

**MEDEC 2011 to 2013 STRATEGIC PLAN**

EXTERNAL ENVIRONMENT	INTERNAL ENVIRONMENT (MEDEC)	STRATEGIC PLAN OVERVIEW
<ul style="list-style-type: none"> <li>• Shifting business models and the trend towards “commoditization” threaten the industry’s vibrancy ◊ will require MEDEC to be more on the “offensive” and to be more agile</li> <li>• Ontario Buys, GPOs and SSOs represent a threat to the industry</li> <li>• Focus is on expense related to innovation, not the value of new technology</li> <li>• Top business issues for members include: tendering process; Health Canada performance, health system reform, health technology assessment and industry</li> <li>• compliance (Code of Conduct)</li> <li>• MEDEC will need to leverage strategic partners and create “coalitions” to strengthen its voice</li> </ul>	<ul style="list-style-type: none"> <li>• Fast growth in membership base (+43% increase in number of members since 2007 when last Strategic Plan was developed</li> <li>• Very fragmented membership base (sectors, size of companies) - has contributed to “splintering” of focus</li> <li>• High Member Satisfaction rate, though down slightly versus previous years</li> <li>• Opportunity to sharpen our positions and communicate them in a manner that will resonate with target audiences (require senior policy capabilities)</li> <li>• Opportunity to increase both Board and member engagement Need to improve committee effectiveness and level of productivity</li> </ul>	<p><b>MEDEC Vision</b></p> <p>Advancing health outcomes for patients by promoting sustainable access to medical technologies</p>
		<p><b>MEDEC Mission</b></p> <p>As the voice of Canada's medical technology companies, MEDEC is committed to effective <i>advocacy</i> through <i>leadership</i> and <i>engagement</i>.</p>
		<p><b>Strategic Imperatives</b></p> <ol style="list-style-type: none"> <li>1. Strengthen the leadership, voice and reputation of the medical technology industry</li> <li>2. Strategically influence procurement</li> <li>3. Drive favorable progress on regulatory policy and performance</li> <li>4. Advance comprehensive reimbursement and funding policies</li> </ol>

**2011-2013 Strategic Plan**

**Strategic Imperative I - Strengthen the Leadership, Voice and Reputation of the Medical Technology Industry**

<b>Strategic Objectives:</b>
1. Continue to define and brand medical technologies (including information technology)
2. Update our data on the Canadian medical technology industry to provide insight into its size/scope (i.e. jobs, salaries, research: "MEDEC by the Numbers")
3. Identify metrics proving how medical technologies "advance health outcomes"
4. Develop a strategic partnership with key associations
5. Author a medical technology industry-related strategic health policy document to leverage in advocacy initiatives and stakeholder relations
6. Update and communicate the Code of Conduct to reflect our changing environment and reinforce our industry reputation
7. Pro-actively increase member engagement

**Strategic Imperative II - Influence Strategic Procurement**

<b>Strategic Objectives:</b>
1. Achieve a standard and practical set of terms and conditions, and create a set of consistent RFP templates ⇒ Achieve a better understanding of key decisions made by the different procurement agencies in each province
2. Monitor the evolution of the national purchasing initiative, and if it develops, allocate resources for pro-active messaging to influence its strategic direction
3. Impact policy by building awareness about the potential negative impact that the current trend towards "commoditization" could have on patient care and access to innovation
4. Create and leverage "coalitions" as part of MEDEC's strategic procurement discussions and advocacy initiatives (e.g. other associations)

**Strategic Imperative III - Drive Favorable Progress on Regulatory Policy and Performance**

<b>Strategic Objectives:</b>
1. Improve our working relationship with Health Canada
2. Increase TPD's contributions and accountability to their published process by supporting them in "fighting their fight" for increased budget allocations
3. Work with Health Canada to drive for a fair user fee process
4. Target influencers above the Branch in Ottawa to help positively impact TPD approval timelines and performance

**Strategic Imperative IV - Advance Comprehensive Reimbursement and Funding Policies**

<b>Strategic Objectives:</b>
1. Advocate for appropriate and comprehensive funding by demonstrating and promoting the value of medical technology (including related therapies and procedures)
2. a) Positively influence consistent policies and priorities in the arena of Health Technology Assessment, and continue to develop strategic partnerships with HTA organizations b) Develop a consistent methodology and approach for assessments conducted for medical technologies
3. Build an International Business Development Strategy for Canadian industry