



## IMPROVING HEALTH CARE ACCESS AND NETWORK PERFORMANCE THROUGH MEDICAL TECHNOLOGIES

Submission for the  
2026-2027 Pre-Budget Consultations  
of the Quebec Minister of Finance

January 26, 2026

## About Medtech Canada

Medtech Canada is the national association representing over 120 medical technology companies from Quebec, Canada, and around the world. These companies develop, manufacture and supply equipment, devices, digital solutions and services that are essential to enable diagnostics, treatment and the sustainability of health care.

In Quebec, the medical technology industry generates over 12,000 highly skilled jobs. It also develops and deploys solutions to help the health care network meet the needs of patients and professionals in a context of increasingly strained resources.

Medtech Canada works closely and collaboratively with governments, health care professionals, institutions, patients, and institutional partners to support a well-functioning, accessible, and sustainable health care system. Our association constructively partners with public bodies to responsibly and effectively integrate medical technologies into the system in a way that adds value, improves patient outcomes, and optimizes resources.

For these pre-budget consultations, Medtech Canada wants to contribute its industry's expertise to propose concrete and pragmatic solutions that reinforce the capacity of Quebec's health care system while putting patients and workers at the forefront of health care decisions.

## Foreword

Dear Minister Girard,

For these pre-budget consultations, Medtech Canada's goal is to constructively contribute to deliberations on the future of Quebec's health care system. The current context—characterized by increasing strain on resources, growing needs from an aging population, and high expectations surrounding care access and quality—demands pragmatic and sustainable solutions.

Accordingly, our association would like to raise a number of issues that directly affect the network's performance, such as constant pressure on workers, the difficulty of optimizing available resources, cumbersome procurement administration processes, the slow integration of innovations, and the need to fully and coherently deploy the digital transition. These challenges have a concrete impact on both access to care and the ability of institutions to effectively respond to patient needs.

Medtech Canada firmly believes that medical technologies are essential to meet these challenges. When effectively integrated into health care, they can improve clinical outcomes, support care teams, optimize patient pathways, and bolster the system's sustainability.

This is why Medtech Canada wants to work with the government—and particularly with Santé Québec—to contribute to discussions on how to improve the network's efficiency, provide insight on the optimal use of medical technologies, and support the adoption of approaches that promote innovation, clinical performance, and the sound management of public resources. Our association is also providing its industry's expertise to support the analysis of the operational and administrative barriers that currently impede these objectives.

We hope that the recommendations in this submission will inform your work and help strengthen Quebec's health care system so that it is more accessible, more efficient, and resolutely turned to the future.

Thank you for your consideration.



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Olivier Bourbeau  
Vice-President, Quebec  
Medtech Canada

## Summary of recommendations

1. Help front-line services and hospitals adopt and deploy proven medical technologies more quickly by adjusting procurement and funding practices to improve care access, network efficiency, and service quality.
2. Maintain and secure investments for the digital health record (DSN) to ensure that it is deployed coherently across the network while prioritizing interoperability, data quality, and systems that truly support clinical decision making.
3. Align the development of the DSN with the expertise of Quebec and Canadian companies through partnerships that provide secure and effective solutions that are tailored to the needs of the health care network and adapted to its existing equipment.
4. Develop procurement practices so that tender evaluations incorporate clinical value, patient outcomes, and the total care-pathway cost rather than just the initial purchase price. The goal is for the health care sector to implement both types of procurement processes—i.e. value-based and life-cycle-based—developed with the Public Markets Secretariat and published in the December 2025 follow-up report on the public procurement innovation space (*Rapport de suivi de l'Espace Innovation des Marchés publics*).
5. Encourage the inclusion of innovation in calls for tender by promoting more open procurement mechanisms and greater collaboration between clinical teams, procurement managers, and industry partners so that purchasing decisions reflect in-the-field needs and the network's performance targets.
6. We urge and continue to ask that the counter-measures against the U.S. tariffs not be applied to health care procurement to ensure that Quebec's health care supply chain is not further compromised, as U.S. tariffs have already created supply chain challenges.
7. Reduce and streamline non-essential administrative steps in procurement processes for medical technologies while avoiding new requirements with no proven benefits and accelerate access to solutions with clinical and organizational value.
8. Provide the Institut québécois de la science, des soins et des services sociaux (IQSSS) with simplified and transparent mechanisms for submitting and assessing diagnostic technologies, accompanied by clear support for companies, to reduce delays and uncertainty while maintaining high quality and safety standards.
9. Accelerate the integration of high-value-added diagnostic technologies for prevention and early diagnosis to improve front-line care and reduce the pressure on emergency services.
10. Provide adequate and predictable financial support for the implementation of the Québec Life Sciences Strategy in order to meet its goals and maximize the benefits of the announced investments for the medical technology sector and health care network.
11. Maintain and strengthen collaboration mechanisms between the industry and government as specified in the Strategy in order to identify and remove operational barriers to innovation adoption, particularly for medical technology companies in the commercialization phase.

## Accelerate access to front-line care and surgery

Access to front-line care and surgery services is still one of the major challenges facing Quebec's health care system. Persistent wait times to see a health care professional, obtain a

diagnosis, or undergo surgery have direct impacts on patients' quality of life, the workload of clinical teams, and overall system costs.

Given current labour shortages and the increasing pressure on hospital capacity, care access cannot be improved through additional human resources alone, as this will also require a more strategic use of medical technologies to increase the network's operational capacity, reduce chokepoints, and provide concrete support for clinical teams in their daily practice.

Medical technologies—such as diagnostic solutions, triage and clinical-decision support tools, procedure instruments, or digital solutions that support care organization—optimize the patient pathway, reduce wait times, and ensure that the right care is delivered at the right time and in the right place.

Introducing and deploying these technologies more quickly would be an essential springboard for improving access to front-line care and surgery and would contribute to overall system performance and a better use of available resources.

#### **Recommendation 1**

**Help front-line services and hospitals adopt and deploy proven medical technologies more quickly by adjusting procurement and funding practices to improve care access, network efficiency, and service quality.**

### **Maintain and expand the digital health record (DSN)**

The deployment of the DSN is one of the most important structural projects for the future of Quebec's health care system. Seamless, secure, and timely access to quality data is essential to support clinical decision making, improve care coordination, and optimize the patient pathway across all points of care.

Investments in recent years have led to significant progress in this area. However, the DSN cannot be leveraged to its full value if it is not consistently deployed with interoperability in a way that is aligned with the network's clinical, organizational, and technological realities. Data quality, reliability, and usability must remain top priorities to avoid multiple duplicate systems or fragmented solutions.

Quebec and Canadian medical technology companies possess recognized expertise in digital solutions, interoperability, cybersecurity, and health data use. Increased collaboration with these stakeholders will not only enhance the DSN's performance but also support local innovation and the integration of solutions that are tailored to the network's needs.

#### **Recommendation 2**

**Maintain and secure investments for the digital health record (DSN) to ensure that it is deployed coherently across the network while prioritizing interoperability, data quality, and systems that truly support clinical decision making.**

#### **Recommendation 3**

**Align the development of the DSN with the expertise of Quebec and Canadian companies through partnerships that provide secure and effective solutions that are tailored to the needs of the health care network and adapted to its existing equipment.**

## Modernize health procurement

The current budgetary context and growing pressure on Quebec's health care system call for a full modernization to procurement practices. While historically focused on unit price and administrative compliance, procurement practices must shift toward a more strategic approach that can support innovation, improve clinical outcomes, and optimize the use of public resources, for example, through the use of patient-centred funding (PCF).

Medical technologies play a key role in health-care-system performance through not only their cost of acquisition but above all their impact on the entire care pathway. A procurement approach that does not consider clinical value, the total care-pathway cost, or patient benefits risks slowing down the adoption of innovations that could nevertheless generate efficiency gains.

Modernizing health care procurement means using better qualitative, clinical, and economic criteria in calls for tender while upholding the principles of transparency, fairness, and the sound management of public funds. This evolution is essential to allow Quebec and Canadian medical technology companies to offer innovative solutions that are adapted to the network's needs and aligned with the health care system's performance targets.

While we strongly support Quebec and Canadian medical device manufacturers and are working hard to minimize the impacts they may experience from U.S. tariffs, Quebec cannot limit the medical device options available for our own health care system and our patients, as this impact would be too disruptive. We must remember that a person is at the other end of every medical device and that we must prioritize patient care above all.

### Recommendation 4

Develop procurement practices so that tender evaluations incorporate clinical value, patient outcomes, and the total care-pathway cost rather than just the initial purchase price. The goal is for the health care sector to implement both types of procurement processes—value-based and life-cycle-based—developed with the Public Markets Secretariat and published in the December 2025 follow-up report on the public procurement innovation space (*Rapport de suivi de l'Espace Innovation des Marchés publics*).

### Recommendation 5

Encourage the inclusion of innovation in calls for tender by promoting more open procurement mechanisms and greater collaboration between clinical teams, procurement managers, and industry partners so that purchasing decisions reflect in-the-field needs and the network's performance targets.

### Recommendation 6

We urge and continue to ask that the counter-measures against the U.S. tariffs not be applied to health care procurement to ensure that Quebec's health care supply chain is not further compromised, as U.S. tariffs have already created supply chain challenges.

## Simplify administrative processes and boost efficiency

Given the great strain on public finances and persistent labour shortages, the efficiency of Quebec's health care system heavily depends on the network's ability to reduce administrative hurdles and optimize and standardize its internal processes. Duplicate and non-essential steps, validations, and administrative requirements slow access to care, increase team workloads, and delay the integration of innovative solutions that are nonetheless available. In summary: Santé Québec must be given the necessary leeway to make the network more efficient.

In the field, medical technology companies have seen how complex, fragmented, or redundant processes keep the network from adopting innovations that could improve its clinical and organizational performance. These administrative barriers use up significant resources on the part of both institutions and suppliers without necessarily creating added value for patients or health care professionals.

Simplifying administrative processes would mean systematically reviewing non-essential steps, more effectively aligning regulatory requirements with system performance targets, and making full use of digital tools and information systems. This approach would not only increase efficiency but create an environment that is more conducive to innovation and continuous care improvement.

### Recommendation 7

**Reduce and streamline non-essential administrative steps in procurement processes for medical technologies while avoiding new requirements with no proven benefits and accelerate access to solutions with clinical and organizational value.**

## Facilitate the assessment and integration of diagnostic technologies

Diagnostic technologies play a central role in the efficacy of the health care system in the areas of early diagnosis, immediate treatment response, and better-informed clinical decisions. Timely access to powerful diagnostic tools is an essential component of prevention and an essential way to reduce complications and optimize care pathways, particularly on the first line and in hospitals.

Despite the strategic importance of these tools, current mechanisms for evaluating and integrating diagnostic technologies can be complex, time-consuming, and difficult to navigate for companies in the sector. These delays and administrative constraints in turn slow patient and clinician access to tools that are nevertheless essential, all while hindering innovation as well as the adoption of new solutions in the network.

In these circumstances, the future Institut québécois de la science, des soins et des services sociaux (IQSSS), as described in Bill 7 (which is currently being studied by the National Assembly and aims to merge the INESSS and the INSPQ), represents a major opportunity to review and improve mechanisms to assess technologies and practices. This type of structure could play a key role in the adoption of approaches that are more agile, that are risk-proportionate, and that are better aligned with the clinical and organizational needs of the health care system.

Facilitating the assessment and integration of diagnostic technologies for this new body would not only accelerate access to essential prevention and patient-treatment tools but also strengthen the network's ability to address public health issues by accelerating the availability of innovative diagnostic solutions and stimulating private investment in this sector in Quebec.

#### **Recommendation 8**

Provide the Institut québécois de la science, des soins et des services sociaux (IQSSS) with simplified and transparent mechanisms for submitting and assessing diagnostic technologies, particularly when introducing new diagnostic tests, accompanied by clear support for companies, to reduce delays and uncertainty while maintaining high quality and safety standards.

#### **Recommendation 9**

Accelerate the integration of high-value-added diagnostic technologies for prevention and early diagnosis to improve front-line care and reduce the pressure on emergency services.

### **Support the implementation of the Québec Life Sciences Strategy**

The Québec Life Sciences Strategy 2025-2028 (the Strategy) is a welcome forward-looking initiative for the province. It clearly recognizes the strategic role of the life sciences—including medical technologies—in health-care-system performance and economic development against the backdrop of increased international competition and supply-chain security issues.

By targeting support for innovation, company growth, clinical research, local production, and market access, the Strategy has established a coherent framework that addresses the realities of the sector. For medical technology companies, it creates excellent conditions for investment in Quebec-developed solutions and their commercialization and integration while reinforcing the existing innovation ecosystem.

However, its real impact will depend on its implementation and, above all, on the financial resources infused into the Strategy over the long term. To produce the expected impacts, the announced commitments must translate into stable, predictable, and sufficient financial support that is aligned with the health care network's priorities. This approach will not only boost the Strategy's credibility but also maximize its benefits for patients, professionals, and the health care system as a whole.

#### **Recommendation 10**

Provide adequate and predictable financial support for the implementation of the Québec Life Sciences Strategy in order to meet its goals and maximize the benefits of the announced investments for the medical technology sector and health care network.

#### **Recommendation 11**

Maintain and strengthen collaboration mechanisms between the industry and government as specified in the Strategy in order to identify and remove operational barriers to innovation adoption, particularly for medical technology companies in the commercialization phase.

## Conclusion

Quebec's health care system is at a pivotal juncture. The challenges of care access, pressure on workers, and an aging population call for structural choices and a greater ability to more effectively utilize existing mechanisms. Medical technologies are key to tackling these challenges, but only if they are assessed, adopted, and deployed with clear and effective frameworks.

Through this submission, Medtech Canada has sought to highlight practical avenues of action to improve the network's performance, support clinical teams, and optimize care pathways. Whether the issue is access to first-line care and surgery, the shift to the DSN, procurement modernization, the simplification of administrative processes, or the integration of diagnostic technologies, these recommendations all target the same goal: to help the health care system perform better with available resources.

The Québec Life Sciences Strategy is a forward-looking framework to strengthen innovation, support companies in the sector, and promote the integration of high-value-added solutions into the health care network. Its implementation is an opportunity to better align economic policies with health care system priorities for the benefit of patients, professionals, and the community.

Again, Medtech Canada reiterates its desire to work closely with the Quebec government and all stakeholders and use its industry's expertise to continuously improve the health care system. At a time when the network must undergo a profound transformation, medical technologies are a structurally impactful way to support this shift, but only if assessment, procurement and integration frameworks are adapted to current realities. The forthcoming budgetary guidelines will be an opportunity to cement these foundations and create a health care system that can sustainably evolve to benefit both patients and professionals.