



VICTORIA'S
INTERNATIONAL
HEALTH STRATEGY
2016 – 2020

*PARTNERING FOR A HEALTHY
AND PROSPEROUS FUTURE*



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Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

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ISBN 978-0-7311-6938-2 (pdf/online)

Available at www.health.vic.gov.au/about/health-strategies

Printed by TDC3 Richmond on sustainable paper (1509025)

MINISTERS' FOREWORD



Hon Jill Hennessy MP
Minister for Health
Minister for Ambulance Services



Hon Wade Noonan MP
Minister for Industry and Employment
Minister for Resources



Hon Philip Dalidakis MLC
Minister for Small Business,
Innovation and Trade

The Andrews Labor Government is committed to supporting our health sector to stimulate innovation and drive improvements in health outcomes for all Victorians. A crucial way of providing support is facilitating greater engagement with our international colleagues who are often facing the same health challenges as we do.

Victoria's unique and vibrant health system has many capabilities that are recognised globally, including our innovative clinical service delivery and medical research capability in a number of areas. Collaborating with our regional and international neighbours in developing new health care solutions gives us a strong chance of growth and improved services in Victoria.

The shared global disease burden is a key driver of increased international engagement and cooperation. For example, countries across the world are responding to the shift in causes of illness and death from infectious to chronic disease. Non-communicable causes now account for two-thirds of all deaths worldwide, although the dual burden of infectious and chronic diseases still exists within many communities.

This strategy sets a clear agenda to consolidate Victoria's position as a world leader in healthcare, acting as a lead partner delivering health reform across our region, and in the process delivering a significant boost to our economy and the sustainability of our own health care system.

This strategy seeks to leverage our current health system and industry advantages for the benefit of all Victorians.

Such advantages have been enabled by the Victorian Government's strong commitment to investing in health and medical research infrastructure over the previous 15 years.

The strategy supports and complements other strategic projects across the Victorian health innovation system including the *Future Industries Medical Technologies and Pharmaceuticals Sector Strategy*, the *International Education Sector Strategy* and the objectives of the Victorian Government's start-up initiative LaunchVic.

We look forward to joining with the very talented people and organisations in Victoria's health, aged care and health and medical research sectors to bring them together with international partners and form new and fruitful relationships and new health care solutions.

The global health market presents the Victoria's health system with unprecedented opportunities for technical and economic cooperation and improved health outcomes. Bilateral and multilateral agreements recognise growing demand for health and ageing related goods and services as common areas of focus. Strong, developed health systems and export-oriented countries such as Australia and particularly Victoria are well positioned to meet the growing demand for new knowledge and better solutions to our collective health care needs of the future.

CONTENTS

INTRODUCTION

Victoria's International Health Strategy 2016 – 2020 is the Victorian Government's plan to enhance existing approaches to reciprocal engagement with international partners across the health, health education, aged care and health and medical research sectors.

	PAGE
Introduction	3-6
<i>Victoria's International Health Strategy</i> at a glance	7
Our expertise	8
How we will deliver	9
High-growth markets in focus	10-12
CORE ACTIVITY: International Engagement	12-15
CORE ACTIVITY: Industry Development	16-22
CORE ACTIVITY: Knowledge Transfer and Innovation	23-25

INTRODUCTION

Our state is eager to look outward to the world and to work with our neighbours in resolving the health challenges we all face, such as rising incidence of disease and an ageing population. With one of the most highly developed health systems in our region, we have an opportunity to share our knowledge, to innovate and learn from others and enter into commercial partnerships that provide jobs for our health workers at home.

We have developed a thriving and innovative healthcare system that delivers world-leading care and services to our metropolitan and rural populations, and now it is time to engage in sharing our lessons and expertise with our international partners to support the health and productivity of communities worldwide.



INTRODUCTION

CONTINUED

The Victorian Government's plan will leverage Victoria's world class healthcare system, leading training organisations, and health research leadership to grow a vibrant health goods and services export industry that will allow us to develop and strengthen our ability to take care of Victorians.

This plan offers our neighbours new opportunities for deepened relationships, joint ventures and

public private partnerships, technology transfer agreements and other collaborative undertakings that will enable the delivery of innovative and improved health solutions to communities across the region. It also offers our own health organisations a framework within which they can come together and make the most of their significant expertise and capability.

VICTORIA'S INTERNATIONAL COMPETITIVENESS

<p>SUCCESS: VICTORIA IS A LEADER IN HEALTH SYSTEM DESIGN AND DELIVERY</p>	<p>Australia's healthcare system is ranked third in the world and Victoria leads health-related reform in Australia, with the Australian Government rolling out Victoria's model for hospital funding across the country.</p>
<p>WORLD LEADING MEDICAL RESEARCH</p>	<p>Victoria has world-renowned universities, health services, and medical research institutes – creating a landscape that encourages discovery, innovation and clinical improvement.</p> <p>Melbourne's Parkville Precinct is ranked in the top five precincts for biomedical excellence in the world and the University of Melbourne and Monash University are in the top five biomedical universities in the Asia-Pacific region.</p>
<p>A GREAT PLACE TO DO BUSINESS</p>	<p>Melbourne has been accredited as a Safe City by the World Health Organisation and the Economic Intelligence Unit has rated Melbourne as the world's most liveable city for five years running. The Victorian health system is underpinned by a stable economy that has held a AAA credit rating for over 10 years.</p>
<p>HIGH QUALITY EDUCATION, TRAINING, AND WORKFORCE DEVELOPMENT</p>	<p>Victoria has a vibrant education and training sector and is an important global provider of health related training courses.</p>

Victoria has a world-class healthcare system, with demonstrated excellence in:



Health System Design & Delivery



Healthcare Infrastructure



Medical & Clinical Services



Aged Care



International education and workforce development



Health and medical research



Biotechnology, medical technology and pharmaceuticals

Within our public and private health services, Victoria has significant capabilities that are in demand from international partners looking to develop their own

health systems. The opportunities are present, but taking advantage of them will require a strategic focus and coordinated approach.

INTRODUCTION

CONTINUED

THE CHALLENGE FOR VICTORIA

Victorian health experts have had significant success on an individual organisation basis in complex and competitive overseas markets. Examples of these successes are highlighted through this document. However, there is an opportunity to support more of our health organisations to participate in these markets. We will work to ensure that all Victorian health service organisations understand the growing international demand for their expertise, and support these organisations to attract investment, and grow exports and jobs. Collaborating regionally with developing nations is not only good geopolitics, improving health outcomes for ourselves and others, it will also diversify the revenue streams available to our health services, increase innovation within our health system, and ultimately benefit all Victorians.

Building this capability requires a coordinated approach. Accordingly, this strategy will bring together developed health-related industries with Victoria's excellence in health system design and service delivery in a single, coordinated focus: **to build the capability of our health system to engage internationally for the benefit of all Victorians.**

Victoria's International Health Strategy 2016 – 2020 proposes a staged approach to developing the Victorian health sector to respond to demand, maximising the engagement potential of organisations already well-connected internationally, while simultaneously developing less export ready health sector organisations. Victoria will utilise its significant trade and investment program, including Victorian Government Business Offices in key locations around the world to promote our unique capabilities, ensuring equity of access to international partnership opportunities across all of metropolitan and regional Victoria.

With the support of existing Government initiatives, such as the Premier's Jobs and Investment Panel, the Regional Development and Infrastructure Fund and *Partnership for Prosperity: Victoria's China Strategy, Victoria's International Health Strategy 2016 – 2020* aims to develop and improve Victoria's international health system capability and competitiveness.

The strategy aligns and intersects with several other Victorian Government initiatives including the recently released *Future Industries Medical Technologies and Pharmaceuticals Sector Strategy* and the *International Education Sector Strategy*. Accordingly, implementation of these complementary initiatives requires co-ordinated, cross-government collaboration with an appropriate governance structure. This will be facilitated and overseen by an Inter-departmental Committee comprising staff from the Department of Health and Human Services, the Department of Premier and Cabinet, and the Department of Economic Development, Jobs, Transport and Resources.

IMPORTANCE TO THE VICTORIAN ECONOMY

Our health system is vital to the Victorian economy. 12 per cent of Victorians are currently employed across the healthcare sector. In addition:

- the Victorian healthcare sector has a gross value added contribution to the Victorian economy of over \$30 billion per annum.
- the healthcare sector is Victoria's largest and fastest growing source of employment (Boston Consulting Group, 2015).
- Victorian public and private health systems employ over 130,000 Victorians, with approximately 77,000 Victorians employed in the public health system.
- exports of healthcare and biosciences services and goods, generated revenue of \$2.4 billion in 2013 and over 10,000 Victorian jobs are associated with these exports (Bremer 2014).
- In the 2014-15 financial year, Victorian life sciences companies generated revenue estimated at \$9.9 billion (including revenue earned overseas by Victorian companies). (Blake Industry and Market Analysis 2014).
- commercial research and development by the biosciences sector exceed over \$800 million per annum in 2014 (Blake Industry and Market Analysis 2014).

INTRODUCTION

CONTINUED

WORKING WITH AND LEARNING FROM INTERNATIONAL PARTNERS

Healthcare service needs are expanding exponentially in the Asia-Pacific region, particularly in China and Southeast Asia. These jurisdictions have made it clear they are interested in partnering with Victorian expertise as they seek to manage rapid expansions in their systems. Victoria is in a strong position to meet rising healthcare demand in the Asia-Pacific. The Victorian Government and industry have capitalised on our geographic advantage to build strong government-to-government, medical research institute, health service and hospitals and business linkages with international partner jurisdictions in the Asia Pacific. *Victoria's International Health Strategy 2016 - 2020* extends upon these relationships, to form new partnerships and better connects our health sector directly with international opportunities.

Our strengths can be applied across the spectrum of health and aged care. Our capacities range from the design of facilities and training for health staff and medical specialists, to the use of the latest medical treatments and ongoing management of care facilities. In the biomedical sciences, there is significant demand to commercialise research findings and bring new technologies to market. Many of Victoria's academic and research institutions are international leaders, having delivered breakthroughs in medical research over several decades. There is significant interest from China and others across the Asia-Pacific region to partner with our institutions to facilitate knowledge and technology transfer.

Additional future collaboration will bring mutual benefits for reciprocal learning and development, boosting workforce knowledge and capacity and increasing access to new technologies and innovation. Through this collaborative work, Victoria's own health system will benefit from responding to these evolving demands.

BETTER HEALTH OUTCOMES

By driving engagement and investment, *Victoria's International Health Strategy 2016 - 2020* seeks to encourage an innovation culture in Victoria and internationally. It aims to improve the productivity of healthcare systems through mutually beneficial engagement. Bringing Victorian organisations together to pursue this common goal will build relationships that will facilitate the long-term sustainability of our health system. The impact of this will be improved health outcomes for Victorians.

Victoria's International Health Strategy 2016 - 2020 primarily seeks to strengthen and sustain the Victorian health sector, building its capacity and capability to ultimately deliver better health outcomes for all Victorians.

International engagement provides a mechanism to achieve this aim through:

- building Victoria's health workforce capability through economic growth and job creation
- gaining access to new treatments and clinical services through participating in clinical trials
- evaluating new service and delivery models
- supporting regional Victoria to respond competitively
- access to additional streams of revenue for health services
- exposure to an increased scale and breadth of activity, including treatment of international full-fee paying patients
- undertaking quality benchmarking in partnership with international health services.

Victoria's International Health Strategy 2016 -2020 will actively ensure that these benefits are realised while protecting the primary role of Victoria's health system, which is to deliver the best possible health outcomes for the Victorian community. Pursuing these opportunities must not impact Victorian patients. In particular, public health services will respond only where it is determined that there is capacity to do so without any disruption of service delivery to Victorians.

VICTORIA'S INTERNATIONAL HEALTH STRATEGY AT A GLANCE

Vision

Victoria creates significant economic benefits through global leadership in healthcare, health education, aged care and health and medical research.

Objectives

1. To sustain and improve the Victorian healthcare system and outcomes for all Victorians through international engagement and industry collaboration
2. To create additional jobs and economic growth for Victoria by boosting investment, industry development and exports



International Engagement

Deepen relationships with international partners

Promote Victorian capability

Build our reputation as a health and medical event destination

Develop international alumni networks

Industry Development

Build Victorian health industry export networks

Build the export capability of the Victorian health sector

Develop an international engagement strategy for Victorian health services and related providers

Knowledge Transfer and Innovation

Build a framework for treating international patients in Victoria

Enhance Victoria's participation in clinical trials

Build a network of sister universities, hospitals and health services

OUR EXPERTISE



Health System
Design & Delivery



Healthcare
Infrastructure



Medical &
Clinical Services



Aged Care



Education
& Workforce



Health &
Medical Research



Biotechnology,
Medical Technology
& Pharmaceuticals

HOW WE WILL DELIVER

We will focus on practical actions to improve the capabilities and competitiveness of Victorian organisations and to make it simple for international partners who seek to work with the Victorian health sector.

We will create an environment that encourages collaboration and innovation within our own health system.

We will bring together market and industry experts to advise government on the best way to develop our industry and grow our international market share.

We will work with parts of the health system that are ready to engage internationally, strengthening their capability and providing a platform for growth.

We will ensure that health organisations with a less developed ability to engage and in particular, health organisations across regional Victoria, are provided with opportunities to connect to and learn from others.

We will work to identify and foster the unique capabilities within our health system, building capacity and ensuring access to the opportunities provided through working with international partners.

The actions are in three key areas:

1. International Engagement

– These actions will promote the Victorian health system, (including aged care, health education and biomedical science sectors) to international markets, strengthen ties with established partners and build new links.

2. Health Industry Development

– These actions will develop new sources of revenue for health services through raising awareness of international opportunities and building Victoria's capability to respond.

3. Knowledge Transfer and Innovation

– These actions will encourage service delivery and research partnerships that bring new ideas and growth into our health system.

SUPPORTING IMPLEMENTATION OF VICTORIA'S INTERNATIONAL HEALTH STRATEGY

Victoria is Australia's leader in medical research. On merit and performance Victorian institutions are regularly awarded more than 40 per cent of funding from the independent experts, the National Health and Medical Research Council (NHMRC), to drive leadership and excellence the Victorian Government will establish the Science, Medical Research and Technology panel. This panel will provide strategic advice to industry, research organisations and government agencies on:

- Fostering international health partnerships and opportunities and accessing international health markets
- Commercialising research knowledge
- Accelerating ideas to industry
- Maximising contributions from the investment and philanthropic sectors
- Securing patents and maximising return on investment
- Fostering international health partnerships and opportunities.
- Accessing more markets - nationally and internationally.

The Science, Medical Research and Technology panel will be led by the inaugural Parliamentary Secretary for Medical Research, Mr Frank McGuire MP and will comprise leading scientists, academics, clinicians and industry experts.

The panel will link to the aforementioned inter-departmental governance mechanism and work in conjunction with the Parkville Precinct Partnership Committee to best develop the collective capability of the precinct for international markets.



Mr Frank McGuire MP
Parliamentary Secretary
for Medical Research

HIGH-GROWTH MARKETS IN FOCUS

NORTH AMERICA

- Healthcare spending amounted to 16.5% of GDP in 2015
- Biomedical R&D expenditures in the United States in 2007-2012 totalled over \$730 billion*.

INDONESIA

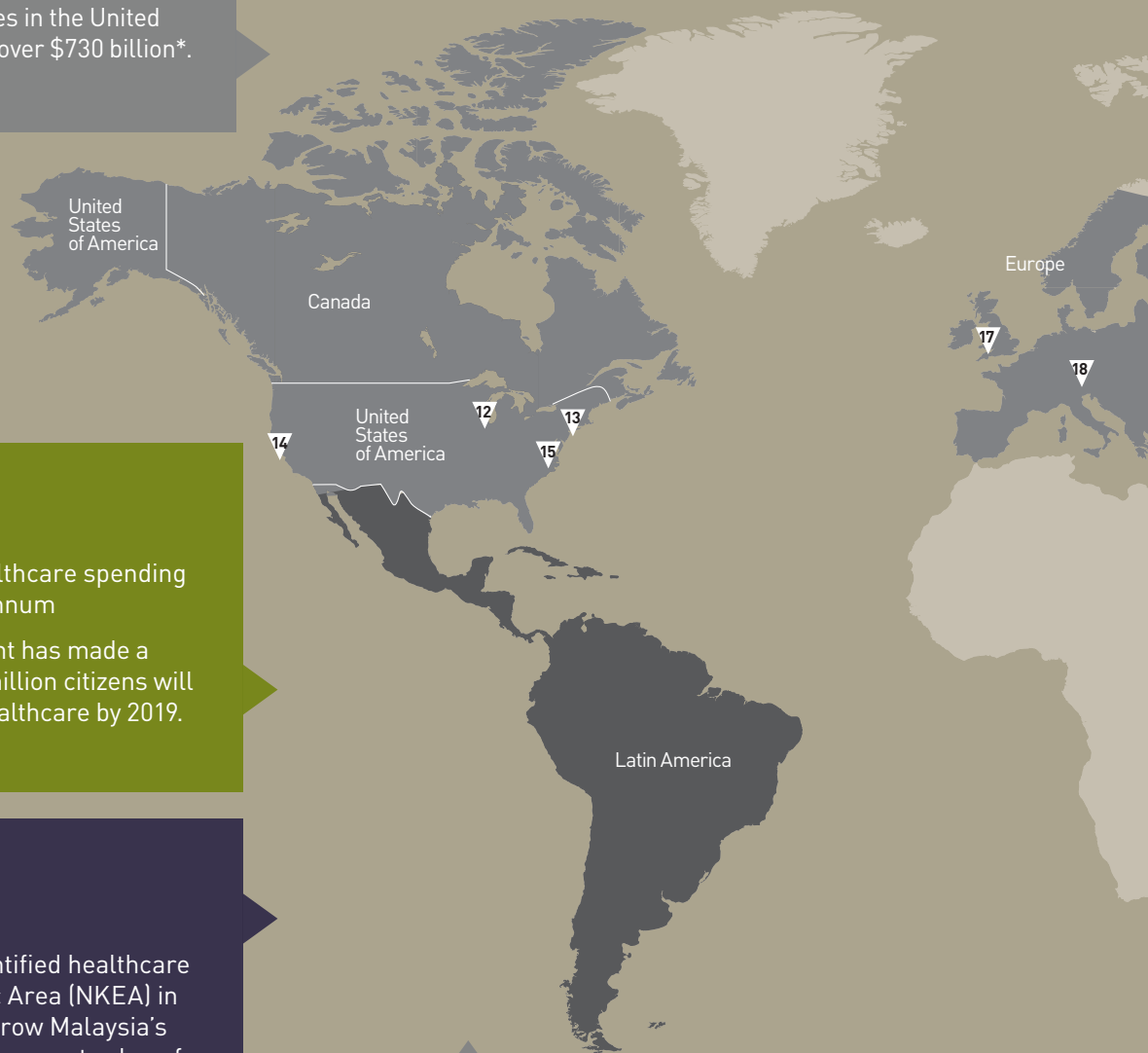
- Indonesia's per capita healthcare spending is increasing at 14% per annum
- The Indonesian Government has made a priority to ensure all 250 million citizens will be covered by universal healthcare by 2019.

MALAYSIA

- Malaysia's government identified healthcare as a National Key Economic Area (NKEA) in 2010. The NKEA plan is to grow Malaysia's healthcare market from its current value of US\$10bn to nearly US\$14bn by 2020
- Malaysia has a two-tiered health system: a government universal healthcare scheme covering approximately 60% of Malaysians and a private healthcare system.

MIDDLE EAST

- Healthcare expenditure in the Middle East continues to soar on the back of rapid population growth and the large burden of lifestyle-related diseases.
- The Saudi Arabian Government has identified investment in health infrastructure as a priority and there are more than 100 hospitals under construction.
- Individuals from the Middle East and North Africa (MENA) region spend US\$15bn a year travelling abroad for medical care.



LATIN AMERICA

- The growing needs of the rural Latin American population is driving innovation in health service provision, including development of a telemedicine system. Latin America already spends a higher share of GDP on healthcare than Asia. Efforts to roll out universal healthcare will push spending even higher.

*New England Journal of Medicine January 2014.

INDIA

- Total health care spending is projected to rise at an annual rate of over 12%, from an estimated \$96.3 billion in 2013 to \$195.7 billion in 2018.
- India has one of the world's highest numbers of diabetes sufferers, at more than 65 million individuals.
- To match bed availability to the standards of more developed nations, India needs to add 100,000 beds this decade.

CHINA

- Expenditure on healthcare is forecast to rise to \$US1 trillion by 2020.
- Current priorities for the Chinese healthcare system include the implementation of activity-based funding – an area of Victorian expertise and leadership.
- The China–Australian Free Trade Agreement (ChAFTA) will permit Australian suppliers to establish aged care institutions in China.



TARGET MARKETS

Efforts will be targeted according to different market segments:

MATURE MARKETS (Tier 2)



HIGH-GROWTH MARKETS (Tier 1)



MONITOR MARKETS (Tier 3)



Currently the largest and most valuable markets and the destination of the bulk of Victorian exports and inward investment in the health sector.

Continue resource allocation to match demand in each of these markets and enhance existing relationships.

Markets where there is potential to significantly increase Victoria's market share.

Focus efforts and promotion on the most valuable segments of Victorian expertise and increase the number of Victorian organisations engaging.

We will allocate the majority of our effort to these markets.

Relatively small markets for Victoria, which have future potential but currently offer a low return on investment.

Continue to build relationships and access the potential for proactive investments.

We will work with our Victorian Government Business Offices overseas to ensure that Victoria can take advantage of opportunities as they arise.

▼ Indicates the VGBO locations

CHINA

1. Beijing
2. Chengdu
3. Hong Kong
4. Nanjing
5. Shanghai

INDIA

6. Bangalore
7. Mumbai

JAPAN

8. Tokyo

KOREA

9. Seoul

MALAYSIA

10. Kuala Lumpur

INDONESIA

11. Jakarta

USA

12. Chicago
13. New York
14. San Francisco
15. Washington DC

UAE

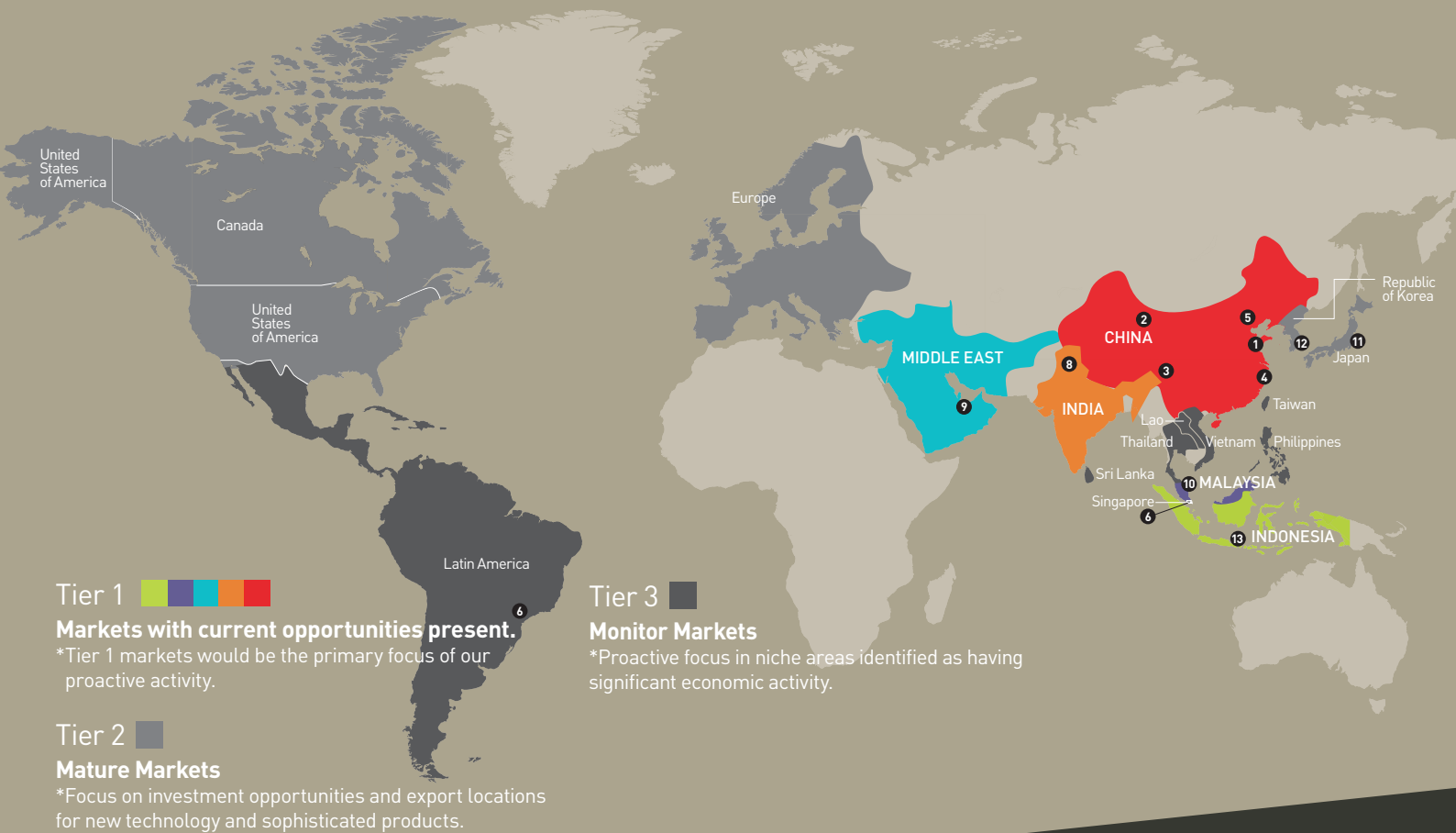
16. Dubai

UK

17. London

EUROPE

18. Frankfurt



Tier 1

Markets with current opportunities present.

*Tier 1 markets would be the primary focus of our proactive activity.

Tier 2

Mature Markets

*Focus on investment opportunities and export locations for new technology and sophisticated products.

Tier 3

Monitor Markets

*Proactive focus in niche areas identified as having significant economic activity.

○ Indicates Memorandum of Understandings and Trade Missions

- CHINA**
1. Jiangsu Province, (Sister City relationship)
 2. Gansu Province
 3. Sichuan Province, (Premier Andrews has committed to establishing a sister city relationship within 2016)

4. Zhejiang Province
 5. The Chinese National Health Development and Research Centre
- SINGAPORE**
6. Tan Tock Seng Hospital

- BRAZIL**
7. Paraná State, BRAZIL (Memorandum of Understanding focusing on 5 research areas)
- INDIA**
8. New Delhi

9. THE UNITED ARAB EMIRATES
10. MALAYSIA
11. JAPAN
12. KOREA
13. INDONESIA



CORE ACTIVITY

International Engagement

To boost exports, investment and jobs, we will continue to engage with international markets to increase Victoria’s presence, and additionally, provide specific support around particular health industry segments and develop new jurisdictional partnerships. This will ensure Victoria is seen as a premium source of expertise and an attractive destination for investment. We will coordinate our activities and make best use of the international network of Victorian Government Business Offices to support international businesses, investors and organisations who want to engage or partner with Victorian expertise. We will provide a professional, timely and responsive service to international partners who approach us.

THE NATIONAL TRAUMA RESEARCH INSTITUTE

The National Trauma Research Institute, a collaboration between Alfred Health and Monash University, has a history of pro bono and commercial international collaborations that provide clinical, technical and technological training and education. Alfred Health has assisted in the establishment of Emergency and Critical Care Medicine in India and Sri Lanka.

They have also assisted with the establishment of the first Trauma Centres in Sri Lanka, Southern China and, in the near future, Southern India and Saudi Arabia. Victoria served as a model for the establishment of the United Kingdom Trauma System.

DEVELOP RELATIONSHIPS WITH INTERNATIONAL PARTNERS

We will strengthen Victoria's already good government relationships in many jurisdictions. We will work to support all relationships (government-to-government, government-to-business and business-to-business) in health, aged care and health and medical research.

We will:

- lead strong health related trade missions, focusing on high-level meetings with government and business leaders in target markets.
- deepen government-to-government relations, delivering against the Memorandums of Understanding in place with the Chinese provinces of Jiangsu, Nanjing, Gansu, Sichuan and Zhejiang and develop Memorandums of Understanding with additional high growth potential jurisdictions.
- establish a government official exchange program and bilateral visits program to strengthen health policy relationships, demonstrate strengths of the Victorian health and aged care system.
- facilitate expert dialogue and exchange sessions – Victorian health and aged care policy officials, sector executives, academics and medical researchers will engage with overseas market experts.

PROMOTE VICTORIAN CAPABILITY

- develop material that highlights Victoria's health capabilities such as that created for China, Japan and Indonesia and develop and provide additional material targeted at particular industry segments.
- create and deliver a program of significant inbound and outbound trade missions to showcase Victorian expertise across the health sector, and expand this program in line with identified priority markets. This will include government-to-government relations and private sector partnerships.

EXISTING RELATIONSHIPS

- Jiangsu is Victoria's oldest sister-state relationship with over 36-years of successful co-operation. Our productive relationship was further strengthened recently by the signing of a Memorandum of Understanding aimed at enhancing health workforce capability building.
- The newly created exchange program includes training in Victoria for Jiangsu medical doctors and will open the possibility for exchange for Victorian specialists in the fields of neurology, oncology, psychiatry, pharmacy, physiotherapy, occupational therapy and dental science.
- Sichuan Province in Western China has one of the highest GDP growth rates in China, increasing by an average of 13 per cent each year from 2005-2013. In September 2013, a Victorian Government Business Office (VGBO) was opened in Chengdu, the first of any Australian state government. In the same year, Sichuan Airlines began direct flights from Chengdu to Melbourne. Direct flights contributed to a 24 per cent increase in visitors to Australia from Sichuan in the first year. Development of a sister state relationship with Sichuan province will draw on Melbourne's status as the world's most liveable city, and Chengdu's recognition by the Asia Development Bank as mainland China's most liveable city.
- Victorian Premier, Daniel Andrews witnessed the signing of agreements between the Victorian Government and the Jiangsu and Sichuan Provinces recently while he was in China. The agreements will enable new healthcare training programs for Victorian General Practitioners and allied health professionals, joint ventures in bio-medical research and assistance to Jiangsu Province to support the development of its aged care, primary and community health sectors. Further areas of collaboration stated in the agreement between Victoria and Jiangsu include:
 - Aged care capacity building
 - Primary and community health system development
 - General Practitioner (GP) training
 - Healthcare management training
 - Allied health (paramedical) professionals training
 - Bio-medical research
 - Facilitation of bilateral investments
 - Medical specialist training and exchange programs

VICTORIA'S CAPABILITY ASSISTING INTERNATIONAL PARTNERS

A Victorian expert in health workforce regulation has been engaged by the Ministry of Health, (Vietnam) in Hanoi to conduct a review of Vietnam's licencing system for health practitioners and health facilities. Victorian experts in health workforce regulation have also been involved with the World Health Organisation's Western Pacific Regional Office in a number of initiatives aimed at developing a regional focus to strengthen health workforce regulation in the Western Pacific Region.

There is significant potential for the Victorian Government to play a leadership role within the region in relation to health workforce regulation and health facilities licensing and accreditation, particularly given the World Health Organisations interest in these areas and the relationships already forged with the Ministry of Health, (Vietnam) and other governments in the region.

BUILD ON VICTORIA'S REPUTATION AS A HEALTH AND MEDICAL EVENT DESTINATION

Melbourne and Victoria are already leading destinations for health and medical conferences. We will continue to build on this reputation to secure future health and medical conferences and support organisations that have already chosen Melbourne as their destination.

Over the next six years, Melbourne has secured 42 health and medical conferences, with 55,000 attendees anticipated (60 per cent international) and an estimated economic benefit of \$270 million to Victoria.

We will:

- work with the Melbourne Convention Bureau to build a robust and comprehensive pipeline of opportunities and attract significant conferences to Melbourne.
- complement the existing Club Melbourne Ambassador Program by deepening engagement with Victorian health services, clinical networks and medical research institutes to collaboratively bid for major international conferences.
- support conference hosts who have already chosen Melbourne as their destination by offering business connection services, seminars and health and research facility site visits to add to their experience in Victoria.

DEVELOP ALUMNI NETWORKS

Developing connections with international alumni of Victorian institutions will promote Victoria's healthcare expertise and forge stronger cultural and business links.

We will:

- work with Victorian universities, health services, clinicians, companies and medical research institutes to identify and engage ex-Victorian students and employees working in international markets.
- broaden Victoria's hosting of targeted alumni events in international markets from an institution specific alumni focus to a whole of Victoria networking approach.

We will strengthen our health sector through establishing collaborative industry networks.

Currently Victorian health sector exports are a multibillion dollar industry. The majority of this revenue comes from the health-related international education sector, as well as a strong contribution from medical technology and pharmaceutical companies.

There is considerable potential to increase export activity from other parts of the sector. By presenting the opportunities to all Victorian health sector organisations ready to engage internationally, as well as building capability and readiness to engage for all Victorian health sector organisations, with a priority focus on regional Victoria, we will utilise the brand awareness of our flagship centres of excellence to promote a pipeline of opportunity that the entire Victorian health system can participate in.

BUILD VICTORIAN HEALTH INDUSTRY EXPORT NETWORKS

Partnership and collaboration are central to *Victoria's International Health Strategy 2016 – 2020*. We will create several networks to connect international demand with Victorian organisations, to work collaboratively on shared challenges.

We will establish health industry export networks in the following areas:

- Education and Workforce
- Health System Design & Delivery
- Health & Medical Research
- Senior Living and Aged Care

These networks will allow us to harness and focus government activities and resources in a coordinated and productive framework to support economic growth.

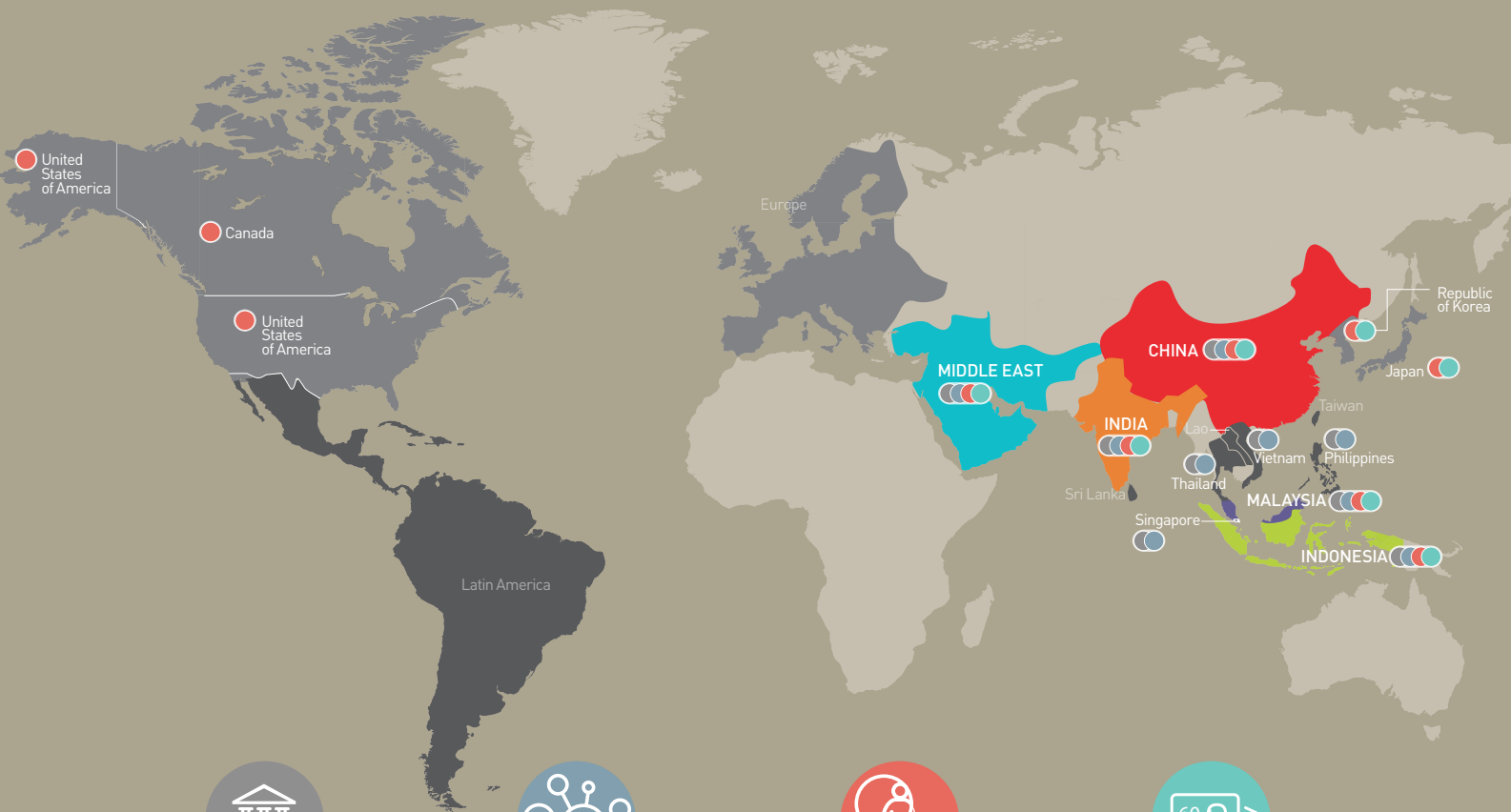
The networks will also:

- efficiently connect Victorian organisations to overseas partners for commercialisation, collaboration, investment and exports.
- scale up efforts from supporting individual companies, to build a platform that will enable multiple companies to become more competitive together.
- encourage Victorian organisations to work together and form partnerships so they can bid as a consortia for major overseas projects.
- promote better linkages between smaller and larger companies (including experienced exporters), allowing doors to be opened to international opportunities for smaller providers.
- enable the formation of a coordinated critical mass to respond to international opportunities.
- engage in focused industry development activities relevant to each individual network.

Each network will work together to form market entry strategies and a targeted long-term export strategy.

Industry Development continued

INDICATES NETWORKS



Education & Workforce



Health System Design & Delivery

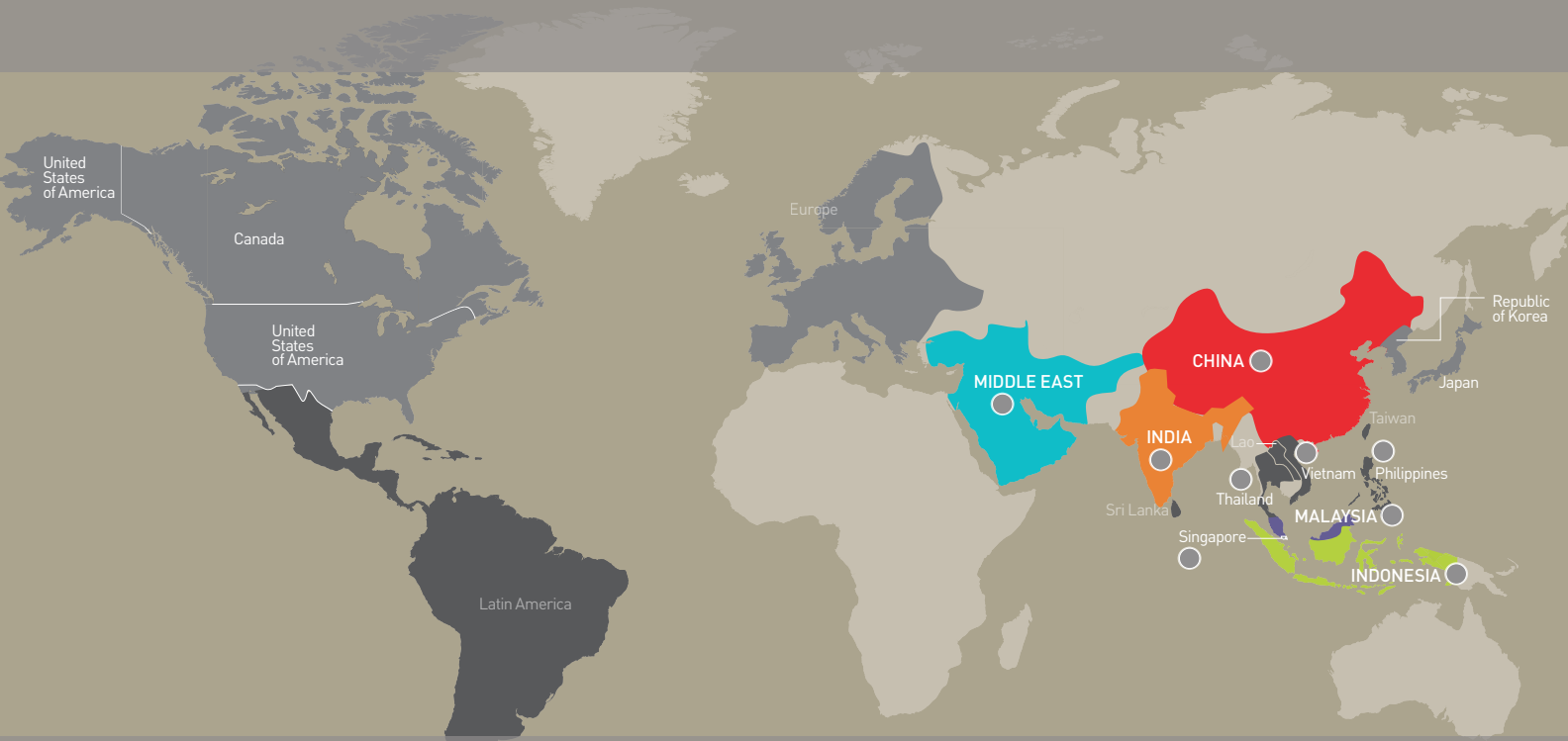


Health & Medical Research



Aged Care

MIDDLE EAST	MIDDLE EAST	MIDDLE EAST	MIDDLE EAST
CHINA	CHINA	CHINA	CHINA
MALAYSIA	MALAYSIA	MALAYSIA	MALAYSIA
INDONESIA	INDONESIA	INDONESIA	INDONESIA
INDIA	INDIA	INDIA	INDIA
VIETNAM	VIETNAM	-	-
PHILIPPINES	PHILIPPINES	-	-
SINGAPORE	SINGAPORE	-	-
THAILAND	THAILAND	-	-
-	-	JAPAN	JAPAN
-	-	KOREA	KOREA
-	-	US/CANADA	-



Industry Development
continued

NETWORK ONE: EDUCATION & WORKFORCE



MIDDLE EAST | CHINA | MALAYSIA | INDONESIA | INDIA | VIETNAM | PHILIPPINES | SINGAPORE | THAILAND

ACTION	SUPPLY SIDE (INDUSTRY DEVELOPMENT)	DEMAND SIDE (INTERNATIONAL ENGAGEMENT)
1. Identify opportunity	Map capability for education, training and workforce development across higher education, vocational education & training, registered training organisations, professional bodies and health services	Continue to identify opportunities for Victorian organisations to engage, through creation of government-to-government or organisation-to-organisation partnerships
2. Increase participation	Build a network of Victorian health education providers at all stages of trade readiness Foster network members to take a consortia approach to international engagement, increasing capability to engage in trade across the network	Promote consortia approaches to engagement Market the full range of Victorian capability Connect the education and workforce network to education specialists in the Victorian Government Business Office network Leverage Victorian alumni and diaspora
3. Promote engagement	Implement trade readiness programs for network members Manage education and workforce specific inbound and outbound trade missions	Manage education and workforce specific inbound and outbound trade missions
4. Foster innovation	Use network-based consortia approach to create bespoke education and training products for market	Work with international partners and health and education specialists in the Victorian Government Business Office network to identify requirements for tailored training products
5. Strengthen relationships	Develop the network in line with Victorian clinical networks and clinical training networks	Deliver against government-to-government agreements



Industry Development
continued

NETWORK TWO: HEALTH SYSTEM DESIGN AND DELIVERY



MIDDLE EAST | CHINA | MALAYSIA | INDONESIA | INDIA | VIETNAM | PHILIPPINES | SINGAPORE | THAILAND

ACTION	SUPPLY SIDE (INDUSTRY DEVELOPMENT)	DEMAND SIDE (INTERNATIONAL ENGAGEMENT)
1. Create further opportunity	<p>Map areas of competitive advantage (for example, funding models, workforce regulation, facilities design and management)</p> <p>Network metropolitan and regional health services to build experience and capability in international market opportunities</p>	<p>Facilitate industry response to known opportunities – for example, activity based funding model development for target markets, development of quality, performance, safety and governance systems</p> <p>Continue to test the strength of Victoria’s competitive advantage in key target markets</p> <p>Continue to work to build key strategic relationships with international government agencies seeking to reform their health systems</p> <p>Provide strategic and high level advice on health system reform</p>
2. Promote Victorian health sector capabilities to international markets	<p>Work within existing structures to increase the profile of international engagement opportunities</p> <p>Continue to develop and formalise a network of health industry experts, system managers, policy and regulatory experts and health service executives</p> <p>Create a capability directory based upon the expertise of network members</p>	<p>Continue to negotiate MOUs with key government agencies seeking to reform their health systems</p> <p>Position Victoria within these MOUs as a key strategic advisor in health system re-design</p> <p>Market the full range of Victorian capability</p> <p>Connect experts in health system design to the Victorian Government Business Office network</p>
3. Increase the ability of a broader range of Victorian agencies to participate in market	<p>Work with Victorian public health services to develop an international engagement plan in line with key identified opportunities</p> <p>Create opportunities for network members at varying stages of trade readiness to learn from and support one another</p> <p>Provide training and development strategies to improve the ability of public health services to operate commercially in overseas markets</p>	<p>Manage inbound and outbound trade missions, both general and specialty focussed</p> <p>Support network members to engage directly with health system managers internationally through targeted program of trade missions and business matching</p> <p>Market core areas of Victorian competence in target markets and via Victorian Government Business Offices</p>
4. Transfer knowledge	<p>Explore further opportunities for remote service delivery via simulation, tele-medicine, or exchanges</p> <p>Share knowledge of international health system reform initiatives gained through international engagement across network members, complementary industry structures, and government</p>	<p>Assess health system development in international markets to determine readiness to utilise Victorian strengths</p> <p>Identify opportunities to work collaboratively with international partners on shared health system challenges</p> <p>Facilitate knowledge transfer and innovation exchange through these partnerships, and through a program of clinical exchanges</p>
5. Create new products and services for market	<p>Create new product and service offerings in response to identified international demand for future licencing and franchising to emerging markets</p>	<p>Identify international demand for tailored products and services that respond to health service needs</p> <p>Take developed products to new markets</p>



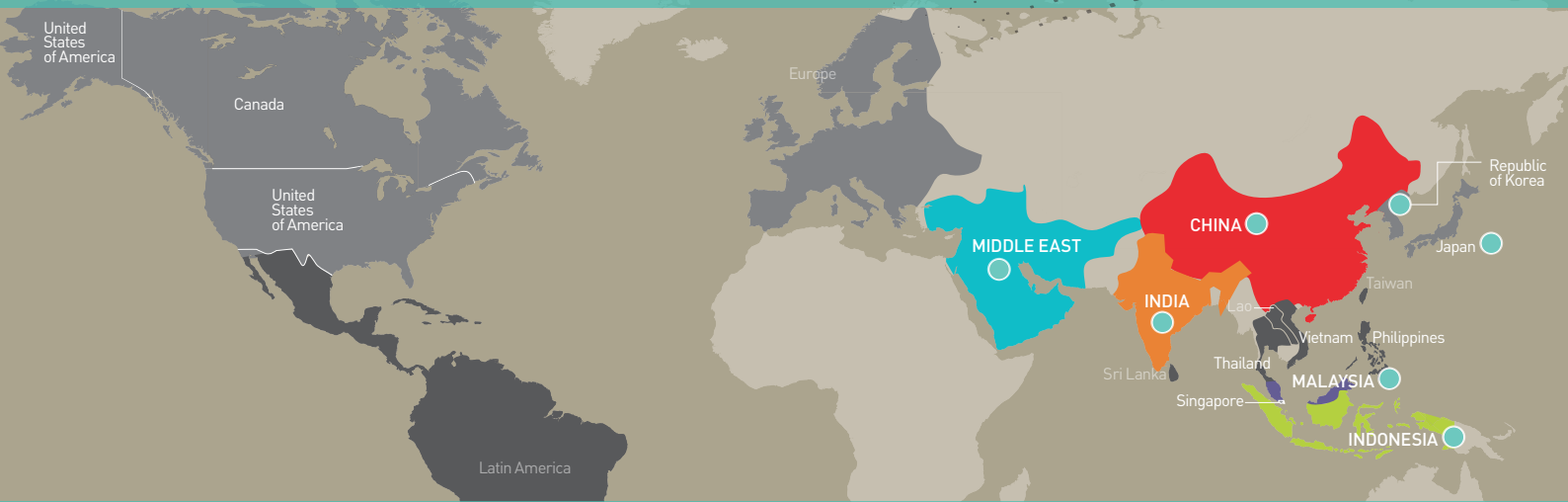
Industry Development continued

NETWORK THREE: HEALTH AND MEDICAL RESEARCH



MIDDLE EAST | CHINA | MALAYSIA | INDONESIA | INDIA | JAPAN | KOREA | US/CANADA

ACTION	SUPPLY SIDE (INDUSTRY DEVELOPMENT)	DEMAND SIDE (INTERNATIONAL ENGAGEMENT)
1. Capture high value opportunities	Promote health and medical research achievements to the investment and philanthropic sectors in Australia and abroad Enhance Victoria's world-leading clinical trials system	Continue to identify opportunities for Victorian organisations to engage, through the creation of government-to-government or organisation-to-organisation partnerships
2. Increase participation and promote engagement	Systematically use existing health and medical research networks to enhance engagement and build scale Assist health and medical research organisations to participate in trade missions	Connect health and medical research networks to medical technology and pharmaceuticals experts in the Victorian Government Business Office network Manage targeted health and medical research specific inbound and outbound trade missions
3. Foster innovation	Develop an advanced convergence science capability Optimise big data and informatics Integrate research, education and healthcare Improve IP protection and commercialisation of research	Work with international partners to identify needs related to: Collecting, accessing, sharing and analysing data Convergence-enabled research capability Research translation
4. Develop the health and medical research workforce	Provide an environment that facilitates education, training and career development Work with industry to develop an education and training program to upskill researchers and clinicians in innovation management	Work with international partners to identify mutual opportunities for: Clinical exchanges Industry-based training/learning Internships scholarships
5. Increase access to research funding and improve translation	Stimulate research industry engagement and accelerate ideas to industry Maximise funding from the Commonwealth Government, international investors, industry and venture capitalists	Facilitate formal agreements through MOUs Deliver against government-to-government agreements



Industry Development
continued

NETWORK FOUR: AGED CARE



MIDDLE EAST | CHINA | MALAYSIA | INDONESIA | INDIA | JAPAN | KOREA

ACTION	SUPPLY SIDE (INDUSTRY DEVELOPMENT)	DEMAND SIDE (INTERNATIONAL ENGAGEMENT)
1. Meet demand/create shared solutions health system challenges arising from an ageing population and changing demographics	Facilitate dialogue between institutions and support collaborative approaches to these common challenges Support international partnerships to expedite breakthroughs for key areas of challenges, for example, in dementia research	Continue to support Victorian aged care and senior living organisations to deliver innovative solutions to international demand Actively market Victoria’s ability to provide end-to-end solutions to meet demand for aged care and senior living services
2. Support network members to respond collectively to opportunities	Identify and prepare Victorian aged care organisations with capabilities in facilities design and management, operational management, and workforce development and regulation Encourage collaboration between organisations to build the critical mass needed to bid for major international projects Work with aged care industry to identify and remove where possible regulatory and operational barriers to participation in international markets	Market the full range of Victorian capability in aged care and senior living Connect the network with appropriate international partners and trade specialists in the Victorian Government Business Office network and AusTrade
3. Facilitate relationship development	Showcase positive trade experiences via online media and inbound trade missions Develop network members’ ability to engage in international partnerships	Facilitate aged care and senior living-specific inbound and outbound trade missions Foster the establishment of ‘sister’ institution partnerships Encourage and support clinical exchanges between sister institutions
4. Promote innovation	Explore opportunities to import innovative aged care solutions developed via international partnerships Work with Alzheimer’s Australia to explore interactive learning opportunities for aged carers	Utilise strengths of network members to work collectively on innovative solutions to common challenges in aged care Assist international partners to develop quality standards and regulatory frameworks suitable for implementation in target markets
5. Strengthen relationships	Develop the network, utilising the expertise and market profile of existing members to participate in international opportunities Facilitate forums for sharing knowledge and in market experiences	Leverage international reputation of established industry players to support new market entrants Facilitate opportunities for international engagement

BUILD THE CAPABILITY OF THE VICTORIAN HEALTH SECTOR TO EXPORT PRODUCTS AND SERVICES.

Specific capability programs will assist Victorian health-related organisations to engage internationally and access new markets and opportunities, building on existing Victorian Government programs.

We will:

- extend these programs to priority health sector organisations (public health, regional health services, aged care services).
- provide export business advisory and capability-building services.
- organise and promote inbound and outbound trade missions.
- support Victorian organisations to attend international tradeshows.

DEVELOP AN INTERNATIONAL ENGAGEMENT STRATEGY FOR VICTORIAN HEALTH SERVICES AND RELATED PROVIDERS.

All Victorian health services can participate in international engagement opportunities. Regional Victoria in particular offers a rich diversity of experience to international visitors.

We will:

- support health services in developing an international engagement strategy.
- engage with health services on how they can provide services to international partners including:
 - providing one-off advice and consultancy.
 - training and development programs.
 - establishing and delivering clinical services to patients directly in an overseas market.
 - providing operational and management oversight.
- analyse the growth challenges for segments of Victorian expertise, particularly in regional Victoria and across public health services, and identify opportunities to improve economic growth.

Governments and health providers across the globe are looking for better health outcomes for the people they serve. Victoria can provide expertise to support maturing health systems.

We will continue to assist Victorian health services to grow revenue from international sources, increase access to clinical trials and formalise global links with international health services to drive innovation and best practice information sharing.

BUILD A FRAMEWORK FOR TREATING INTERNATIONAL PATIENTS IN VICTORIA

Victoria's International Patient Access Policy will ensure that revenue generated from international sources is reinvested in innovation and improvements for the Victorian health system. This will improve the quality and speed of treatments for Victorian patients.

We will position Victoria as a leading location to provide high-end clinical services to full-fee paying international private patients. This will provide more revenue for Victorian health services to treat more Victorians.

We will engage with Victorian public and private health services and other key stakeholders to:

- implement an international patient access policy that protects the primacy of Victorian patients.
- this policy will be developed in consultation with Victorian health sector stakeholders, and be aligned with the requirements of the performance and financial framework within which state government funded health sector entities operate.
- inform decisions on the range and price of procedures to be offered by Victorian health services.

→ develop a platform to coordinate and link international patients with Victorian health services.

→ ascertain areas of expertise within Victorian health services that can be delivered remotely to international private patients such as teleconsultations, diagnostics, screening and testing of samples.

ENHANCE PERFORMANCE IN CLINICAL TRIALS

- International activity also provides opportunities to learn from world-leading health systems. International evidence shows that participating in clinical trials leads to improved patient outcomes.
- We aim to increase the number of clinical trials in Victoria by implementing a detailed plan developed in consultation with Victorian health and medical research sectors. We will work with the Victorian Government's Office of Health and Medical Research to increase Victoria's performance in clinical trials.

The Burnet Institute is an independent, Australian, not-for-profit research institution that links medical research with public health action. Burnet focuses on innovative discoveries, such as the development of new vaccines and diagnostic tests, and improving the use of existing best practice health information. Melbourne-based Burnet has long established offices in Myanmar, Papua New Guinea and Laos. It is also actively involved in various research and project activities throughout the Asia-Pacific region including in China, Fiji, India, Sri Lanka, Timor-Leste and Thailand.

Working with the Victorian, Commonwealth and Jiangsu governments, Burnet and investment partners Beijing GuoMinHinhe Group established Nanjing BioPoint to translate research and technologies into commercially viable products that address urgent and unmet medical needs in the developing and developed world.

Knowledge Transfer and Innovation continued

The ASPREE (**ASP**irin in **R**educing **E**vents in the **E**lderly) is a joint Australia-US clinical trial funded by the US National Institutes of Health and co-ordinated by Monash University and the Berman Centre in Minneapolis (US). About 16,700 Australian participants (the majority from Victoria) are being studied to determine whether low dose aspirin extends disability-free survival in the elderly. With the rapid ageing of the population this has become an important question in preventative health.

Through the addition of several sub studies ASPREE will also provide an important source of data about more general aspects of healthy ageing such as vision, hearing, mental health, dental health and cognitive decline. Bio-Specimen collection, funded by CSIRO and the US National Cancer Institute, will provide information to help disease prediction and early diagnosis.

The ASPREE study is contributing \$60 million to Victoria and will help establish the State as one of the few sites internationally with the proven capability of undertaking large-scale community based studies of new preventive interventions

BUILD A NETWORK OF SISTER HOSPITALS AND UNIVERSITIES

Many Victorian health services already have strong relationships with sister institutions in other countries. We will encourage the formation of further collaborations to develop strategic opportunities in areas of quality benchmarking, medical research, workforce development and clinical services.

A renewed focus on establishing and enhancing existing sister institutions will provide opportunities to expedite new treatments and global medical advances to Victorian patients.

We will:

- identify new opportunities for Victorian health services to partner with world-leading health institutions.
- support increased benchmarking with international leaders on quality and safety.
- facilitate dialogue between institutions and support solutions to common challenges.
- encourage and support clinical exchanges between partner institutions.
- identify and support research partnerships to contribute to breakthroughs in healthcare delivery.

Knowledge Transfer and Innovation continued

Victorian universities have strong links internationally across both research partnerships and student mobility programs. The University of Melbourne has bilateral agreements in place with international institutions that span 35 countries and views international collaboration as an essential part of its continued growth and development.

RMIT has established the China-Australia International Research Centre for Chinese Medicine. This Centre conducts high-impact traditional and complementary medicine research, contributing to the provision of evidence-based healthcare. The Centre builds on a long history between RMIT University and the Guangdong Provincial Academy of Chinese Medical Sciences and aims to advance traditional Chinese medicine education and research.

Through long-term commitment and a collaborative approach to partnerships, Monash University has established important strategic links in the Middle East with academic institutions, industry and government. Contributing to the region's health and education sector innovation, Monash has partnered with the University of Dammam, Princess Nora bint Abdulrahman University in the Kingdom of Saudi Arabia and Fatima College of Health Sciences in the UAE, to introduce contemporary education and training approaches in Medicine, Occupational Therapy, Physiotherapy, Medical Imaging, Pharmacy and Paramedics undergraduate programs. Monash's engagement with the region also incorporates on-shore projects at the university's campuses and health facilities in Victoria. The university provides innovative learning opportunities for visiting students and access to cutting-edge simulation training. Students also experience clinical skills training and observerships at partner health facilities. These opportunities extend to visiting academics in the form of workshops, professional development and access to world-class research platforms. The scope of Monash's engagement demonstrates the potential for Victorian involvement in transforming health care education in the region by maximising the value of existing and new partnerships.

Alfred Health has assisted in the establishment of Emergency and Critical Care Medicine in India and Sri Lanka, established the first Trauma Centres in Sri Lanka, Southern China and in the near future Southern India and Saudi Arabia. Victoria served as a model for the establishment of the United Kingdom Trauma System.

Alfred Health has also supported the training of several thousand medical and nursing staff in trauma reception and resuscitation in India, Sri Lanka, China (including Hong Kong), The Philippines, Myanmar, Vietnam and Singapore; and facilitated the establishment of Trauma Registries to analyse current care and to measure the impact of interventions.

