

SUMMARY



MTAA STRATEGIC PLAN

2026—2029

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

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Rising to meet the challenge of healthcare transformation

Message from the Chair and the CEO

This is a pivotal moment for both **MTAA** and the broader healthcare system. While **MTAA** has long been recognised as the representative voice of the medical technology industry, the broader health environment is undergoing profound change. Digital transformation is accelerating, patient expectations continue to rise, and governments are seeking system-wide reforms that improve value, productivity and outcomes. To meet these challenges, **MTAA** must reinforce its role as a credible, forward-looking partner in shaping Australia's healthcare future.

Accordingly, we are proud to present to you a summary of the *MTAA Strategy and Implementation Plan 2026–2029*, in which we have revisited and renewed **MTAA**'s role, ambitions and culture. We are placing patients at the centre of our purpose: to advocate for the vital role of medical technology in helping Australians live healthier, longer lives. Moreover, various political and social changes require **MTAA** to be nimble and proactive in championing innovation, leading on education and promotion of Digital MedTech, and strengthening Australian innovation and manufacturing. **MTAA** will continue to strengthen its advocacy, including at the state level, and ensure we participate in and engage with health system reforms.



Elizabeth Carnabuci
Chair



Ian Burgess
Chief Executive Officer

MTAA is reforming itself in order to better serve our members, expand our membership and stakeholders, and remain a credible partner. **MTAA** will be professional and future-ready, and modernise our already strong governance to ensure it meets current and future needs and to align **MTAA** with best practice.

MTAA sees strategic planning as core to our operations, moving beyond our day-to-day work to ensure a clear vision and mission, and that our objectives, initiatives and activities take us there. The *MTAA Strategy and Implementation Plan 2026–2029* was developed using research obtained from key internal and external stakeholders including the **MTAA** board, members, non-members, policymakers, regulators and health insurers. The process involved an online consultation, one-on-one interviews and an in-person strategic planning workshop.

This document is a summary of the highlights of the *MTAA Strategy and Implementation Plan 2026–2029*; it does not include the full details of the initiatives, desired benefits, timeframe and key performance indicators. 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. It therefore does not include all activities that are currently underway within **MTAA** and that will continue to be progressed.

Please reach out if you have questions or comments. We're all about engaging in conversations with our members – and delivering to you the best outcomes possible – as well as being in a positive dialogue with our stakeholders and partners.



Elizabeth Carnabuci
MTAA Chair



Ian Burgess
MTAA Chief Executive Officer

Purpose

We exist to ...

Advocate for the vital role medical technology plays in helping Australians live healthier, longer lives.

Mission

Our mission is to ...

Enable members to ensure patients gain timely access to the benefits of advancing medical technology.

Vision

When our work is done ...

MTAA will be recognised as a trusted partner in healthcare reform, championing innovation in the best interests of patients.

Values

As we work, we will act with ...

Integrity – being honest and accountable

Safety and security – protecting patients and trust

Respect – being patient and fair

Collaboration – being stronger together

Innovation – making progress for better care.

Strategic Goals

The **MTAA** Strategy and Implementation Plan 2026–2029 identifies five strategic goals along with aligned strategic objectives and expected benefits.

Goal One - **PARTNER**

MTAA continues to work with patients, clinicians and stakeholders to shape healthcare reform that delivers value, sustainability and better outcomes.

Goal Two - **DRIVE**

MTAA drives the adoption of Digital MedTech as a fundamental pillar of a patient-centred, efficient healthcare system.

Goal Three - **IGNITE**

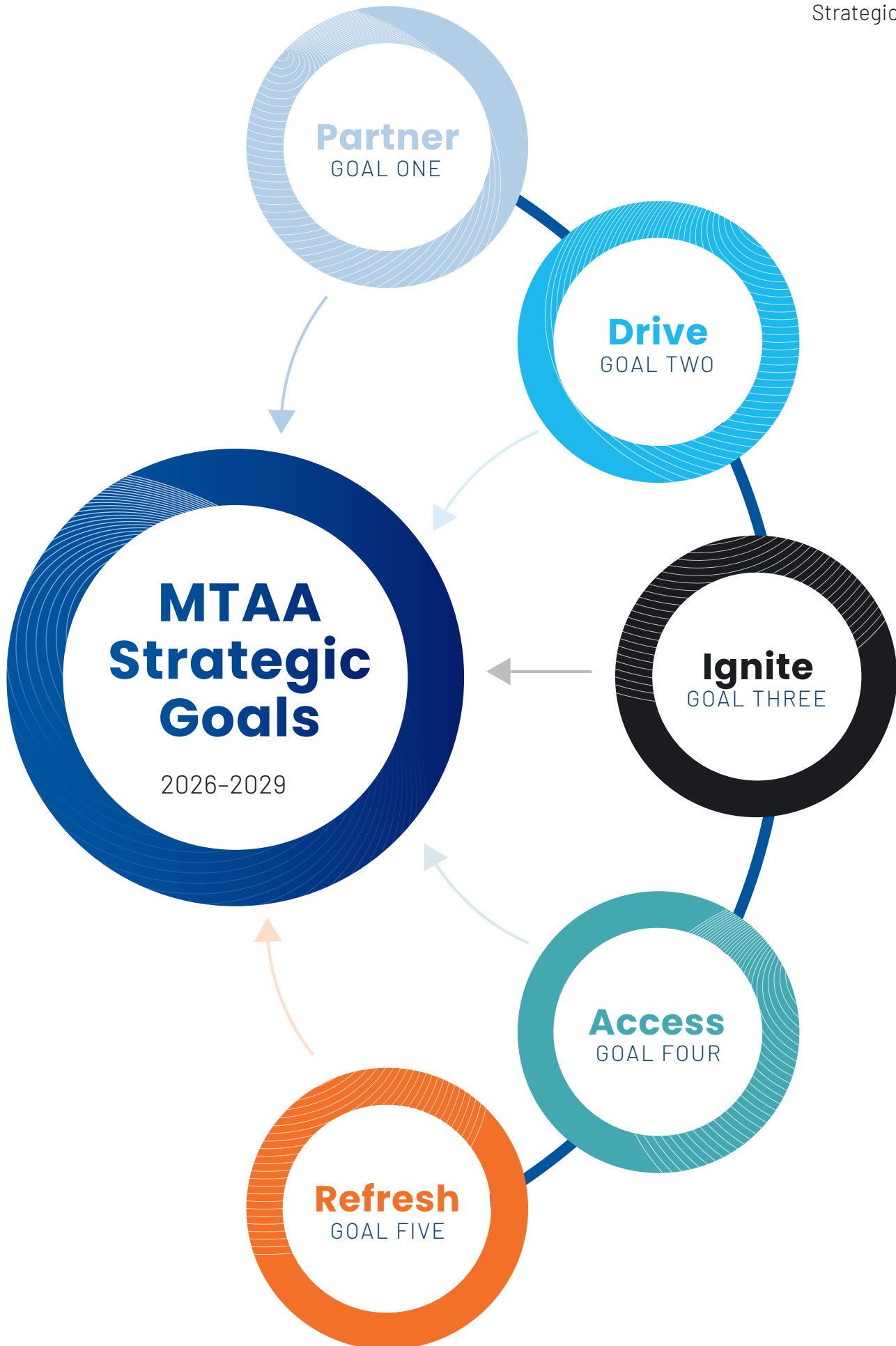
MTAA ignites Australian innovation and manufacturing to strengthen industry capability and global competitiveness.

Goal Four - **ACCESS**

MTAA reforms MedTech funding, reimbursement and procurement to improve access to MedTech in line with patient expectations for modern, sustainable and quality healthcare.

Goal Five - **REFRESH**

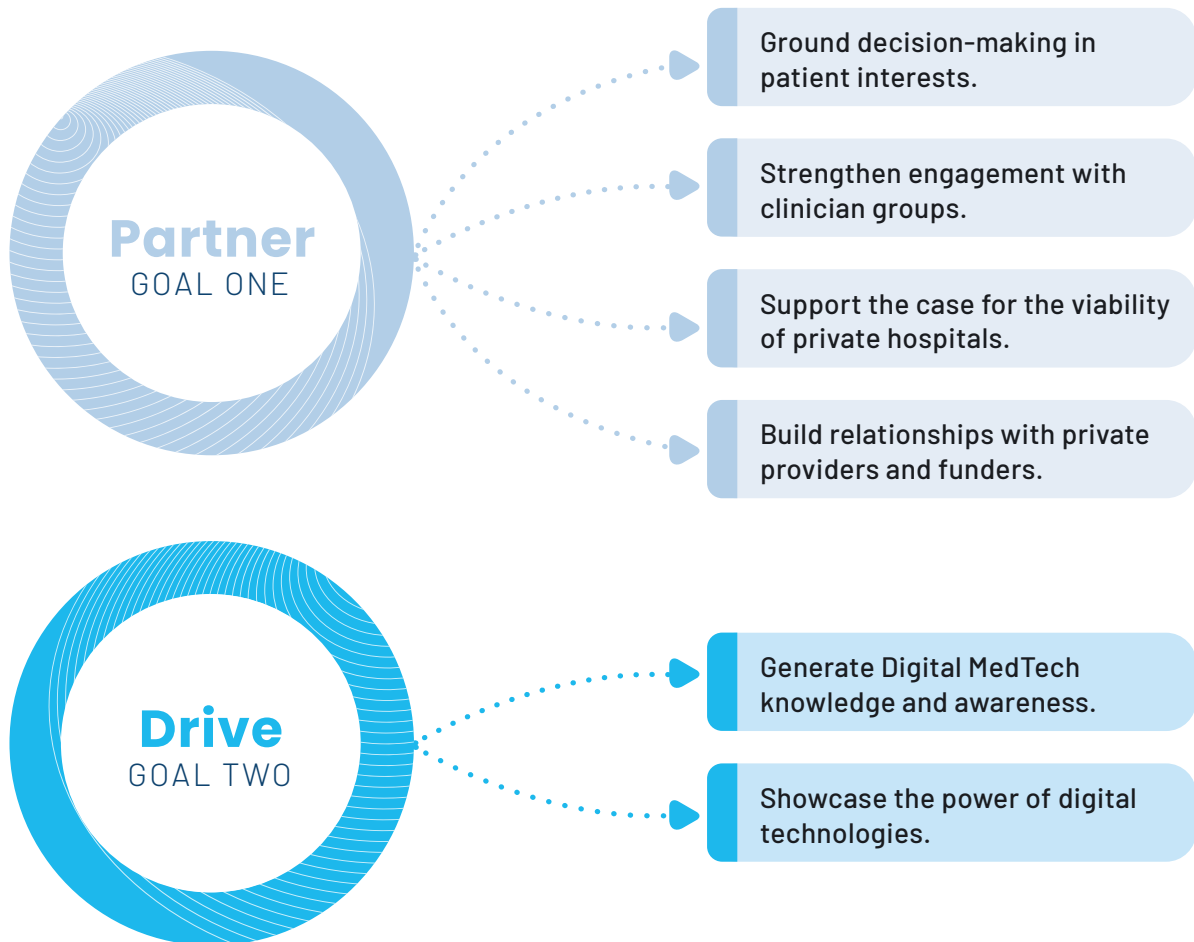
MTAA refreshes its governance, brand and member engagement to reflect its role as a strategic partner in healthcare reform.



Strategic Objectives



Each of the five strategic goals is aligned with strategic objectives.





Build the investment case for local innovation.

Strengthen the MedTech start-up ecosystem.

Expand value for mid-sized manufacturers and non-PL companies.



Accelerate approvals for Australian-made innovations.

Build broad alliances for reform.

Plan for the future of MedTech funding, incorporating Digital MedTech and emerging technologies.

Develop and advocate for Digital MedTech funding pathways.

Expand advocacy into state procurement.

Safeguard and enhance the value of the Prescribed List – patient and clinician access and choice.



Modernise **MTAA's** governance framework.

Refresh **MTAA's** brand and identity.

Redesign member engagement framework.

Strategic Initiatives

Building on the strategic goals, the strategic initiatives will implement the goals. They are first described and then linked with strategic activities.

| **Stakeholder Relations**

| **Advocacy**

| **Reimbursement
& regulation**

| **Member value**

| **Marketing &
communications**

| **Governance**


**STAKEHOLDER
RELATIONS**

MTAA will expand and deepen its engagement with those who shape the healthcare system: patient groups, clinician associations, private hospitals, insurers, the Commonwealth and state governments, and aligned industry bodies. This will build the trust and alliances needed to support system-wide reform.


ADVOCACY

Advocacy work will extend beyond the Commonwealth to state governments and to emerging areas such as digital reimbursement, innovation incentives, procurement reform and value-based care. **MTAA** will articulate future pathways for Digital MedTech, and build the evidence base that underpins its positions. This ensures **MTAA** is influential across all parts of the system where MedTech policy is formed.


**REIMBURSEMENT
& REGULATION**

Safeguarding the value of the Prescribed List (PL) is essential to maintain patients' and clinicians' choice and access to MedTech. Regulatory work will focus on accelerated approvals, international harmonisation, digital device regulation and acceptance of real-world evidence. Together, these activities support a future-ready market access environment for both established and emerging technologies.


MEMBER VALUE

MTAA will enhance its value proposition by broadening engagement across all staff levels within member organisations, supporting start-ups through the MedTech Compass initiative, and developing tailored offerings for mid-sized manufacturers and non-PL companies. A renewed member engagement framework will provide clearer pathways for involvement and strengthen a sense of belonging and shared purpose across the Association.


**MARKETING &
COMMUNICATIONS**

MTAA will refresh its brand and narrative to reflect its expanded strategic role. Communications will focus on demystifying Digital MedTech, explaining the value of innovation to patients and policymakers, elevating patient stories, and showcasing the contribution of MedTech to productivity and system resilience. A modernised identity will strengthen **MTAA's** visibility and influence.


GOVERNANCE

A comprehensive governance review will align **MTAA's** structures, constitution and leadership frameworks with contemporary best practice. This internal modernisation reinforces **MTAA's** credibility as it leads externally on reform and demonstrates that its internal operations are fit for purpose in achieving its strategic aims and objectives.



Strategic Activities



STAKEHOLDER RELATIONS

- ▶ Build relationships and partnerships across the full spectrum of the health ecosystem.
- ▶ Deepen our understanding of and engagement with patients.
- ▶ Maintain and strengthen engagement with clinicians and private health providers on common issues.
- ▶ Engage clinicians on digital health adoption.
- ▶ Seek opportunities for productive collaboration with private health insurers.
- ▶ Maintain and grow positive relationships with federal and state governments.



ADVOCACY

- ▶ Develop a pathway to Digital MedTech Guide.
- ▶ Strengthen state-based advocacy.
- ▶ Develop case for investment in Australian MedTech.
- ▶ Advocate for innovation funding.



**REIMBURSEMENT
& REGULATION**

- ▶ Protect and enhance the value of the Prescribed List for patients and clinicians.
- ▶ Accelerate regulatory approvals.
- ▶ Develop road maps for long-term funding of medical devices including Digital MedTech.
- ▶ Grow coalitions of support to improve reimbursement of medical devices.
- ▶ Build evidence base for value of MedTech and benchmark international MedTech access.



**MEMBER
VALUE**

- ▶ Develop member engagement framework.
- ▶ Expand MedTech Compass Initiative.
- ▶ Develop membership offer for mid-sized and non-PL manufacturers.
- ▶ Establish Manufacturing Working Group.
- ▶ Host Digital MedTech Readiness Workshops.



**MARKETING &
COMMUNICATIONS**

- ▶ Develop Value of Digital MedTech Explainer.
- ▶ Refresh Marketing Strategy.
- ▶ Publish Thought Leadership Articles.



GOVERNANCE

- ▶ Undertake mid-term review of strategy.
- ▶ Review governance structures.
- ▶ Update Constitution.

Strategic Activities: Examples

We are excited about the proposed strategic activities to deliver the strategic plan. These will be further developed in annual operational plans. Some examples are:

Protect the Prescribed List for the benefit of patients and clinicians

The Prescribed List (PL) guarantees patient and clinician access to and choice of MedTech, and is a critical component of achieving positive patient outcomes. In a challenging operating environment where private health system reform is being considered, **MTAA** will work to ensure the PL is protected. This will involve engagement with key stakeholders (including patients, clinicians and hospitals) and working with government to maintain the PL throughout consideration of reform.

Develop membership offer for mid-sized and non-PL manufacturers

To be representative and effective, **MTAA** needs to ensure its membership encompasses all those who can benefit from our services. This will involve developing a tailored membership offer for mid-sized and non-PL manufacturers, as well as exploring the needs and support requirements of later-stage and expansion-stage companies. We will also leverage our relationship with Austrade to stimulate export market development. We will measure the success of the initiative by the number and share of new non-PL members joining and renewing membership.



Pathways to Digital MedTech

MTAA is the natural leader to develop a resource, *'Pathways to Digital MedTech'* to guide clinicians, funders and policymakers through system and funding change. This important initiative has broad interest among our membership, and can be modelled after the successful 2023 *The Value of MedTech Report* commissioned by **MTAA**. This resource will assist in determining the reimbursement pathway. We would expect it to be published and read widely and referenced in government policy.

Develop state advocacy

Important decision-making is taking place not only at the level of the Commonwealth but at the level of state governments. **MTAA** will establish a presence and build the capacity to engage in state-based advocacy to influence procurement processes and decision-making. This is expected to result in meetings at the state level and increase member satisfaction with procurement processes.

Who is MTAA?

The Medical Technology Association of Australia (**MTAA**) is the peak 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's membership spans Australian start-ups through to global MedTech leaders. Our members develop, manufacture and supply medical technologies 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 to high-technology implantable devices such as pacemakers, defibrillators and orthopaedic implants. Products also include hospital and diagnostic imaging equipment such as ultrasounds and magnetic resonance imaging machines, as well as digital health technologies such as remote monitoring devices and digital therapeutics.

MTAA members distribute the majority of 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 the safe and effective use of medical technology.



MTAA seeks to influence policy development across the healthcare environment in key areas including regulation, reimbursement, industry development and market access.



How does the medical technology industry benefit 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 medical technology industry is one of the most dynamic and advanced manufacturing industries in Australia. It provides substantial health improvements and high-level employment opportunities to Australians. It contributes to the growth of Australia's technology exports. Through innovation, this industry will continue to expand and share its discoveries with the world.

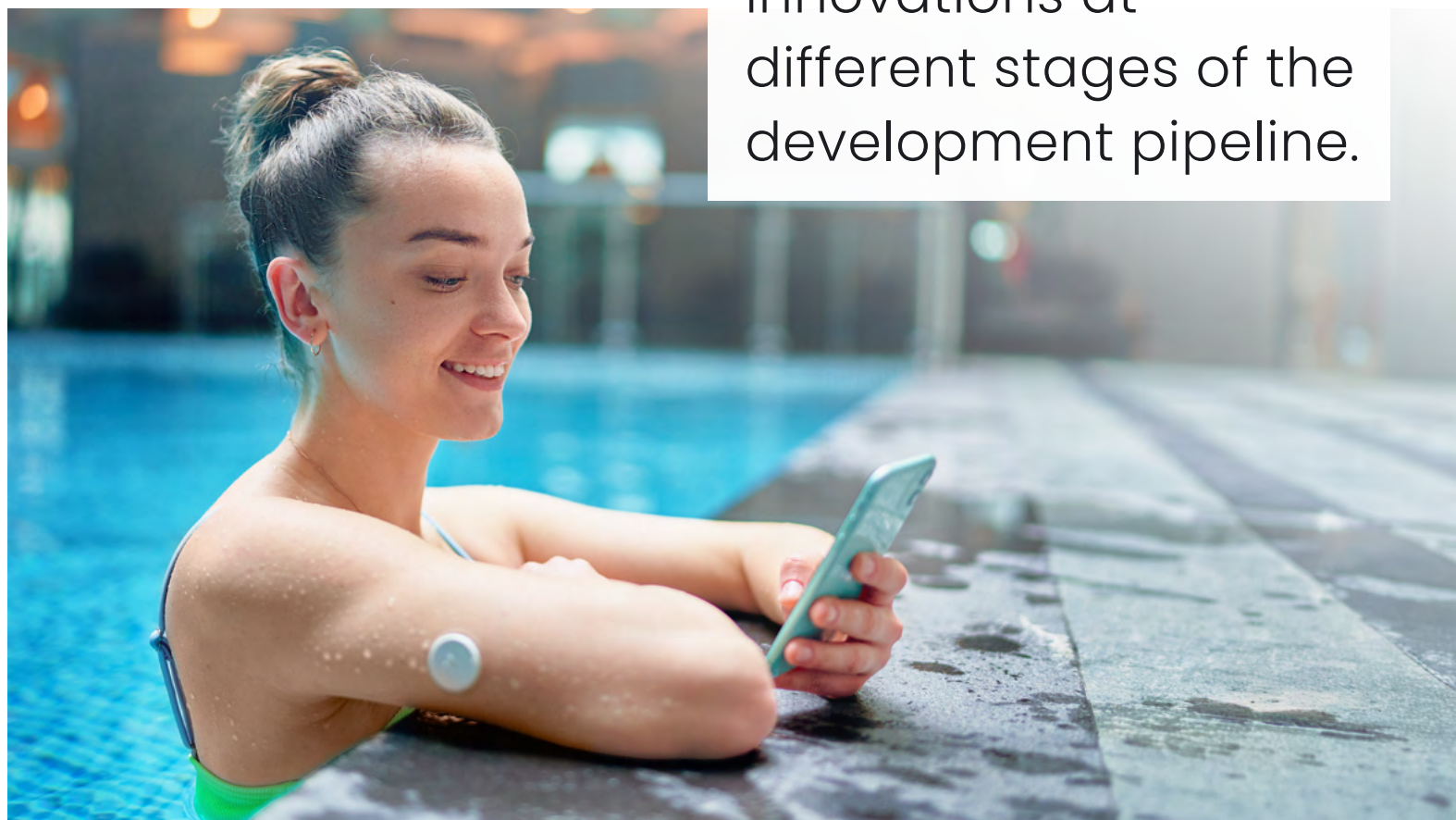
Over 2.5 million Australian patients per year are served with life saving and life improving medical technologies.

Medical technology not only saves lives but – as demonstrated in the treatment and management of type 1 diabetes by insulin pumps and continuous glucose monitoring – its use can also significantly improve patients’ quality of life.

The medical technology industry contributes significantly to the broader Australian economy, adding \$5.4 billion to Australia’s GDP and supporting over 17,000 direct and 51,000 total jobs.

Australia’s medical technology industry also generates \$1.95 billion in overseas exports and supports over 4,000 manufacturing jobs.

Across Australia, medical technology is seen as a priority strategic area with investments helping innovations at different stages of the development pipeline.





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Medical Technology
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