



Medical
Technology
Association^{NZ}

STRATEGIC PLAN

2024 - 2027





MTANZ Strategic Plan

A 2024 Roadmap for Transformational Growth

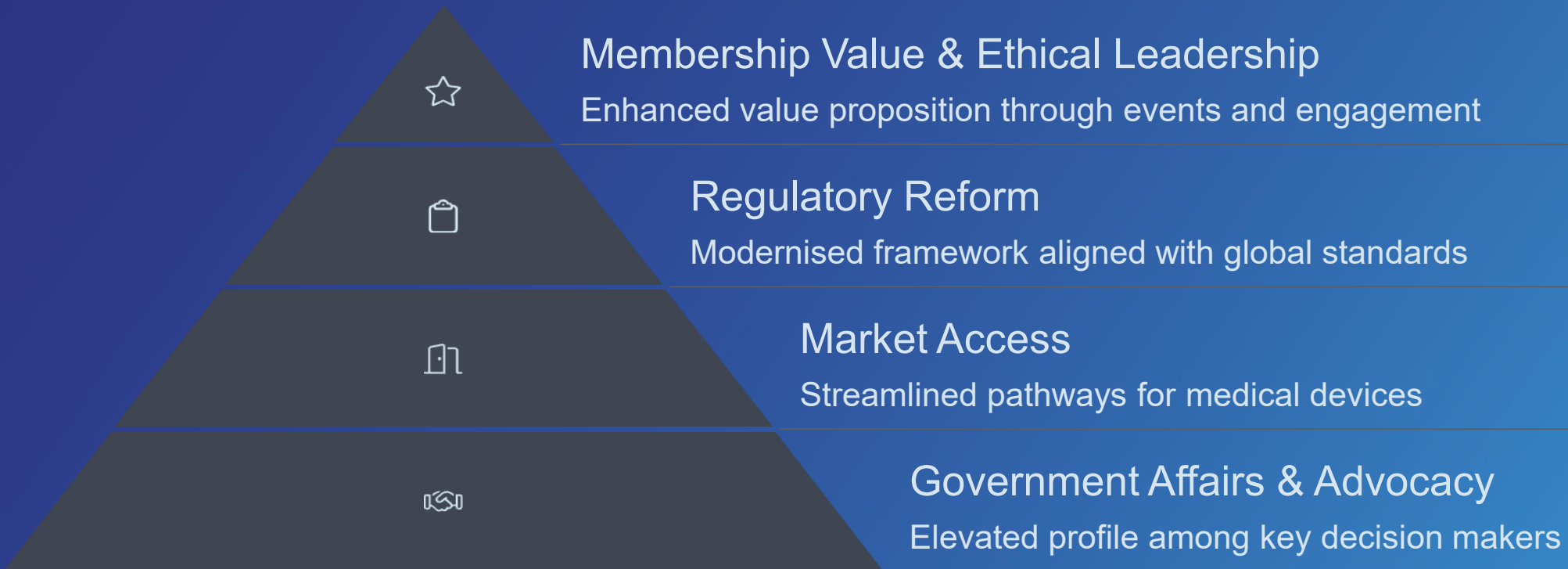
The Medical Technology Association of New Zealand (MTANZ) present our comprehensive strategic plan for 2024 and beyond. This roadmap outlines how we will enhance New Zealand's medical technology landscape through robust advocacy, streamlined market access, regulatory modernisation, and increased value for our members.

Our plan aligns our long-term vision with actionable short-term priorities, ensuring that MTANZ remains at the forefront of innovation while addressing current market challenges.

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Four Strategic Pillars



Our strategic approach is built upon these four interconnected pillars, each designed to address critical aspects of New Zealand's MedTech landscape.

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Government Affairs & Advocacy



Compelling Messaging

Develop clear communication that underscores the importance of medical technology in delivering improved health outcomes across New Zealand's healthcare system.



Government Relationship

Forge and nurture connections with key stakeholders within government to effectively influence policy, legislative reforms, and regulatory approaches.



Strategic Collaboration

Work with advisory groups and industry partners to maintain alignment and amplify our collective voice within the healthcare ecosystem.

By elevating our advocacy efforts, we aim to position MTANZ as the definitive voice in New Zealand's MedTech sector, creating the political capital necessary to influence meaningful policy change and regulatory improvements.

03



Market Access Initiatives



Analysis

Identify current market access bottlenecks within Health NZ, Pharmac, and the broader Health Technology Management framework.



Redesign

Advocate for simplified processes that consider industry's operational realities while maintaining appropriate safety standards.



Alignment

Leverage international best practices while tailoring approaches to New Zealand's unique healthcare environment.



Implementation

Drive adoption of new, streamlined pathways that accelerate access to innovative medical technologies.

Our market access initiatives aim to create a risk-adjusted, cost-effective pathway that facilitates timely market entry for innovative medical devices.

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Regulatory Reform Strategy

Global Harmonization

Drive efforts to align New Zealand's regulatory framework with international standards, reducing compliance costs and resource burdens for manufacturers and suppliers.

- Monitor international regulatory developments
- Advocate for mutual recognition agreements
- Reduce duplicative compliance requirements

Balanced Approach

Actively participate in consultation processes to ensure new regulatory schemes safeguard public safety without stifling innovation or creating unnecessary barriers.

- Provide industry expertise to regulators
- Conduct impact assessments of proposed changes
- Advocate for risk-proportionate requirements

Proactive Communication

Monitor and communicate international regulatory trends to help members prepare for potential impacts on the New Zealand market.

- Develop regulatory intelligence network
- Create member education resources
- Establish early warning systems

Our regulatory reform strategy aims to modernise New Zealand's framework to ensure efficiency, affordability, and international harmonisation while maintaining appropriate protections for patients and healthcare providers.



Membership Value & Ethical Leadership

High-Value Events

Deliver events like HealthTech Week and targeted workshops that educate, engage, and provide networking opportunities

Industry Collaboration

Foster partnerships and knowledge sharing to strengthen the collective capability of the sector



Strategic Communication

Develop communications that inform and inspire members to actively participate in shaping the industry

Ethical Standards

Uphold and promote ethical business practices, including adherence to Te Tiriti o Waitangi principles

Through these interconnected elements, we aim to increase member engagement and satisfaction while positioning MTANZ as an ethical leader in the healthcare sector. Our commitment to responsible practices ensures our industry remains trusted by healthcare providers, patients, and policymakers.



Immediate Priorities (1-Year Goals)



Communications Strategy

Finalize and implement comprehensive approach with stakeholder mapping



Government Engagement

Initiate "ground-up" presence to influence policy and standards



Operational Capability

Invest in robust industry data and analytics to quantify MedTech value

Our immediate priorities focus on establishing stronger foundations for influence and growth. We will launch a parliamentary roadshow to boost industry visibility while exploring additional revenue streams.

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3-Year Vision (2027)



Market Access

Establish transparent, efficient, and internationally aligned regulatory and market access processes that accelerate innovation and improve patient outcomes.



Industry Voice

Position MTANZ as the definitive authority in New Zealand's MedTech sector, with deep-rooted relationships across government, clinicians, and patient groups.



Operational Excellence

Achieve internal agility through enhanced data capabilities, clear leadership pipelines, and diversified revenue models to ensure sustainability.



Ethical Standards

Deliver consistent value for members while maintaining our commitment to ethical practices and social responsibility throughout the sector.

We envision a sector that balances innovation with responsibility, efficiency with thoroughness, and commercial interests with patient outcomes.

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SWOT Analysis 2024

Strengths

- Deep industry expertise across membership
- Diverse stakeholder relationships
- Established reputation built on longevity
- Significant political capital with key decision-makers

Weaknesses

- Overreliance on current leadership
- Insufficient succession planning
- Need for sharper value proposition
- Limited clinical and patient engagement

Opportunities

- Enhanced collaboration with healthcare stakeholders
- Influence on developing regulatory environment
- Wider political engagement

Threats

- Regulatory reform uncertainty
- Reimbursement challenges
- Market sustainability issues
- Public perception affecting industry credibility

This SWOT analysis provides context for our strategic decisions, highlighting areas where we can leverage existing advantages while addressing challenges.



Transforming NZ's MedTech Landscape Together



Collaborative Approach

Success requires active participation from all stakeholders—members, government officials, healthcare providers, and patients—working together toward common goals.



Integrated Strategy

Our four strategic pillars work in concert, creating a comprehensive approach that addresses both immediate challenges and long-term aspirations.



Patient-Centered Focus

Ultimately, our efforts aim to improve health outcomes for all New Zealanders through better access to innovative, safe, and effective medical technologies.

MTANZ's strategic plan sets an ambitious yet achievable course for transforming the MedTech landscape in New Zealand. By integrating robust advocacy, streamlined market access, regulatory modernization, and an unwavering commitment to member value and ethical leadership, we are poised to drive meaningful change.

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SWOT Analysis 2025

Strengths

- Strong leadership position recognised industry-wide
- Deep expertise across diverse membership base
- Established reputation and longevity
- Strong engagement with current government
- Robust membership participation
- Dedicated, hard-working board

Opportunities

- Enhanced collaboration with other associations
- Better patient group alignment for key messaging
- Transition to new medical device management model
- Influence on developing regulatory environment
- Wider political engagement opportunities
- Leverage global networks and partnerships
- Strengthening operational relationships with HNZ and Pharmac

Weaknesses

- Continued overreliance on current leadership
- Insufficient succession planning mechanisms
- Limited clinical and patient engagement
- Over-reliance on specific income streams

Threats

- Health workforce instability
- Regulatory reform uncertainty
- Market sustainability challenges
- Public perception affecting credibility
- Geopolitical instability and risk
- Potential change to NZ government



2026 Strategic Priorities: Board Consensus



Group A: Market Sustainability

Ensure market sustainability through procurement advocacy, regulatory framework development, and political engagement on member-impacting issues.



Group B: Internal Resourcing

Strengthen MTANZ structure, processes, and staffing to enable organisational success and operational excellence.



Group C: Government Relations

Prepare for potential government change by establishing relationships with Labour, Greens, and alternative government parties.



Group D: Membership Value

Drive and leverage membership value by understanding member needs and delivering targeted solutions that matter most.



Group E: HNZ & Pharmac Relations

Influence and strengthen relationships during transition to new medical device management model, addressing operational issues.

Analysis of board member input reveals five critical themes demanding focused attention and resource allocation throughout 2026-2027.



2026-2027 Strategic Objectives & Outcomes



Market Sustainability

Monitor and advocate on macroeconomic issues, regulatory frameworks, and public-private hospital dynamics affecting member interests.



Operational Excellence

Ensure independent operations team effectiveness, secure DIG revenue and Dental Expo, explore additional revenue streams.



Political Preparedness

Develop key messages aligned with policy positions, strengthen patient and clinical collaborations, engage Wellington decision-makers.



Member-Centric Value

Conduct four targeted workshops, survey members comprehensively, refresh business confidence survey to validate strategic direction.



Stakeholder Influence

Shape HNZ-Pharmac transition process, communicate clearly to members, secure seat at decision-making table for medical devices.