisation journey.

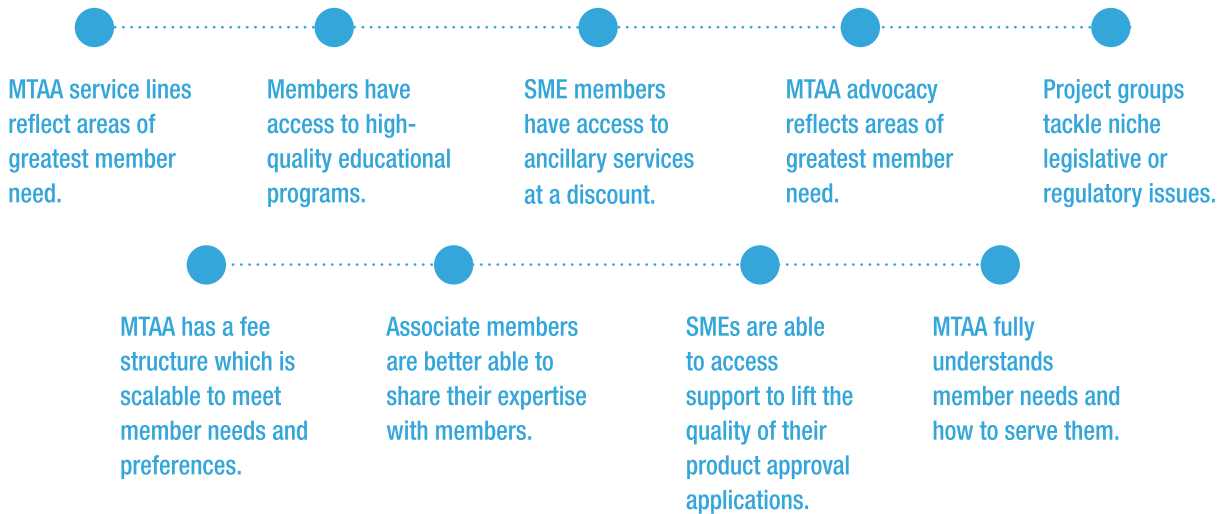
More related companies recognise the value of MTAA membership and join as Associate Members.

MTAA focuses its time and resources engaging with high value stakeholders.



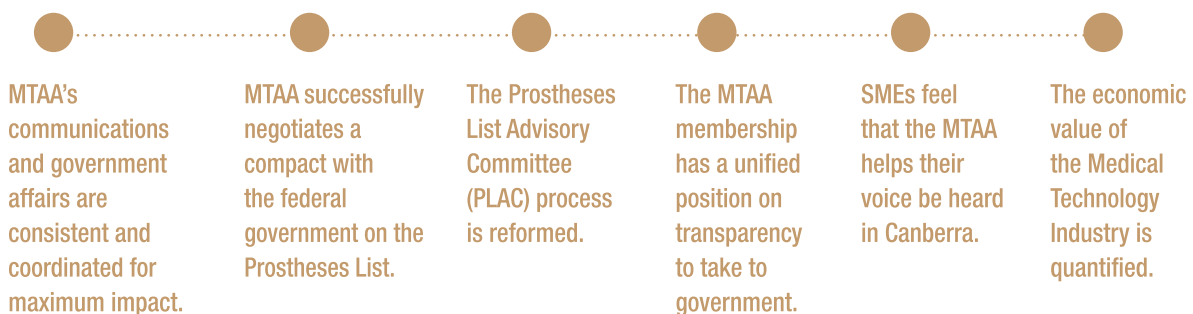
STRATEGIC GOAL

Sharpen the focus on members, associate members and their needs



STRATEGIC GOAL

Proactively address industry and government priorities in equal measure





STRATEGIC GOAL

Collaborate with other associations to develop an industry-led, industry-wide Code of Practice

The Australian Medical Technology Industry has a single harmonised Code of Practice embraced by all major industry associations.

The Medical Technology Industry Code Authority is established as an independent multi-stakeholder organisation.

The Code of Practice is legislated by government as a pre-condition of ARTG approval.

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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.

LINKING AREAS OF WORK TO ACTIVITIES

STRATEGIC PLAN 2017–2020 ACTIVITIES

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

COLLABORATION

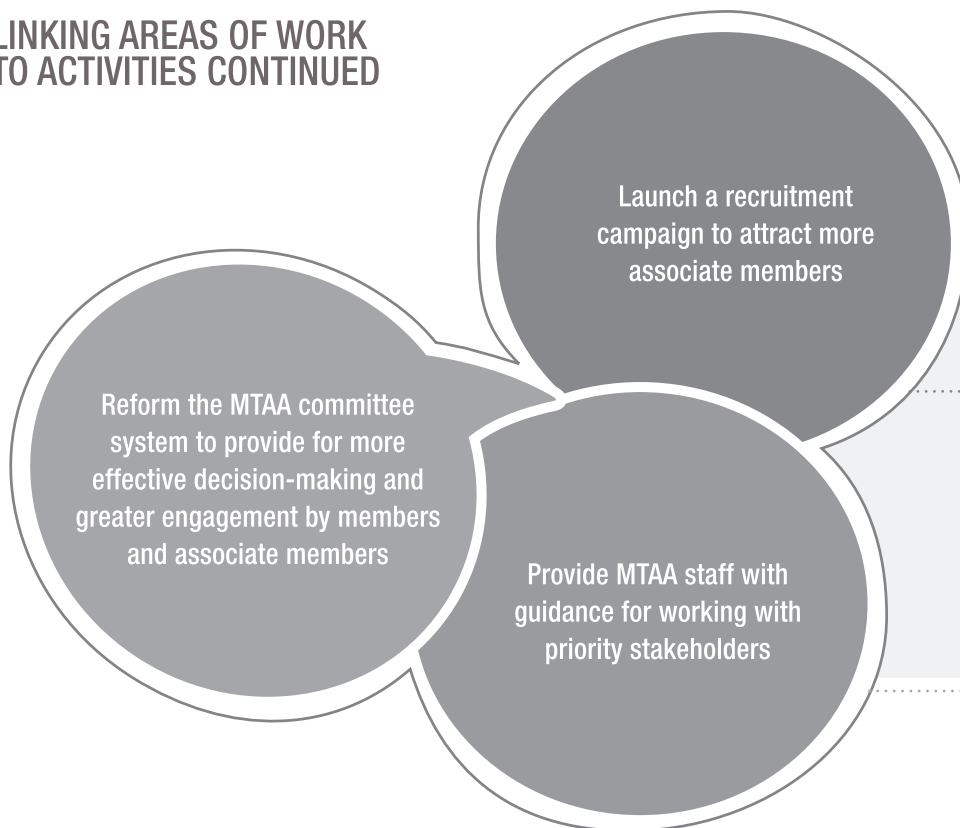
Exercise industry leadership and deliver mutual gains to MTAA and partners alike

Convene an alliance of all parties along the MedTech value chain to articulate and quantify the value of the MedTech industry to the health of Australians

Develop collaboration as a key competency of MTAA, its company representatives and staff

Convene an industry-wide taskforce to develop a regulatory framework for combination devices

LINKING AREAS OF WORK TO ACTIVITIES CONTINUED



ENGAGEMENT

Effectively engage with members inside the association and stakeholders across the industry

MEMBER FOCUS

Sharpen the focus on members, associate members and their needs



ADVOCACY

Proactively address industry and government priorities in equal measure

Organise an annual 'SME Lobby Day' in Canberra specifically for SME members to speak about their issues

Negotiate a four-to-five-year compact with the federal government on the Protheses List

Form an MTAA Working Group on Transparency that is representative of the membership

Commission a study of the size and economic value of the Australian Medical Technology Industry

Replace the current MTI code with a harmonised code of practice developed by industry

Establish a new, independent organisation as the code authority

Develop interim measures for prospective members during the development and transition to the new code

Link ARTG approval with compliance with the new code

INTEGRITY

Collaborate with other associations to develop an industry-led, industry-wide Code of Practice

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 activity of an **activity**, an **outcome** or **set of outcomes**, and **the key performance indicator measures or targets**:



- ACTIVITY** Convene an alliance of all parties along the MedTech value chain to articulate and quantify the value of the MedTech industry to the health of Australians.
- OUTCOME** MTAA demonstrates industry leadership leading to an increase in membership as a result of organic growth and consolidation among industry associations.
- KPIs**
 - > New members join;
 - > Industry association consolidation occurs.



- ACTIVITY** Launch a recruitment campaign to attract more associate members. .
- OUTCOME** New associate members join.
- KPIs**
 - > Number of new associate members that join each year
 - > Revenue target is met.



MEMBER FOCUS

- ACTIVITY** Form an MTAA Working Group to develop a scalable fee model.
- OUTCOME**
 - › Member fees more directly relate to services received
 - › The fee structure is not seen as a barrier to membership.
- KPIs** Percentage of members who report they are either satisfied or extremely satisfied increases from 38% to 55% by 2019.



ADVOCACY

- ACTIVITY** A Board Sub-Committee on Membership and Engagement is formed to provide oversight and recommendations.
- OUTCOME** MTAA has access to a pipeline of top talent for its Board, Strategic Committees and other Working Groups.
- KPIs** A diverse range of candidates are recruited and accept Committee roles within the MTAA.



INTEGRITY

- ACTIVITY** Establish a new, independent organisation as the authority for a harmonised code of practice developed by industry to replace the current MTI code.
- OUTCOME** The current code is replaced, harmonised and strengthened.
- KPIs** The new Code Authority is established and self-funded.

MTAA represents manufacturers and suppliers of medical technology used in the diagnosis, prevention, treatment and management of disease and disability.

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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.

WHO IS MTAA?

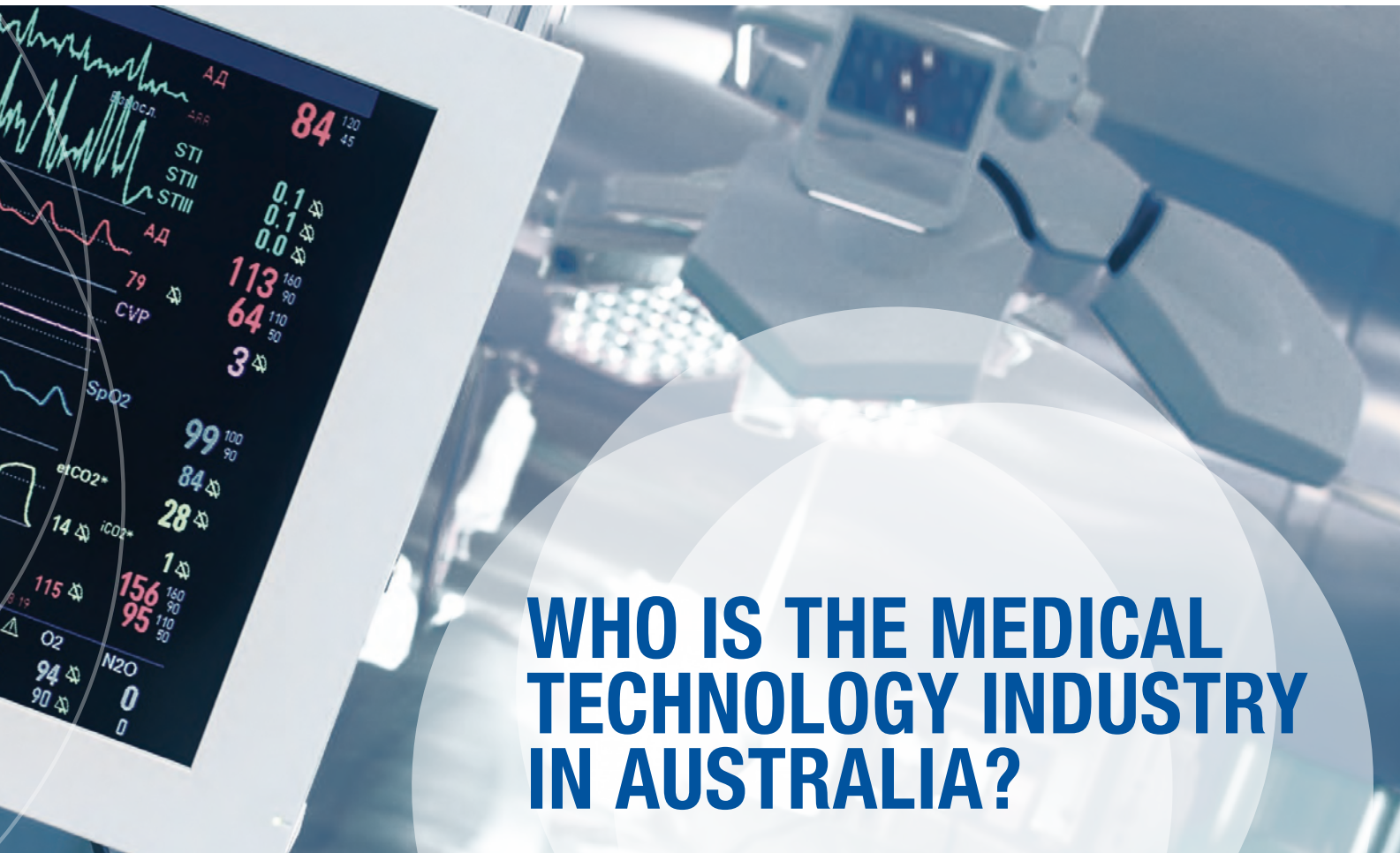


The Medical Technology Association of Australia (MTAA) is the national association representing companies in the medical technology industry.

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

MTAA represents manufacturers and suppliers of medical technology used in the diagnosis, prevention, treatment and management of disease and disability. The range of medical technology is diverse with products ranging from familiar items such as syringes and wound dressings, through to high-technology implanted devices such as pacemakers, defibrillators, hip and other orthopaedic implants. Products also include hospital and diagnostic imaging equipment such as ultrasounds and magnetic resonance imaging machines.

MTAA members distribute the majority of the non-pharmaceutical products used in the diagnosis and treatment of disease and disability in Australia. Our member companies also play a vital role in providing healthcare professionals with essential education and training to ensure safe and effective use of medical technology.



WHO IS THE MEDICAL TECHNOLOGY INDUSTRY 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.

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.



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