Association of British Healthcare Industries

ABHI ANNUAL REPORT 2017

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ASSOCIATION OF BRITISH HEALTHCARE INDUSTRIES

ABHI is the leading medical technology industry association in the UK. We are a community of over 260 Members, from small UK businesses to large multi-national companies. We champion the use of safe and effective medical devices. The work of our Members improves the health of the nation and the efficiency of the NHS.

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FOREWORD **PHILIP KENNEDY**

Each year, it seems, the Chair's introduction describes the previous 12 months as being particularly challenging. I think, however, that I can be forgiven for reverting to type on this occasion. The challenges will be familiar to you all: a cash-strapped NHS that is difficult to do business with, costs steadily increasing and uncertainty surrounding Brexit.

The government's approach to Brexit, laid out in a raft of papers published since the summer, is encouraging, but cannot, as yet, offer the certainty we need for our business planning processes. Future regulatory systems, new customs and border arrangements and the ability to recruit and retain talent, all form part of our Brexit work, but all remain unclear.

Challenges, of course, bring opportunities and Brexit has intensified the impetus to improve the NHS as a test bed for new technologies. These sentiments were superbly articulated by Sir John Bell in his foreword to the Accelerated Access Review when it was published in October 2016. A year on, we now have the government's formal response to the Review, and also, at least some, funding attached. Alongside the national network of Academic Health Science Networks (AHSNs), repurposed to focus more on adoption and spread of innovation, and a strong MedTech sector presence in the new Industrial Strategy, the signs are good. There is, of course, much to do, and concern remains that at times the behaviour of the NHS as a customer is actively working against other, more positive policy initiatives. We will continue to work to improve the adoption of innovation into our health service and can do so with some optimism.

Nowhere is this more true than in the digital applications of MedTech, and we continue to hone our offer in this area. Ours is the industry that can be the glue to support new models of care delivery based on the enhanced use of information technology.

Our work internationally has always been close to my heart. I am thrilled therefore, that ABHI is now an organisation that, in conjunction with the University of Texas, hosts an Innovation Hub at the Dell Medical School in Austin. Our work there, alongside our new International Membership category, will be a key priority for us in the years ahead.

Finally, it remains for me to thank the Board, the executive team at ABHI and, of course, you for the continued support I receive as your Chair.

If you look at medical devices, the vast majority of these companies are SMEs. The ABHI is a critical partner in this (Brexit planning) exercise, because it is speaking for thousands of small companies who need to prepare.

Lord O'Shaughnessy, Parliamentary Under Secretary of State for Health, speaking at the Health Select Committee

FOREWORD **PETER ELLINGWORTH**

Slow progression on Brexit, and an over-stretched NHS, have made business and future planning particularly difficult for Members this year. Much of our time was spent on the former and our Brexit recommendations encapsulated in our document Healthy Outside the EU provided a clear and coherent voice for our industry. The fact that several MedTech recommendations were reflected in the Life Sciences Industrial Strategy report was also testament to our work on Professor Sir Jon Bell's Industrial Strategy Board.

The year saw high levels of sustained collaboration with key stakeholders in the NHS. In a world where no additional funding is coming into the system, joint-working is critical, and ABHI's network is now unparalleled by most. However, adoption of innovation remains a challenge and Members repeatedly told us that lowest price is the metric for success in most procurement decisions. Increased engagement with the Department of Health's Commercial Division allowed us to convey these messages loud and clear.

Since the inception of the Accelerated Access Review, we have led, through our Market Access Policy Group, MedTech's input. With key endorsements for our sector in the government's response, there is wide acknowledgement that our industry is central to delivering the efficiencies that the NHS so desperately needs.

The impact of Brexit has cut right across our sector. From increased manufacturing costs due to a weaker pound, through to uncertainty on cross-border trading rules. Informed by a comprehensive Member survey, we frequently carried these messages to government.

The publication of the Medical Device Regulation was something to be proud of. The culmination of eight years' work with leading stakeholders both here in the UK, and at European level, it truly is the gold standard globally. Owing to its three-year transition period however, the moment we leave the EU, our regulation will diverge from the rest of Europe. 97% of Members told us they do not want that. The relevant health ministers were briefed on this critical ask and are advocating on our behalf as Brexit negotiations advance.

Exports are on the up, and increasingly, more companies are looking for new markets outside of the EU. To accommodate this, our work on the international agenda offered a range of activities to support trade. The launch of the ABHI Innovation Hub at the Dell Medical School, University of Texas at Austin is a unique proposition for companies looking to scale-up their US activities. Our International Membership offer is the first of its kind in the Life Sciences sector, presenting excellent partnership opportunities.

Reputation is key for our industry. Our inaugural human rights conference highlighted the necessity of ethical compliance right across the supply chain. Changes to the Code of Business Practice saw Members transpose updates to their business operations.

Closer to home, we have strengthened the international team with David Phillips. His experience of helping businesses export overseas is invaluable and supports the work of the newly promoted, Managing Director - International, Paul Benton. Jonathan Evans was brought in to manage our Communications and Gemma Green has added additional resource to the ABHI executive team.

In what was a particularly busy year, I reflect on ABHI's strong impact. As always, this would not have been possible without the support of our Members and our engaged Board of Directors. We are well-aware of the challenges that lie ahead, however, we are now better equipped than ever before to address these head-on.

ABHI membership has given us a voice that can be heard and a much stronger presence in the industry. To have an organisation championing the work of SMEs is critical if we are to succeed in delivering innovation that benefits all parties: the NHS and private health providers, as well as the public they serve.

Giovanna Forte, CEO, Forte Medical

HIGHLIGHTS

Launched the **ABHI INNOVATION HUB** at the Dell Med School, Austin

Published:

HEALTHY OUTSIDE THE EU:

Strategy for a Thriving MedTech Industry

The new **ABHI WEBSITE** went live

700 **Twitter followers Gained**

Joined the

BREXIT HEALTH ALLIANCE

as a founding member

Formed **ABHI Dx** - designed to build a broad community of diagnostic technology manufacturers and service providers, and to represent the critical interests of that community

We quickly mobilised our Public Affairs Policy Group and developed the MANIFESTO FOR MEDTECH 2017, providing industry input into the general election

The ABHI Orthopaedic group published: **HIP AND KNEE REPLACEMENT: THE HIDDEN BARRIERS**, a comprehensive report into the arbitrary commissioning of joint replacement procedures

Hosted a series of REGULATORY WEBINARS for Members

ABHI became the first UK Life Science industry body to offer **INTERNATIONAL MEMBERSHIP**

A SOLD OUT

REGULATORY CONFERENCE guided delegates through the transition to the new Medical Device Regulation

ABHI CEO Peter Ellingworth led the MedTech sector's input into Professor Sir John Bell's **LIFE SCIENCE INDUSTRIAL STRATEGY** Board

2017

ABOUT ABHI

WHAT WE ARE:

We are the voice of the industry communicating the interests and issues of our Members. We are recognised as building trust and cooperation between industry and our partners. **We are the support that powers industry**, providing insight and expertise. Through our strategic vision, we develop policy in areas such as regulation, procurement and technology adoption. **We facilitate collaboration and help businesses prosper** through member-led groups, as well as running international trade missions and provision of support for UK companies in overseas markets.

WHAT WE DO:

Through **engagement and representation** ABHI strengthens the relationships between industry, the NHS and government, enabling a collaborative network. Collectively, Members have the opportunity to shape the policy environment. Through our **insight and intelligence**, Members have access to bespoke market analysis, comprehensive briefings, meetings, webinars and conferences. Together, we guide the sector's principles, ethics and best practice. Members benefit from **networking opportunities** at home and internationally. Through **value promotion,** Member groups promote the contribution of MedTech to the health and wealth of our country.

OUR WORK IS UNDERPINNED BY

A robust Code of Business Practice, accepted by each Member organisation as a condition of membership. This drives a commitment to high ethical practices by all.

STRATEGIC PRIORITIES

INVESTMENT AND GROWTH

Stimulates company growth through economic initiatives and skills development.

VALUE NOT PRICE

Supports NHS efficiency drive, by encouraging smart use of techniques and technologies through improved systems for payments, incentives and procurement.

HEALTH SYSTEMS

Engages with and influences new local leadership and care models.

REPUTATION

Promotes robust, industry-wide regulatory and compliance systems to improve trust and collaboration between industry, clinicians, government and the public.

COMMERCIAL UPDATE

Through 2017, financial balance of the NHS hospital sector remained elusive. Providers of acute hospital services ended 2016/17 with a deficit of just under £1.2 billion with over 60% of providers in financial deficit. Breakeven is also not expected for 2017/18. The introduction of financial control totals and an extra £1.8 billion of funding through the Sustainability and Transformation Fund helped reduce the rate of growth of financial deficits.

Providers continued their focus on meeting cost improvement plans and short-term initiatives to reduce spend on MedTech dominated. Much of our support to Members was managing the consequences of procurement activities, where cheapest-price was the main basis of success.

We compiled examples of poor procurement practices. Instances where Members had expended time and resources, only to see tendering exercises cancelled, or single-source agreements break down due to limited risk assessment of sole supply arrangements. We presented these with a set of asks to ministers and officials and are now engaging to progress this.

Our Members view the current commercial environment as a hostile one, with no medium/long-term attention on driving-up value and building partnerships. For that we await the full rollout of the Future Operating Model (FOM) of centralised procurement. We will work with the Department of Health to provide clarity on how the four companies running the medical category towers will develop and execute their category strategies. A new organisation, the Intelligent Client Coordinator, is also being set up to oversee and organise the category tower model and we have commenced our engagement to understand its role and responsibilities.

Our engagements with NHS England has allowed us to highlight the changes that need to be considered to the High Cost Tariff Excluded Devices (HCTED) project and our work to develop a single national credentialing scheme continued. With strong collaboration from other trade associations, governance arrangements have been established and implementation plans developed. We were therefore pleased to submit the register to the Professional Standards Authority in July.

As a small business in MedTech you can't really ask more from your trade association than being put in a room with the Director of procurement from the Department of Health.

Daniel Coole, Managing Director, Surgical Holdings

RESTRUCTURING OUR COMMERCIAL WORK

In 2017 we restructured our commercial work to reflect a number of developments in the market.

There are now two different platforms for Member engagement. The first, the Commercial Policy Group (CPG), is responsible for delivering three strategic objectives. The second is the Commercial Policy Forum (CPF), which acts as wider communications platform, capturing the broader member perspective.

STRATEGIC OBJECTIVES

- **VALUE**

  Purpose: To establish a joint understanding with the NHS on how value is defined when procuring the broad spectrum of healthcare related products and services from the MedTech industry

  Stakeholder organisations: NHS Improvement & Category Tower Providers

- **PROCUREMENT PRACTICE**

  Purpose: To drive improvements in Procurement Practice between Industry and the NHS

  Stakeholder organisations: NHS England & Healthcare Suppliers Association

- **FUTURE OPERATING MODEL**

  Purpose: To actively support Members in understanding and preparing for the impact of the FOM

  Stakeholder organisations: Department of Health & NHS Business Services Authority / Intelligent Client Coordinator

MARKET ACCESS

It has been a demanding year for us all in the medical device industry with challenges approaching at many fronts. Assistance from the team at ABHI has been invaluable as always to make sense of the maze.

Zaka Khaliq, Surtex Instruments

2017 saw the government response to the Accelerated Access Review (AAR). In accepting the recommendations in the AAR, the government also recognised many of the arguments that shaped those. When implemented, those actions could deliver significant transformation to the innovation adoption landscape. ABHI has welcomed the government's endorsement of the recommendations and we are actively engaged on behalf of Members with several initiatives which have commenced. These include: Innovation Technology Tariff, MedtechScan, changes to NICE programmes, Academic Health Science Networks Innovation Exchanges and the MedTech Innovation National Network.

Our input sought to ensure the initiatives are fit for purpose and that individual projects help support the creation of robust, transparent and simple processes to identify, assess and support innovation into the market. We recognise the diversity of our industry, from diagnostics and capital equipment, to implantable devices and digital technologies, meaning the need for multiple and appropriate routes to market. We have therefore been working with NHS England, the Office for Life Sciences and the Academic Health Science Networks to ensure that AAR implementation delivers for this broad range of technologies, not just a select few "break-through" innovations.

Phase 2 of the High Cost Tariff Excluded Devices (HCTED) project has commenced, with the intent to review, standardise and, where appropriate, rationalise product ranges. ABHI organised several meetings between Members and NHS England to discuss the proposed methodology and recommend changes to the process.

Whilst several of our recommendations have been considered, concern remains over the lack of objective criteria and the interface with procurement activity. We continue to pursue this directly with NHS England and through our ongoing dialogue as regards the launch of the Future Operating Model.

During 2017 the cardiac workstream of the Commissioning through Evaluation programme stopped recruiting patients and moved into the analysis and reporting phase. We continued to air our concerns on this programme through press, parliamentary engagement and ministerial discussions. This led to a high-level meeting with the Specialised Services team responsible for delivery of Commissioning through Evaluation (CtE), to discuss a more strategic working arrangement with industry.

There has been strong engagement with NICE through CtE, MedTech Scan and their core evaluation function. A key focus has been to improve access to the Technology Appraisal (TA) programme for MedTech on an appropriate basis. A joint project has been initiated that will assess the evidence base for a sample of MedTech products to determine suitability for assessment under the TA programme. We have also engaged in NICE consultations on both capacity to deliver the TA programmes and changes introduced for abbreviated and fast track TAs. In 2018 we will continue our dialogue to bring together these strands, ensuring MedTech can have access to this mandated guidance where appropriate.

MAINTAINING OUR INDUSTRY'S REPUTATION

IN 2017 ABHI

WELCOMED NHS ENGLAND'S NEW GUIDANCE ON MANAGING CONFLICTS OF INTEREST, TO WHICH ABHI CONTRIBUTED

INTRODUCED THE NEW CODE OF BUSINESS PRACTICE

HOSTED A CONFERENCE ON HUMAN RIGHTS AND THE ROLE OF CORPORATIONS

SUBMITTED THE NATIONAL CREDENTIALING REGISTER TO THE PROFESSIONAL STANDARDS AUTHORITY

REGULATION

The New Medical Device Regulation (MDR) was finally published in May 2017, following nearly eight years of intense industry and regulatory authority deliberations. At time of writing, we are now 10 months into a complex three-year transposition period for the MDR, which means manufacturers are carefully strategising next steps to ensure future regulatory compliance.

Perhaps one of the greatest challenges of this new regulation is the robust requirement for clinical evidence. Satisfaction of this aspect, along with its integration into risk management, post-marketing activities and product development processes, is likely to be the single most important change that manufacturers will face.

The MDR however, has had a positive effect on the integration of regulatory activities into business processes. Never before has ABHI's regulatory function been more visible in the association's activities, a benefit that is being seen in Member companies and across the industry in general.

But the MDR and these positive benefits have resulted in some worrying trends. Notified bodies are coming under increasing scrutiny with regards to competence and capacity, as well as rising costs of ensuring regulatory compliance.

The future health of the MedTech industry is therefore based on making sure resources are made available and our Brexit discussions continue to result in appropriate and proportionate regulation.

During 2017, the association developed and published several successful webinars, covering implementation, transposition, quality systems and economic operators. This series will be expanded in 2018 to include other critical areas, such as clinical evidence. Notwithstanding these webinars, 2017 saw another extremely successful and over-subscribed Annual Regulatory Conference.

To address these regulatory needs, ABHI continued to represent the industry's interests in discussions with the MHRA through the 'Medical Device Industry Liaison Group' (MDILG). Furthermore, by taking advantage of our unique ability to engage with notified bodies (as Members of ABHI), we have often helped manufacturers to mitigate issues and to anticipate developing needs.

As the transposition proceeds, ABHI will be working with the regulator to make MDILG meetings increasingly more detailed, to address specific Member issues related to the MDR.

Despite the technical challenges, the transition period will run, irrespective to the demands of Brexit. When the UK leaves the European Union in March 2019, it will be 14 months before full application of the regulation. Discussions as regards the extent of regulatory alignment has been, and will continue to be, key in engagements with the MHRA, given 97% of Members do not wish to have any regulatory divergence.

Our primary focus is to ensure that the New Legislative Framework approach to market entry, based solidly on application of the MDR, is championed at the highest levels. The two areas that industry needs throughout are consistency and certainty, issues that 2018 efforts will continue to strive for.

Within the technical and regulatory environment it is essential to understand all perspectives before developing positions on often complex issues. ABHI have consistently been a key stakeholder for MHRA in this field. They are a leading source of insight for our industry.

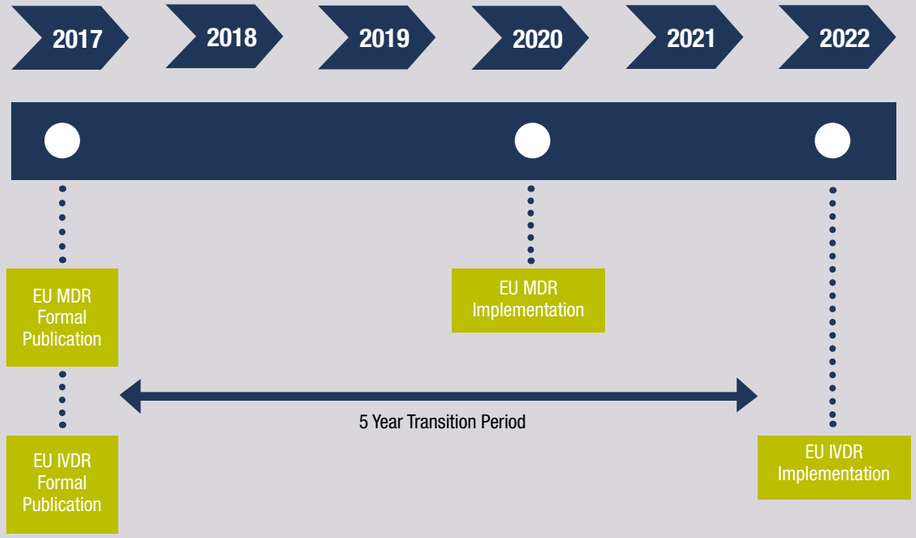
John Wilkinson, Director of Devices, MHRA

TRANSITIONING TO THE MDR

The current EU system of regulation for MedTech products is undergoing change. The existing Medical Device Directive (MDD) is being replaced by the new Medical Device Regulation (MDR), published in May 2017. The MDD, as well as the regulation for In-Vitro Diagnostics (IVDR), will be phased-out over transition periods of three and five years respectively.

Over the last eight years, ABHI worked with the Medicines & Healthcare Products Regulatory Agency (MHRA) and European partners to ensure that this next generation of regulation for devices is considered the "gold standard" globally.

MDR modernises the original MDD rules, bringing together best practices from existing Commission guidance, whilst covering newer technologies such as nano-materials and human tissue derivatives.



HEALTHCARE POLICY

2017 was a remarkable year for our policy work. The year started and ended with the Industrial Strategy, had Brexit as a running theme throughout, and was punctuated in the summer by an unexpected General Election. In between there was work on the Science and Industry Partnerships Skills Agenda, Next Steps on the NHS Five Year Forward View, the future of the Small Business Research Initiative and the relicensing of the Academic Health Science Networks to name just a few of the initiatives in which we were involved. We gave evidence to eight public inquiries and feedback on the thirteen Position and Future Partnership papers published over the summer, and the subsequent Customs and Trade White Papers and the Trade Bill.

Work on both the Industrial Strategy and Brexit was done not only unilaterally, but also alongside our colleagues from the broader Life Sciences sector, as part of joint government and industry steering groups. The Life Sciences Industrial Strategy Board, led by Professor Sir John Bell, was a task and finish group which, in July, delivered its report containing six themes; the creation of a "Health Advanced Research Programme", Reinforcing the UK Science Offer, Growth and Infrastructure, NHS Collaboration, Skills and Regulation. We were delighted to see that our continued and diligent efforts saw significant reference to the MedTech sector.

Our ongoing work on Brexit includes membership of the ministerial sponsored UK EU Life Sciences steering group, the NHS Confederation led Brexit Health Alliance and joint initiatives in the EU27 with our colleagues in MedTech Europe. Our own Brexit recommendations in the document "Healthy outside the EU (HotEU)," served as our substantive contribution to the Life Sciences Industrial Strategy, the two being inextricably linked. When we launched HotEU just before Easter, we were conscious that it would form a significant part of our plans for the next General Election, but had little idea how soon that would be.

Our Manifesto for the last election was two and a half years in the writing, and launched during the party conference season in 2014, fully six months ahead of polling day. Faced with just seven weeks' notice, 2017 was a very different proposition. Fortunately, we were able to call on the expertise of our Public Affairs Policy Group (PAPG) and less than a week after the election was called, we launched our Manifesto for MedTech 2017.

A new parliament also meant a new approach to our advocacy work in Westminster. The loss of an individual with a dedicated Life Sciences portfolio, was compensated for by the fact we now have ministers holding the brief in the Departments of Health, Business, International Trade and Exiting the European Union. This, along with the sheer amount of consultation that has followed the Referendum, means the breadth and depth of our engagement across Whitehall has never been greater.

Our relationship with ABHI will be particularly valuable as we think about the role of MedTech in the development of a new Industrial Strategy for our country.

Liz Mear, Chief Executive, Innovation Agency

HEALTHY OUTSIDE THE EU: STRATEGY FOR A THRIVING MEDTECH INDUSTRY

Following the country's decision to leave the EU, ABHI worked to ensure the MedTech position on Brexit is clearly communicated.

After detailed discussions with Members and stakeholders we developed our report "Healthy Outside the EU" as our substantive input into both Brexit negotiations and the Industrial Strategy. Our robust relationships and recommendations on issues such as regulation, trade and manufacturing, give our industry a clear and coherent voice as negotiations progress.

This document outlines how the UK can best forge successful international relationships, increase efficiency of healthcare delivery and improve patient outcomes.

We brought together five top priorities that represent a clear view for UK MedTech:

1. Ensuring regulatory stability and leveraging the global reputation of UK regulators
2. Maintaining favourable terms for trading within and outside the EU, along with an integrated domestic policy to support investment, competitiveness and export performance
3. Support for manufacturing, including continuing to address the domestic skills gap and ensuring that the UK can attract the best talent globally
4. Bespoke support for our vibrant SME community
5. Enhanced collaboration with the health and care sector.

INTERNATIONAL

It is crucial that we play a leading role in developing the industry's trade strategy. This can only be achieved by creating and providing Members with opportunities to grow their international business and by opening-up new markets. With government explicitly highlighting the increased trade as a success factor of Brexit, ABHI's support is now, perhaps more so than ever, vital in enabling Members to become truly global.

Guided by input from our International Policy Group, 2017 was ABHI's busiest calendar of international activity to date. We concentrate on three priority markets: North America, Asia and the Middle East, with scaled-up activities in each region presenting a range of business growth opportunities for Members.

As part of our comprehensive US market entry programme, we developed partnerships with key business groups throughout some of America's most important hubs for MedTech. Three missions to Texas saw us strengthen our ties with leading hospital systems and I am delighted that Members are seeing tangible results because of this. With first-class infrastructure and business friendly conditions, the State is a terrific location for UK companies looking to enter and develop their US growth strategy. Our Innovation Hub at the Dell Medical School in Austin is a great vehicle to support this. Its compelling location and world-class facilities mean that Members can establish a strong foothold in the market.

We attended Medical Fair Thailand in the Autumn. Together with the success of ABHI's UK Pavilion at the Chinese Medical Equipment Fair (CMEF), this highlights the growing importance of Asia. With bourgeoning economies and ageing populations, there is a real opportunity for UK companies to provide innovative solutions to the healthcare needs of the area. Expect more work here throughout 2018.

We have been taking Members to Arab Health for a decade now and in that time the show has gone from strength-to-strength. For the 200 UK exhibitors we hosted in January 2017, it was a prime opportunity for forging business connections in one of the world's most dynamic markets. The governments of the Middle East are making a concerted effort to move away from an over-reliance on oil, and significant public investment in healthcare is testament to this. The Middle East export seminar that we hosted in December encapsulated the factors that Members should consider when looking to enter and develop activities in the market.

ABHI also became the first Life Sciences industry association to offer membership to non-UK domiciled companies. Supported by several key partners, including the Department of International Trade, ABHI International Membership is designed to build a bridge for overseas businesses to understand the UK market, and find partnering opportunities. We are particularly excited as to the prospects this scheme will bring to Members, as companies seek out trade and distribution deals, and joint ventures.

Attending the mission in October was a real eye opener, the connections and network ABHI has built in Texas is nothing short of astounding and surpassed all our expectations. The quality, seniority and willingness to engage from those we met was incredible, we will certainly be going back to Texas with ABHI.

James Whitticase CEO, OBS Medical

DELL MEDICAL SCHOOL

In November we announced the launch of the ABHI Innovation Hub. Sitting within the world-class Dell Medical School Health CoLab, at the University of Texas at Austin, this exciting opportunity for Members is a core element of our US growth proposition.

The Hub offers companies a compelling office location and the infrastructure for accelerating market access in Texas and beyond. Positioned within an ecosystem of clinicians, investors and mentors, companies have access to:

- CoLab facilities and office space
- A powerful network of senior leaders
- The Texas Health Catalyst programme, designed by Dell to foster health research and advance innovation
- Tailored trade missions across the State
- ABHI's dedicated year-round support.

This partnership is testimony to the relationships we have built in Austin and across Texas and we are delighted that the majority of places on the programme have already been filled.

Endomag is delighted to take-up location at the ABHI Innovation Hub. Through the Hub, we expect to increase our engagements with the unique and innovative community that the Dell Medical School is fostering, while building on our mission to improve the standard of cancer care for everyone, everywhere.

Dr Eric Mayes, CEO, Endomag

OUR ENGAGEMENT WITH MEMBERS

NEW WEBSITE

ABHI launched its new website in April. With Members inputting their feedback at various stages throughout its development, the new site is more intelligent and boasts much easier navigation. We were therefore delighted that it won “best website & integration” at the annual Association Awards.

ABHI EVENTS

To complement our work across priority areas we hosted several seminars, conferences and networking events for Members. Our “What Next for MedTech” interactive session in June was a real highlight. Run in the style of *Question Time*, a panel of experts explored the impact of Brexit on our sector.

CONSULTATIONS

We submitted over a dozen consultations on behalf of industry on a variety of topics, ranging from strategic policy to Brexit and the Industrial Strategy, payments and incentives to market evidence.

WEBINARS

To share our leadership team’s intelligence with Members, we hosted a number of webinars, with the guidance from our regulatory team on quality systems and the Medical Device Regulation implementation process proving to be particularly popular. We were also pleased to co-host two fully-booked webinars with the Academic Health Science Networks on the topic of accessing the NHS.

WOMEN IN LEADERSHIP

It was fantastic, one of the best panel discussions I have attended. It was thought provoking, inspiring and hugely engaging. My daughters, who were also in attendance, left feeling that they can be empowered and courageous in their career. Collectively, we felt energised and optimistic as to the future.

Michael Green, Managing Director, Medacta UK, commenting on the Women in Leadership event

As an association, we are actively working to improve diversity and inclusiveness right across our sector.

In 2017 we were delighted to welcome Jamie Leitner, Vice President and Chief Compliance Officer, LivaNova and Nikki West, Smith & Nephew’s Senior Vice President of Global Talent, to the ABHI Board. Their leadership brings added experience on all aspects related to business practice.

September saw the inaugural ABHI Women in Leadership event. Feedback from the evening was unanimously positive as over 70 delegates heard from a range of inspirational speakers from the world of healthcare, politics, engineering, law and the military. It was enlightening to hear their leadership experiences and approaches to improving diversity in their respective fields.

We will be building on this work throughout 2018, not only by making the event an annual occurrence, but by developing, in conjunction with Members, a library of best practice case studies and guidance. Our vision is to broaden diversity and to champion MedTech as a career choice that is built on equality. This must be implicit right across our sector.

One of the speakers at the ABHI Women in Leadership event, Sandhurst’s first female commander, **Lt Col Lucy Giles**, had three takeaways for delegates:

- **Role Modelling**
  It is important to have some good female senior role models for more junior employees. Someone to look up to, respect, admire and aspire to become.
- **Don’t Accept the Status Quo**
  Have confidence in your abilities and be positive. The military is traditionally male dominated, and it took a change in thinking for Lucy to become the senior leader that she is today.
- **Does it Really Matter? Yes!**
  People ask if progression is important, but Lucy stresses that if you have more to give and contribute, then why wouldn’t you want to? It is good for the organisation and yourself.

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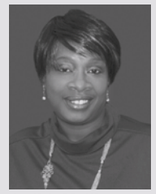

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