Talent to Thrive:
Irish Medtech Skillnet Strategy
2023 - 2025

Irish Medtech Skillnet



STRATEGY INNOVATION IMPACT TRANSFORMATION TALENT

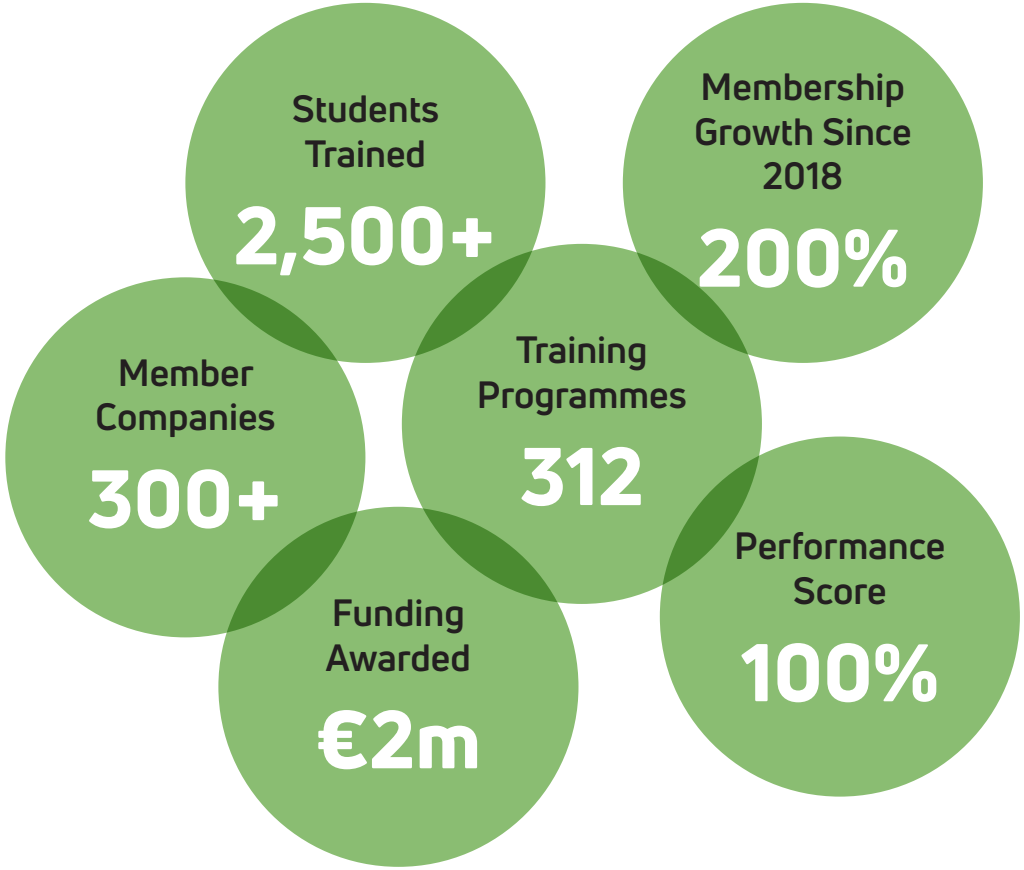
Our Vision for the Future

"As a leading network within the Skillnet Ireland group of 70+ networks, Irish Medtech Skillnet continues to support and develop training programmes that ensure that the Skills needs of the present and Future Workforce are sustained and advanced.

By working closely with Industry the network develop and deliver targeted talent industry-led solutions for companies of all sizes in the medical technology and manufacturing sectors.

As the Irish medtech sector defines its future role, cements its success and establishes its strong position globally within an evolving health ecosystem, it is critical to develop and retain best in class talent to enable the future success and competitiveness of medtech in Ireland. The goal of our network is to support the sector, and we will work closely with the members of our promoting organisation, The Irish Medtech Association at Ibec, to ensure that both technical and non-technical skills needs of its network members are developed and sustained.

With this in mind we have refined our vision for the critical role we play in supporting the sector: Irish Medtech Skillnet will strengthen as a valued talent advisor and a catalyst for skills transformation across all segments of the diverse Medtech sector, meeting organisation needs today & into the future."



Irish Medtech Skillnet



Dr. Ann O'Connell
Head of Funded Projects
Irish Medtech Skillnet

Contents

i. Vision for the Future

1. Forewords from Skillnet Ireland & Irish Medtech Association
2. Ireland: Global Medtech Hub
3. Talent Development for the Medtech Hub
5. Our Strategy: Talent to Thrive
6. Delivering on the Strategy
9. Irish Medtech Association Strategic Pillars
11. 2023 Course Catalogue
12. Steering Committee and Academic Partners
13. Feedback from our Partners
14. About
15. Acknowledgements



Forewords:
Transforming Medtech Businesses through Talent

At Skillnet Ireland, our industry-led model places partnership at the heart of everything that we do to help prepare businesses and workers for the future of work.

We are engaging intensively with industry through our Skillnet Business Networks to help boost Ireland's capacity to accelerate digitalisation, build sustainable businesses and fuel innovation.

Irish Medtech Skillnet is supporting businesses to build the capabilities and talent they need to address the challenges of increased convergence across the sector, accelerating automation and digitalisation, the new world of work and many other business challenges.

This strategy provides the structure and framework to realise this growth and sustainability of the medical technology and advanced manufacturing sectors and in strengthening Ireland's standing as a global Medtech hub.

I would like to acknowledge all of the Irish Medtech Skillnet member companies, Ibec, agencies and wider stakeholders who gave their time and expertise so generously to support the development of this ambitious strategy.



Paul Healy
Chief Executive
Skillnet Ireland

Ireland already recognised as a global medtech hub, our medtech community spans 450 companies, including 9 of the world's top 10 medtech companies, 80% startups and 60% homegrown businesses.

Fostering a worldclass talent pipeline is essential for determining Ireland's success as future location for business. In our new Irish Medtech Association Strategy, "The Global Medtech Hub 2025: Dedication to the expected, the unexpected and everything inbetween", talent to thrive was identified as central to unlocking our new formula for success.

With this in mind, we highlighted our commitment to continue to create diverse and best in class talent to enable the future success and competitiveness of medtech in Ireland. That is why we are proud to continue working with the Irish Medtech Skillnet to help businesses foster lifelong learning for a worldclass knowledge economy.

To stay ahead of the latest trends in business, technology, and management, the new Irish Medtech Skillnet strategy 'Talent to Thrive' will play a vital role setting out a roadmap, against the backdrop of the Irish Medtech Association's strategy, and Skillnet Ireland's growth priorities.

With an indisputable record for helping people reskill, and upskill, through industry-led programmes, the Irish Medtech Skillnet will help us leverage our strengths to achieve new heights.



Sinead Keogh
Director, Irish Medtech Association
Head of Sectors, Director Medtech & Engineering, Ibec

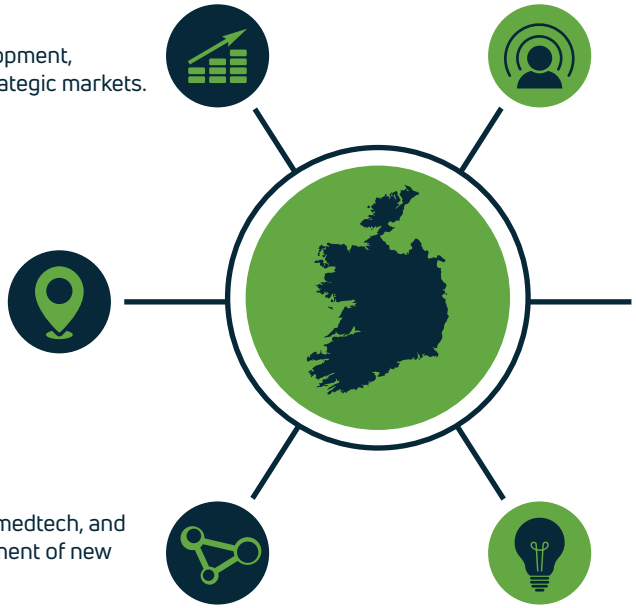
What makes Ireland the perfect global medtech hub?

These are just some of the reasons why Ireland is the perfect location to attract, start, and scale a medtech business.

An Established Track Record
Over 100 years - our record for product development, resilient supply chains, and connections to strategic markets.

A Favourable Environment
Politically, industrially, and geographically.

A Connected EcoSystem
Collaboration between academia and industry supports convergence between life sciences, medtech, and technology, enabling innovation and development of new capability.



Strong Leadership
Strong and cohesive industry leadership which prioritises talent and collaboration, and fosters industry growth.

A Skilled and Educated Workforce
Ireland's skilled and agile workforce has been a pivotal component of our economic development, both in supporting the growth of our domestic businesses and attracting multinational investment.

Expansive Supports for Upskilling
Investing in talent can drive immense competition advantage, but upskilling requires dynamic innovation, consistent effort and a strategic commitment to lifelong learning so that the workforce continues to develop the skill areas most in demand now and in the future.

1st
Ireland is the no. 1 exporter of contact lenses from the EU and globally.

1st
Ireland is the no. 1 exporter of stents from the EU and globally.

2nd
Ireland is the 2nd largest exporter of medtech in the EU.

4th
Ireland is the 4th largest exporter of artificial joints in the EU.

4th
Ireland is the 4th largest exporter of diagnostic reagents in the EU.

14th
14 of the world's 15 global medtech companies are in Ireland.

450
45,000 directly employed in medtech across 450 companies, making Ireland the largest employer of medtech professionals in Europe, per capita.

13BN
Annual exports of c.€13 billion.

75%
75% of global medtech companies with operations in Ireland are carrying out R&D.

What makes Irish Medtech Skillnet the perfect talent development solution for the global medtech hub?

Our internationally recognised industry-led model, placing partnership at the heart of everything that we do, coupled with:



Irish Medtech Skillnet

Skillnet Ireland, is our funding organisation, who collaborate with 57 different agencies to identify and meet the needs of business now and in the future. Skillnet Ireland is also the gateway to over 70 Skillnet Business Networks supporting 22,000 businesses grouped by industry, sector or region.

The Irish Medtech Association is our promotional group, and the business association within Ibec representing over 250 companies within the medical technology sector.

Ibec is our sponsoring organisation, and also Ireland's largest lobby & business representative group, building a better, sustainable future by influencing and delivering for business success.

Our business partners are at the heart of everything we do. We are industry led, and all Irish Medtech Skillnet programmes are developed for industry, by industry.

47% of Ireland's 25-64-year-olds have third level degrees, and 85% of them are employed and enjoying greater earnings according to the OECD. Culturally there is an appetite amongst learners and their employers to invest in lifelong learning.

Irish Medtech Skillnet is partnered with Ireland's leading universities, colleges and training resources to deliver a wide range of technical and non-technical programmes, many of which are accredited and internationally recognised.

Our dynamic Steering Committee are actively engaged in the running of our Network and the setting of future strategy. They represent a cross-section of the Industry as a whole.

Talent to Thrive: Irish Medtech Skillnet Strategy 2023 - 2025

As the sector continues to evolve, its needs will become more complex and sophisticated. Irish Medtech Skillnet is poised to keep pace with each stage of this evolution and continues to respond to the needs of the sector. With this in mind we have refined our vision for the critical role we will play in supporting the sector between 2023 and 2025.

"Irish Medtech Skillnet is a valued talent advisor and a catalyst for skills transformation across all segments of the diverse Medtech sector, meeting organisation needs today & into the future."

Delivering on the Strategy

How will Irish Medtech Skillnet ensure success now and into the future?

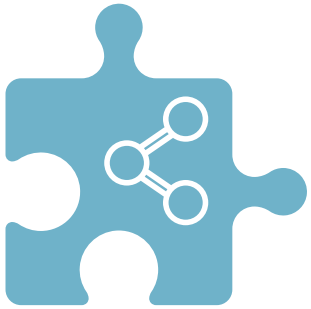


Align

Align our goals, strategies and actions with those of our industry partners and other stakeholders

Align our resources, development and funding with the emerging needs and overall priorities of the industry

Develop the Irish Medtech Skillnet team and achieve operational transformation, to ensure we are highly effective in our interactions with the industry, the network, Skillnet Ireland, Ibec, Irish Medtech Association and all working groups across the Medtech sector



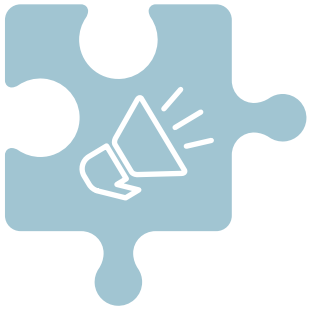
Optimise

Optimise relationships with new and existing members

Direct member engagements more effectively in order to add more value and impact and position ourselves as key talent advisors to our members

Develop a structured skills diagnostic tool to apply within organisations to clarify their needs and opportunities

Encourage lifelong learning by introducing learning paths and journeys to develop talent over the long term, and drive employee loyalty and retention for our partners



Define

Communicate our offering and our core value proposition to all stakeholders across the Medtech sector in a way that is relevant for them

Enhance our brand profile across all channels including digital channels, so that so that we are visible and easy to navigate, with no barriers to engagement

Provide social proof and demonstrate our value through case studies that illustrate and quantify the impact and value of engagement with Irish Medtech Skillnet

Adapt

Personalise and adapt our approach and delivery to meet each partner's unique requirements

Enable our partners to access the training they need in the most appropriate format for them, leveraging knowledge and expertise through multi channel capability, bite-size learning modules and micro-credentialing and topical programme pilots

Accommodate programme adaptions as needed to so that our partners can respond to external market influences and global regulatory requirements

We have identified six areas of focus for the medtech sector and for industry more broadly, where our development and delivery will be concentrated.



R&D Capability Support

Based on lessons learned from successful site managers and R&D leaders, the "Realise your R&D Ambition" programme was developed to provide guidance on how to secure and excel in global R&D from Ireland. The first 6 steps are directly relevant to both FDI and indigenous companies with the 7th step focused on navigating corporate structures, specifically.

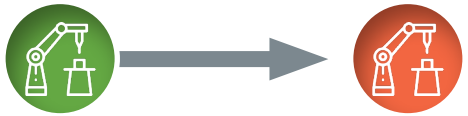
The guide commissioned by the Irish Medtech Association and jointly funded through the network encourages R&D uptake through a programme delivered by the network.

R&D capability and critical presence was identified as important in positioning and sustaining the Irish Medtech Sector at the forefront of global sector evolution.

Irish Medtech Skillnet will create visibility to the R&D landscape in Ireland allowing research match to industry, enabling efficient leveraging of R&D advances.

The network will emplace a range of innovation programmes from needs led innovation to commercialisation to support both Multinationals companies with a base in Ireland strategically building a fundamental R&D capability and to support SMEs/ innovative emerging co's/ Founders by providing access to a much wider customer base with all the tools necessary to deliver their Innovations and developments for future investment.

Irish Medtech Skillnet through these proposed developments and the Realising you R&D ambition 7 step programme will cultivate R&D growth for the sector.



Advanced Manufacturing & Digitalisation

The network developed and deliver a Masters in Digitalisation of Manufacturing. An industry-led programme developed in consultation with the Irish Medtech Association Advanced Manufacturing Working Group.

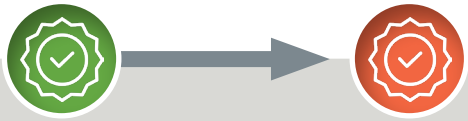
The primary objective is to develop a 'Digital Champion' within companies, who can focus on the integration and automation of systems, analysis of key data and the demonstration of opportunities and added value for the business.

The true business value of Digitalisation for companies is to enable them to embrace digital and keep pace with technological advancements.

Guiding Medtech companies to realise the opportunity that Digitalisation offers by identifying and eliminating skills gaps they need to fully embrace Advanced Manufacturing and Digitalisation.

Empower and equip the sector to adopt and optimise Advanced Manufacturing and Digitalisation as most relevant to their operations and strategic development in order to ensure they have the skills necessary to fulfil their objectives in this area.

Irish Medtech Skillnet is supporting these companies in coming to this point of clarity and are central to advising the sector in how best to close skills gaps in Advanced Manufacturing and Digitalisation.



Quality & Regulatory

Quality and Regulatory forms the cornerstone of our industry. The Irish Medtech Skillnet network has built an unparalleled reputation as a provider of industry-led QARA development training programmes. We offer ~30 QARA programmes, among them the MSc in Medical Technology Regulatory Affairs a programme designed to meet the growing requirements of companies in filling regulatory and quality assurance roles.

In Q1 2023 the network will deliver the first Accredited L9 Sterility Assurance programme in Ireland and Europe, developed and delivered by industry members.

For the Medtech sector, Medical Devices (MDR) and In-Vitro Diagnostic Devices (IVDR) Regulations have replaced Directives in place for over 25 years. The impact on the sector is very significant for both new and legacy devices.

Irish Medtech Skillnet is recognised for providing quality skills support and development content in the Quality and Regulatory area. It remains critically important for the sector that the skilled talent required to support the ongoing challenges is underpinned with the most advanced and relevant training interventions.

As a core, challenging and changing area of Medtech, we recognise the importance of continuing to provide cutting edge support in this area, adapting with industry needs in doing so, and expanding offerings into adjacent QARA segments such as clinical and sterility.

Management & Leadership

Irish Medtech Skillnet provides companies with Management, Leadership and Development training to enable their workforce grow capabilities in line with business needs.

The Network have developed and delivered strategic Leadership programmes that are critical to ensure that industry has the diversity in its leadership required to grow and sustain organisations.

The network supports many levels within an organisation from high potential undergraduates to senior management roles.

This will remain a core focus and we commit to engaging with the sector to continue to deliver quality support that provides impact for their teams and to do so in a flexible way that meets individual companies needs.

We commit to further development of the "Living Leadership" programme to cultivate the next generation of Female Leaders within industry in 2023 and beyond.

Responding to a strong industry appetite for formal mentoring and coaching programmes, we will embed a mentoring component into some existing programmes such as The Certificate in Management for Medtech Industries.

We will support organisations considering implementing a mentoring strategy, and will additionally pilot a new Neurodiversity programme.

Sustainability

The Network helped companies take their first steps to sustainability in collaboration with the First Polymer Skillnet in 2020. To ensure that companies can embed sustainability throughout the organisation we have built a consultative programme to develop a strategic culture of sustainability within companies, to ensure the company and its supply chain partners are aligning on sustainability goals.

This will remain an important focus and we commit to engaging with the sector to continue to deliver quality support that provides impact for their teams in a challenging time of rapid change.

With increased focus and more rigorous regulatory controls the sector needs support and guidance as they implement new sustainable policies and practices in their business.

Through development of programmes focused on the circular economy and sustainability such as the "Culture of Sustainability" programme, we will help companies achieve their sustainability goals.

Supporting Enterprise Excellence Framework Development

The Network have engaged with industry to develop an industry led Enterprise Excellence Framework to provide ongoing support to companies in all facets of their business.



The MÓR™ Enterprise Excellence Framework is centred on the principal of Enterprise excellence and features a series of Spokes to strategically apply those principals to all critical areas of the business including Talent, Digitalisation and Sustainability.

The Framework is actively in Pilot phase with a view to a roll out in 2023.

The Framework ongoing development led by industry and facilitated by the Network in collaboration with the Irish Medtech Association.

The MÓR™ Enterprise Excellence Framework will enable participating partners to empower their teams to reach their full potential, driving growth in the business.

Alignment of the Irish Medtech Skillnet network strategy to the Irish Medtech Association pillars

To achieve their ambition, the Irish Medtech Association has identified four strategic pillars:



Irish Medtech Association
Ibec

Innovation with Impact

Identify and align with industry trends and needs.

Focus on growth areas such as digitalisation and sustainability by expanding programmes in these areas, and offering more flexibility on current programmes such as (MEng) Masters in Digitalisation now structured for micro-credentialing.

Build and expand the remit of the 2019 "Realise your R&D strategy" co-funded by the Irish Medtech Association and the Irish Medtech Skillnet.

Increase knowledge and awareness of end-to-end funding and investment opportunities for medtech and healthtech sector to increase their chance of success through programmes such as WiFOR.

Talent to Thrive

Foster collaboration between the education providers and the medtech industry to strategically enable lifelong learning and develop the workforce with the skill areas most in demand now and in the future.

Assess, refine and expand the course catalogue.

Adapt current programmes for flexibility, responding to market trends and expectations.

Identify and meet emerging needs of industry with programmes such as the new Level 9 Sterility Programme (2023).

Promote our value proposition effectively and drive awareness in the market.

Improve the availability of the top programmes to support current and future skills needs across the medtech industry.

Increase allocation of funding and company participation in our programmes, and the programmes of other synergistic Skillnets such as Connected Health, Springboard and Apprenticeship programmes.

Complete a research project to benchmark future skill needs analysis to by 2023.

Excellence through Collaboration

As the medtech sector continues to evolve, its needs will become more complex and sophisticated. Irish Medtech Skillnet is poised to keep pace with each stage of this evolution and will continue to respond to the needs of the sector.

Launch next phase of Mór Model on Enterprise Excellence, offering a framework to support efficacy in all key business functions, starting with Talent Management.

Continue to work with industry, academia and the broader ecosystem.

Increase the number of engaged industry partnerships by actively growing our membership base.

Support efforts to establish and increase Ireland's brand, reputation and attractiveness to relevant stakeholders globally.

Competitiveness of the Ecosystem

Support industry's effort to develop and retain best in class talent to underpin the future success and competitiveness of medtech in Ireland.

Utilise the expansive supports that are available (funding) strategically and effectively.

Talent is the competitive differentiator and our skilled and agile workforce has been a pivotal component of our economic development to date - Irish Medtech Skillnet will continue to nurture this talent.

View the 2023 Course Catalogue at www.IrishMedtechSkillnet.ie



The Steering Committee of Irish Medtech Skillnet



Sinead Keogh

Director, Irish Medtech Association

Head of Sectors, Director Medtech & Engineering



Dr. Ann O'Connell

Head of Funded Projects Irish Medtech Skillnet



Annette Costello

Associate Program Manager, Technical Training, Stryker



Marguerite O'Sullivan

Director of Learning and Development, Johnson & Johnson

Chair of STEM South West



Lorraine Kirk

Human Resources Manager, Bellurgan Precision



Emma Kilgallon

Sr. Manager, HR West Pharmaceutical



Tony O'Reilly

Head of Engineering, MS&T Site Head, Alcon Engineering



Niamh Hunt

Strategy, Innovation & Deployment Lead, Joints Supply Chain, DePuy Synthes



Pat O'Neill

Managing Director, Zenith Adhesives



Joan Mulvihill

Digitalisation and Sustainability Lead, Siemens Ireland



Grainne O'Meara

Senior Director, HR Europe, Merit Medical



Sean Cooney

Snr. R&D Manager, Boston Scientific



Louise Mee

Training Development Specialist, Cook Medical



Caroline Clancy

Chief Financial Officer, CLS, CLS Medpharma



David Varden

Senior Director Manufacturing, Edwards Lifesciences



Padraic Broderick

Global People Development Officer, Transitions Optical

Irish Academic Institutions

UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

Ollscoil Teicneolaíochta an Atlantaigh
Atlantic Technological University

TUS
Technological University of the Shannon: Midlands Midwest
Ollscoil Teicneolaíochta na Sionainne: Lár Tíre Iarthar Láir

OLLSCOIL TEICNEOLAÍOCHTA BHAILE ÁTHA CLIATH
DUBLIN
TECHNOLOGICAL UNIVERSITY DUBLIN

MTU
Ollscoil Teicneolaíochta na Mumhan
Munster Technological University

Feedback from our Partners

Irish Medtech Skillnet offer us subsidised, high quality training, that drives high return on investment for the business. We have had some great results from it.



Grainne O'Meara
Senior Director,
HR Europe

MERIT MEDICAL

Irish Medtech Skillnet programmes have enabled us to build the skills we need to keep up with technology changes, and supported us on the journey to Digital Transformation,



Catherine Browne
Site Training Lead

Alcon

A great learning opportunity for those committed to leadership and advancement within the medtech sector.

Patrick Redmond
Managing Director,
Siemens Healthineers

SIEMENS Healthineers

Irish Medtech Skillnet are open, collaborative, and at the coalface of the industry they represent, with a deep knowledge of where the skills gaps are and how to fill them.



Yvonne Delaney
Director, Management
Development Unit

University of Limerick
Ollscoil Luimnigh

Linking manufacturing and high-quality knowledge centric services leads to so-called hybrid processes.
This Master of Engineering (Digitalisation of Manufacturing) provided me with the in-depth understanding of the core technologies to maximise these opportunities.

Patrick Ruane
Special Projects Director

Johnson & Johnson

We have been working with Irish Medtech Skillnet for years. They listen to industry, so they have an insight into what industry is looking for and can provide the catalyst and infrastructure to deliver it.



Seamus Lloyd
Facilities, Environmental,
Health & Safety Manager

COOK MEDICAL

About

Skillnet Ireland is a business support agency of the Government of Ireland, responsible for advancing the competitiveness, productivity and innovation of businesses operating in Ireland through enterprise-led talent development.

The primary objective of Skillnet Ireland is to increase participation in enterprise talent development by businesses and their workforces. We believe that talent development and upskilling are key elements in keeping businesses competitive in both a domestic and international context.

We also believe that learning and development significantly enhances the career mobility of the workforce. We partner with over 57 industry bodies that are either sectoral or geographically based and foster a networked and partnership-based approach that leverages Ireland's open culture of collaboration.

Skillnet Ireland focusses on the challenges of accelerating digitalisation, fostering innovative industry and academia collaboration and meeting the talent demands for building a low-carbon and sustainable economy.

Skillnet Ireland has successfully partnered with industry bodies and businesses for more than 20 years through our 70 Skillnet Business Networks of companies from the same sector or region.

Encouraging enterprise to lead the process in this way helps ensure that the upskilling programmes and business supports delivered through Skillnet Ireland are highly relevant to the needs of industry.

The Irish Medtech Association is the business association within Ibec representing the medical technology sector. The Irish Medtech Association has more than 250 members, located throughout the island of Ireland. The Irish Medtech Association is led by a Board of CEOs and Chief Representatives, it implements its strategy through working groups and taskforces.

As a supporter of collaboration, we uphold our responsibility to promote ethical business practices to ensure that engagement between industry and healthcare professionals is conducted in a transparent manner to deliver innovation that improves patient lives.

The Irish Medtech Association is the promoting organisation for the Irish Medtech Skillnet and Connected Health Skillnet. The objective of these national networks is to enhance Ireland's position as a global medtech and healthtech hub by developing a strong talent base and enhancing the specialised knowledge and skills that exist within the sector and allied sectors. Our Manufacturing Engineering and Polymer Technology Apprenticeship programmes are delivered across five Higher Education Institutions in Ireland.

Ibec is Ireland's largest lobby and business representative group. Our purpose is to help build a better, sustainable future by influencing, supporting and delivering for business success. With over 250 employees, Ibec engages with key stakeholders in Ireland and internationally through our six regional offices and our Brussels office, along with an extensive international network in the UK and US.

Ibec positions are shaped by our diverse membership, which range from small to large, domestic to multinational, and our 40 trade associations cover a wide range of industry sectors. Ibec members employ over 70% of the private sector workforce in Ireland. As well as lobbying, Ibec provides a wide range of professional services and management training to members on all aspects of human resource management, occupational health and safety, employee relations and employment law.

Acknowledgements

The Irish Medtech Skillnet, including its promoting organisation, Ibec's Irish Medtech Association would like to express a huge thank you to the experts that contributed to the strategy development process.

The strategy team conducted several one-to-one interviews and group interviews with national experts, including industry content experts, academics, content developers, consultants, and funding organisations. Over 50 network stakeholders, across various functions participated in five workshops, all of which helped shape the strategy. This strategy document was developed with direction from the Irish Medtech Skillnet and its promotional organisation, the Irish Medtech Association, for external use.

We would like to acknowledge the 5-month long body of research carried out by Pinta Consulting to collect the necessary information and collate the content to support the development of this comprehensive strategy. Pinta supported research and conducted interviews and meetings with Irish Medtech Skillnet stakeholders, so that we had a comprehensive body of information for the development of our strategy. Pinta's support was provided solely for the internal use of the Irish Medtech Skillnet. In providing their support, Pinta worked solely on our instructions and for our purposes.

We would also like to thank the following agencies and organisations for supporting the development process via one-to-one interviews:

- Skillnet Ireland
- Ibec
- IDA Ireland
- National Institute for Bioprocessing Research and Training
- National Standards Authority of Ireland
- Enterprise Ireland
- Science Foundation Ireland

Irish education/research institutions:

- University of Limerick (UL)
- Technical University of the Shannon (TUS)
- Atlantic Technological University (ATU)
- Technical University (TU) Dublin
- Tyndall National Institute
- University College Cork (UCC)
- University of Galway, (NUIG)

We would like to thank Ideation Marketing for the unyielding support provided throughout the process to deliver the new strategy document.



"Irish Medtech Skillnet is a valued talent advisor and a catalyst for skills transformation across all segments of the diverse Medtech sector, meeting organisation needs today & into the future."

Irish Medtech Skillnet

Learn more at www.irishmedtechskillnet.ie

Irish Medtech Association
Ibec

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Irish Medtech Skillnet is co-funded by Skillnet Ireland and network companies. Skillnet Ireland is funded from the National Training Fund through the Department of Further and Higher Education, Research, Innovation and Science.

Skillnet IRELAND

An Roinn Breisoideachais agus Ardoideachais, Taighde, Nuálaíochta agus Eolaíochta
Department of Further and Higher Education, Research, Innovation and Science

Co-funded by the European Union