2024–2025 Annual Business Plan

Strategic pillar	Annual priorities	Workplan activity
1. Anticipate (Enable Future-Ready Health Care)	A. Identify and assess the most promising advances in biomedical science	1. Advance health economics processes and activities for health technology assessments, including: • convening HTA health economics tables to update economic methods issues • refining health economic guidance, requirements, and guidelines, and developing new tools • assessing the viability of the quality-adjusted life-year (QALY) as a continued best practice.
		2. Understand health system priorities in Canada through targeted population research by completing: • an environmental scan of different preference analyses for health systems to identify important elements • a preference tool (discrete choice experiment) to pilot interim preferences for specific populations (e.g., pediatrics, health system payers versus patient populations) • the creation of a protocol for an expanded pan-Canadian approach.
	B. Position health technology assessment (HTA) as an enabler for innovation to meet changing system needs through collaboration with the life sciences and biotech industries	1. Take a fit-for-purpose approach to reimbursement reviews and create a streamlined focused review framework that reduces efforts while ensuring a quality output by eliminating components that are less meaningful in generating a funding recommendation and develop criteria for when this pathway will apply.
		2. Coordinate discussion and develop an action plan on emerging technologies and approaches to screen for, diagnose, and treat Alzheimer disease through stakeholder engagement and a coordinated drug and health system action planning approach.
	C. Adapt our methodologies and analyses to include additional perspectives and considerations, including equity, environmental, and patient perspectives	1. Enhance and evolve the patient engagement strategy by: • formalizing the new Patient Partner Community • refreshing the Patient and Community Advisory Committee (PCAC) mandate and terms of reference • expanding capacity for purpose-focused planning and engagement, including multistakeholder and partner engagement and consultation.
		2. Enhance patient and clinician engagement for sponsored and nonsponsored reimbursement review processes by: • identifying and implementing revisions to the current template based on feedback from patient groups • implementing input mechanisms for patients and clinicians for the algorithm development process.

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		3. Support paced implementation of artificial intelligence (AI), including: • the creation of mechanisms for expert guidance and staff learning • the development of guidance and related processes, where relevant, for staff, for sponsors, and for the assessment of AI-embedded technologies • enhanced information searching using AI to expand and optimize our information services search capacity • adapting and using technologies to appraise evidence with AI methods • developing test cases for the use of AI-driven technologies, including the assessment of an AI-driven technologies that use the digital health assessment framework and the use of AI in radiology.
		4. Continue to evolve and mature the Post-Market Drug Evaluation Program by developing and executing on a pilot proposal to address terms and conditions associated with market authorization.
	D. Invest in understanding and integrating the knowledge, history, perspectives, and realities of First Nations, Inuit, and Métis people	1. Advance reconciliation with Indigenous Peoples and integrate inclusion, diversity, equity, and accessibility (IDEA) processes and practices into our work by: • developing strategies and action plans based on Board-approved reconciliation and IDEA declarations • exploring approaches to integrating IDEA, decolonization, and inclusion of Indigenous and equity-deserving perspectives into the organization's work through procurement, engagement, and program-specific opportunities • initiating a process to cocreate an Indigenous advisory mechanism and learn from this to build options for an IDEA advisory mechanism • adopting leading, safe practices to welcome Indigenous people to our events.
		2. Assess the feasibility of using the Post-Market Drug Evaluation Program to address Indigenous-specific queries in ways that are consistent with the reconciliation statement, engagement strategy, and guidance provided by Indigenous health leaders.
2. Innovate (Unleash the Value of	A. Adapt to the changing regulatory and reimbursement environment across Canada	1. Extend the pilot of the Formulary Management Expert Committee (FMEC) to review drugs for rare diseases and therapeutic classes, and support life cycle management, as well as use the committee as a testing ground for innovations to inform the evolution of expert committees.

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Technology Across its Lifespan)		2. Develop a new program that identifies and addresses gaps in formulary management with a core focus on later stages in the drug life cycle, which would provide decision-makers with new or updated recommendations to manage drug expenditures. This will be accomplished through: • revisiting previous drugs with a "do not list/reimburse" recommendation that are beyond exclusivity for nonsponsored reassessments • exploring a fit-for-purpose review product that provides payers with recommendations for formulary management of drugs in later stages of their life cycle (e.g., de-adoption) • formalizing the "implementation" phase of HTA recommendations, with a focus on advice products and to support the implementation of expert recommendations, such as provisional funding panel algorithms.
	B. Assess the value of health technologies across the product life cycle	1. Develop a process for the assessment of single device submissions following external consultation that incorporates learnings from the single device test and learn from our recent experience in reviewing a single device.
	C. Innovate and collaborate on the use of real-world evidence	1. Support the National Strategy for Drugs for Rare Diseases through: • dedicated core capacity to provide customized pharmaceutical analyses and recommendations • an enhanced line of sight into the rare disease pipeline • time-limited expert committee recommendations regarding newborn screening • coordination, targeted competitive funding, and implementation of standards and guidance to address quality and governance of disease-based registries in Canada.
	D. Catalyze new and expanded partnerships to maximize efficiency and reduce duplication	1. Evaluate the effectiveness and efficiency of advisory committees and propose a future model.
	E. Increase the transparency of our processes and improve access to information and meetings	1. Optimize the functioning of the deliberative committees by incorporating best practices to ensure consistency in deliberations to inform their recommendations by: • assessing, prioritizing, and implementing successful innovations from FMEC deliberations • enhancing the input evidence and methods used for deliberations • refreshing reports by leveraging the deliberative framework with a focus on clear, concise, and consistent presentation of the information that is most relevant to committee deliberations and supports greater transparency and usability.

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3. Transform (Catalyze Health System Change)	A.	Focus efforts on initiatives that offer the highest value to system leaders while balancing growing demands with our finite resources	1.	Prioritize and implement recommendations from the lean review with a focus on reducing timelines, the efficient use of resources, and streamlining processes and tools.
			2.	Implement the recently announced Canadian Drug Agency at an organizational level, including transitioning in-flight work from the Canadian Drug Agency – Transition Office (Appropriate Use and Data and Analytics).
	B.	Convene experts and health system leaders across Canada and internationally to identify and deliver solutions to health system challenges	1.	Develop a consensus framework and guiding principles for the timely and transparent assessment of genome-based testing that considers pan-Canadian health system readiness and existing jurisdictional review processes to provide senior decision-makers with an enhanced understanding of adoption, funding, and variance between regions.
4. Organizational Health	A.	Implement integrated, robust, high-performing corporate functions that enable our strategic plan and operational effectiveness through transparent monitoring, reporting, and communicating	1.	Establish a cybersecurity program by implementing strategies to mitigate cybersecurity risks, including: • developing an implementation plan in response to the recommendations from the NIST Assessment and penetration testing, including the related policies and procedures • enhancing the cybersecurity training program for staff • developing and testing a disaster recovery plan • ensuring alignment with information security standards, and regulatory and legal requirements.
			2.	Evolve the organization's communications strategy to support an expanded mandate and the development of a new strategic plan by: • developing common products and tools that describe the organization's role and impact on the health system • developing a strategy and implementation plan to refresh and/or rebuild our website • refreshing branding, templates, and tools.
	B.	Develop, review, and implement policies, processes, infrastructure, and tools that support an efficient and effective hybrid work environment	1.	Implement a customer relationship management tool that supports effective stakeholder relationships and enhances collaboration across the organization.

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	C. Develop and implement robust and timely reporting on progress, risk, and business performance to support best-informed operational and strategic decision-making	1. Increase operational and strategic reporting functions through: • implementation of a Board-level dashboard that integrates risk, and financial and business performance • advancing a performance measurement and evaluation framework to support a new strategic plan, including a focus on measuring impact and developing indicators aligned with new initiatives and existing gaps • increasing internal reporting on operational functions to enable improved management oversight and accountability (e.g., contract management, IT technical support, and project management).
	D. Implement a People and Culture strategy to foster a positive and inclusive workplace that attracts, nurtures, and empowers individuals and drives organizational success; build on CADTH's strong foundation to focus our efforts on streams of work in talent development, talent management, and organizational effectiveness in FY2024–2025	1. Invest in continuous learning by introducing a new Leadership Academy and focusing on individual skill enhancement for employees with high potential.
		2. Enhance the performance growth program and succession planning by introducing a rating tool and identification process for emerging and/or high potential talent.
		3. Launch an updated recognition program that celebrates and rewards employee contributions and milestones.
		4. Collect input from employees using engagement surveys and continuous listening strategies (e.g., onboarding, stay and exit interviews), and leverage employee engagement focus groups (and enterprise resource groups as appropriate) to propose enhancements.
		5. Implement best practice change management principles across the organization to enhance overall success and reinforce and sustain long-term change.
	E. Work with stakeholders, customers, partners, and thought leaders to identify trends and opportunities to inform the 2025–2028 strategic plan and ensure that the organization remains at the fore of innovation in the health care landscape in Canada	1. Develop, validate, and prepare to launch a new strategic plan to take effect April 1, 2025.