



Canada's
Drug and Health
Technology Agency

2022

2025

Strategic
Plan

Ahead of the Curve: Shaping Future-Ready Health Systems

2022–2025 Strategic Plan

A Word of Thanks to Our Valued Stakeholder Community

Thank you to all who have contributed to the development of this strategic plan, by sharing ideas, participating in interviews and consultations, or contributing feedback on drafts along the way. CADTH is grateful for your insights. We commit to continuing to work closely with our stakeholder community as we strive to help our health systems become future-ready.



CADTH recognizes the inherent and treaty rights of all First Nations, Inuit, and Métis peoples across this land. We acknowledge the harms and mistakes of the past and are committed to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration. CADTH staff work across Canada, residing on various traditional lands and collaborating with Indigenous governments, health care providers, and community members. Our Ottawa offices are located on the unceded, unsurrendered Territory of the Anishinabe Algonquin Nation. Our Toronto offices are located on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat.



Ahead of the Curve: Shaping Future-Ready Health Systems

CADTH is uniquely positioned and trusted within the pan-Canadian drug and device environment, as we have an extensive history of convening and collaborating with other leading organizations in this ecosystem.

Organizational Purpose

**Powering evidence-informed drug and health technology decisions
for sustainable, world-class health care for all.**

Strategic Pillars

This plan is designed to advance CADTH's already strong leadership in evidence-informed health care and reinforce our status as the hub of health technology assessment in Canada. To accomplish this goal, the plan sets out three strategic pillars that will be the foundation of CADTH's work:

Anticipate



**Enable Future-Ready
Health Care**

Innovate



**Unleash the Value of
Technology Across Its Lifespan**

Transform



**Catalyze Health
System Change**

Guiding Principles

Our approach to assessing evidence, and everything we do at CADTH, is guided by five principles:



Impact

We will maximize the impact of CADTH's work.



Equity, Diversity, and Inclusion

We will apply a lens of equity and inclusiveness, fostering health systems that reflect the diverse people of Canada.



Agility

We will be curious and alert, anticipating changes in the health system.



Transparency

We will act with integrity, modelling transparency in how we conduct our work.



Partnership

We will cultivate meaningful relationships with patient communities (including individual patients, their families and caregivers, and those who represent patients); clinicians; industry; other health organizations; and federal, provincial, and territorial governments.

**CADTH is stepping boldly out in front,
bringing foresight and focus to health
leaders, health systems, and the
patients and populations they serve
across Canada, using evidence as a
tool for channelling hope into action.**



Canada's
Drug and Health
Technology Agency

CADTH was established by Canada's federal, provincial, and territorial governments to be a trusted source of independent information and advice for the country's publicly funded health care systems.

Health administrators and policy experts rely on CADTH to help inform their decisions about the life cycle management of drugs, devices, and services used to prevent, diagnose, and treat medical conditions.

We are experts at finding, interpreting, and assembling the best available information, and we know that evidence is the foundation of good decision-making. Understanding the evidence fuels action and provides the guidance needed to make smart choices, especially in new and unfamiliar health care terrain.

**When Canada's health care
decision-makers want to
know what the evidence says,
they ask CADTH.**



Sustainability

The ability to meet the health and health care needs of the population (from health promotion and disease prevention, to restoring health and supporting end of life) in a way that leads to optimal outcomes in the present and without compromising accessibility to future generations.

(Modified from the Conference Board of Canada: [conferenceboard.ca/temp/45e9dffc-2761-4ce9-b317-1fc39714bae1/6269_DefiningHealth_CASHC_RPT.pdf](https://www.conferenceboard.ca/temp/45e9dffc-2761-4ce9-b317-1fc39714bae1/6269_DefiningHealth_CASHC_RPT.pdf))

About This Plan

Our 2022–2025 Strategic Plan builds on the trusted work that CADTH has reliably delivered over the past 30 years. This plan situates CADTH at the heart of the new health care context, one that is strikingly different than when our last plan was launched. Virtual care, digital health, and artificial intelligence tools have become central components of health care delivery. Their foundational importance will only grow as new technologies emerge, adapt, and expand. A new wave of medical devices is creating opportunities to manage and monitor patients at home. Novel drugs are expanding treatment options for patients, many accompanied by precision diagnostics that are ushering in a new era of personalized medicine.

In 2018, CADTH began to refashion itself as a connector between evidence and policy, adopted a life cycle approach to guide the management of drugs and other health technologies, and prioritized predictive capacity. While progress has been made, this vision has yet to be fully realized.

Our new strategy is anchored by the achievements of our previous plan and is designed to build on the outlook and approach we use to drive progress. By shaping future-ready health care, unleashing the value of technologies across their lifespan, and catalyzing health system change, we will continue to enable health systems across Canada to access and understand innovations and existing technologies that deliver not only better patient care but also improved population outcomes.

With the goal of harnessing value for health systems and patients, and a focus on addressing health system sustainability, this plan outlines how CADTH is actively taking on these new challenges and priorities through understanding and communicating evidence at every step of the technology life cycle. That is how we prepare decision-makers and health system leaders for the opportunities of the future.

Health systems across Canada — and around the world — are experiencing immense pressure. The pan-Canadian public policy environment has never been more complex,

shaped by:

more

demographic diversity,

more

disruptive scientific and technological innovation,

more

empowered patients who take ownership of their own care,

more

awareness of the urgent need to address profound social and health inequities,

and more

demands on finite resources.

The background is a dark, blue-tinted photograph of a hospital room. A gurney with a white sheet is visible on the left side. The floor is made of large, light-colored tiles. The overall atmosphere is somber and clinical.

On top of this, COVID-19 has changed our health systems forever. The crisis demanded an unprecedented response from health leaders across the country, at every level of government and in every community. CADTH is no exception. Working with partners from the public sector and beyond, we approached our work in new ways that responded to the urgency of a pandemic. We rose to the challenge, leading to more collaborations, closer connections with decision-makers and clinicians, and ultimately, more responsive and agile evaluation and adoption of new diagnostics, drugs, and other therapies. These new ways of working and of collaborating represent our standard moving forward.



Evidence-Informed

The term *evidence-informed* reflects the multi-factorial nature of health system decision-making, in which the best available information is a key, but not sole, consideration.

Health Technology

Drugs, medical devices, and clinical interventions, such as surgical procedures and diagnostic tests.

CADTH will continue to intensify pan-Canadian collaborations to empower clinicians and patients while providing guidance on achieving maximum value from available resources. What does not change with this plan is CADTH's continued leadership in providing evidence-informed solutions, advice, and recommendations to best support health systems across Canada and beyond. As we have since our founding in 1989, we continue to help those who are charged with making difficult and complex decisions keep pace with technological change, to build health systems that are high-quality and sustainable, and lead to better care and outcomes for patients.

CADTH is uniquely positioned and trusted within the pan-Canadian drug and device environment, as we have an extensive history of convening and collaborating with other leading organizations in this ecosystem. We work closely with health technology regulators, those negotiating and regulating prices for drugs, organizations focused on appropriate use, and individual jurisdictions and health systems. CADTH will continue to play a pivotal role in addressing important issues such as drugs for rare diseases and uncertainty of evidence, while also continuing to strengthen drug programs across Canada and advancing collective responses to the opportunities and challenges created by the rapid evolution of the pharmaceutical system. CADTH's strong leadership and determination to create new ways of working with partners, both in Canada and internationally, are the ingredients needed to move our health systems forward.



Future success must respond to evolving societal expectations of equity and inclusiveness and to fulfill Canada's commitments to reconciliation with First Nations, Métis, and Inuit peoples. These efforts require listening in new ways; forming meaningful partnerships; and acting with humility, integrity, and transparency.



CADTH's employees, committee members, and Board of Directors are the driving force behind our ambitious plans. Scientists, patients, clinicians, community members, government officials, and experts drawn from a wide array of disciplines contribute their expertise and passion to fuel our efforts and generate large-scale impact. We will foster an inclusive and diverse culture to attract, grow, and retain talented, dedicated people.

Our Planning Process

In formulating this plan, we listened to those who rely on our work to inform public policy and funding decisions, patients, industry, clinicians, partner organizations, our team members, and others. This planning process also drew on the perspectives of key informants who could speak to equity and underserved populations, and is intended to serve as a platform for CADTH to accelerate and deepen our learning with First Nations, Métis, and Inuit peoples.

Intentional relationships make CADTH what it is today and will propel our organization forward in the years to come. Each member of our community plays a key role in the success of CADTH's work, generously contributing knowledge acquired through their interactions with health systems, from early research, to bedside care delivery, to patients' lived experiences, and everything in between.

This plan is designed to advance CADTH's already strong leadership in evidence-informed health care and reinforce our status as the hub of health technology assessment in Canada. To accomplish this goal, the plan sets out three strategic pillars that will be the foundation of CADTH's work:

- **Anticipate** — Enable Future-Ready Health Care
- ▶▶▶ **Innovate** — Unleash the Value of Technology Across Its Lifespan
- ▶■ **Transform** — Catalyze Health System Change

Most importantly, this plan articulates how we will approach this vital work: by convening, connecting, and collaborating to enable our funders and partners to fulfill their priorities and contribute to improved health for those living in Canada. We are fiercely committed to these ambitions and excited for the positive impact we can have on the future of health care.



Organizational Purpose

**Powering evidence-
informed drug and health
technology decisions for
sustainable, world-class
health care for all.**

Guiding Principles

Our approach to assessing evidence, and everything we do at CADTH, is guided by five principles:



Impact

We will maximize the impact of CADTH's work, supporting, through evidence, the appropriate use of drugs and other health technologies in delivering value and sustainability for health systems.



Agility

We will be curious and alert, anticipating changes in the health system and moving quickly to refine our methods, processes, and services so our work remains relevant, trusted, and reflective of high standards of excellence.



Partnership

We will cultivate meaningful relationships with patient communities (including individual patients, their families and caregivers, and those who represent patients); clinicians; industry; other health organizations; and federal, provincial, and territorial governments; informing, engaging, and respecting our partners to together improve and strengthen the quality and significance of our work.



Equity, Diversity, and Inclusion

We will apply a lens of equity and inclusiveness, fostering health systems that reflect the diverse people of Canada and respond to the self-identified priorities and cultural practices of First Nations, Métis, and Inuit peoples.



Transparency

We will act with integrity, modelling transparency in how we conduct our work, in our decision-making processes, and in sharing the outcome of our efforts.

What is HTA (Health Technology Assessment)?

HTA is a multidisciplinary process that uses explicit methods to determine the value of a health technology at different points in its life cycle. The purpose is to inform decision-making in order to promote an equitable, efficient, and high-quality health system.

Citation: [cambridge.org/core/journals/international-journal-of-technology-assessment-in-health-care/article/new-definition-of-health-technology-assessment-a-milestone-in-international-collaboration/8A3BA65D279F3FDAA83ADB3D08CF8C17](https://doi.org/10.1017/S026947272000017)

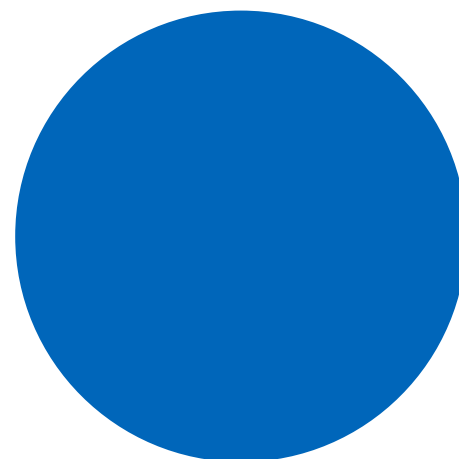
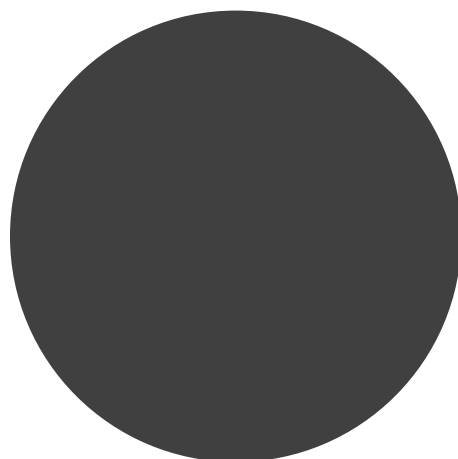
Strategic Pillar 1: Anticipate

Enable Future-Ready Health Care

Ambition

To provide evidence products and services that prepare health systems across Canada for rapid advances in technology.

CADTH will work closely with partners across Canada and peers from around the world to identify and assess the most promising innovations and developments in drugs and other health technologies. We will anticipate the needs of decision-makers, help them understand the available evidence, identify key gaps in the existing evidence, and predict challenges with system readiness to implement the best solutions.



To deliver on our ambition, we will:



Pan-Canadian Health Organization

One of seven self-governing, not-for-profit organizations funded in whole or in part by the federal government, with a mandate to provide national leadership on a range of health priorities. This includes CADTH, Canada Health Infoway (Infoway), the Canadian Partnership Against Cancer (CPAC), Healthcare Excellence Canada (HEC), the Canadian Institute for Health Information (CIHI), the Mental Health Commission of Canada (MHCC), and the Canadian Centre on Substance Use and Addiction (CCSA).

Identify and assess the most promising advances in biomedical science. CADTH will intensify its efforts to monitor the health innovation horizon and profile the emerging technologies with the highest potential to deliver value to health systems in Canada. Our horizon scanning efforts will serve to alert decision-makers before funding and implementation decisions are required.

Position health technology assessment (HTA) as an enabler for innovation to meet changing system needs through collaboration with the life sciences and biotech industries. CADTH views HTA as a key enabler for the appropriate adoption of innovation, and we will calibrate our evaluative capacity to ensure health systems can effectively manage the entry, ongoing use, and exit of health technologies. We are committed to increased collaboration with the life sciences and biotechnology sectors to support health systems in benefiting from a new generation of drugs, devices, and yet to be imagined technologies.

Adapt our methodologies and our analyses to include additional perspectives and considerations, including equity, environmental, and patient perspectives. CADTH will keep pace with evolving social values by addressing the role of social determinants on health outcomes and considering the legacy left for future generations. We will explore not only how unequal access to health technologies can exacerbate inequities, but also how their implementation can help mitigate existing or potential inequities. CADTH will also assess how technologies impact the environmental footprint of health systems. To broaden our view, we will seek the perspectives of our diverse network of partners, including patients and clinicians, and work closely with other pan-Canadian health organizations to generate synergies whenever possible.

Invest in understanding and integrating the knowledge, history, perspectives, and realities of First Nations, Inuit, and Métis people. Motivated by the desire for reconciliation, CADTH will pursue greater understanding of its role in the harmful practices of colonialization and perpetuation of health inequities, and invest further in cultural awareness training at all levels of the organization. CADTH intends to engage respectfully and humbly with First Nations, Inuit, and Métis peoples, communities, organizations, and governments — first to continue our initial efforts to listen and learn, and then to offer a role in supporting Indigenous health and wellness.



What Success Looks Like

- ✓ Delivery of future-focused information for decision-makers through a robust, ongoing horizon scanning process that identifies the key trends and technologies of greatest potential value to health systems
- ✓ Readied and empowered decision-makers, firmly grounded in thorough and practical evidence delivered in advance of a product's arrival
- ✓ Solution-oriented collaborations with the life sciences and biotech sectors
- ✓ Evidence products that provide a clearer view of the relationship between health inequities and access to technologies, as well as advice on solutions
- ✓ Expanded and more dynamic engagement with clinicians, patient communities, and industry with their input reflected in CADTH's evidence products
- ✓ CADTH will understand how, in working with First Nations, Inuit, and Métis people, organizations, and governments, we can advance reconciliation and self-determination for positive health outcomes for Indigenous communities

What Do We Mean By “Evidence Products and Services”?

CADTH offers a range of formats to meet the needs of decision-makers for timely and relevant evidence. These products include reimbursement reviews, health technology reviews, reference lists, horizon scans, and other tailored programs and services. We remain open to creating the products and services that will best meet decision-makers’ needs.



cadth.ca/programs-and-services

Strategic Pillar 2: Innovate

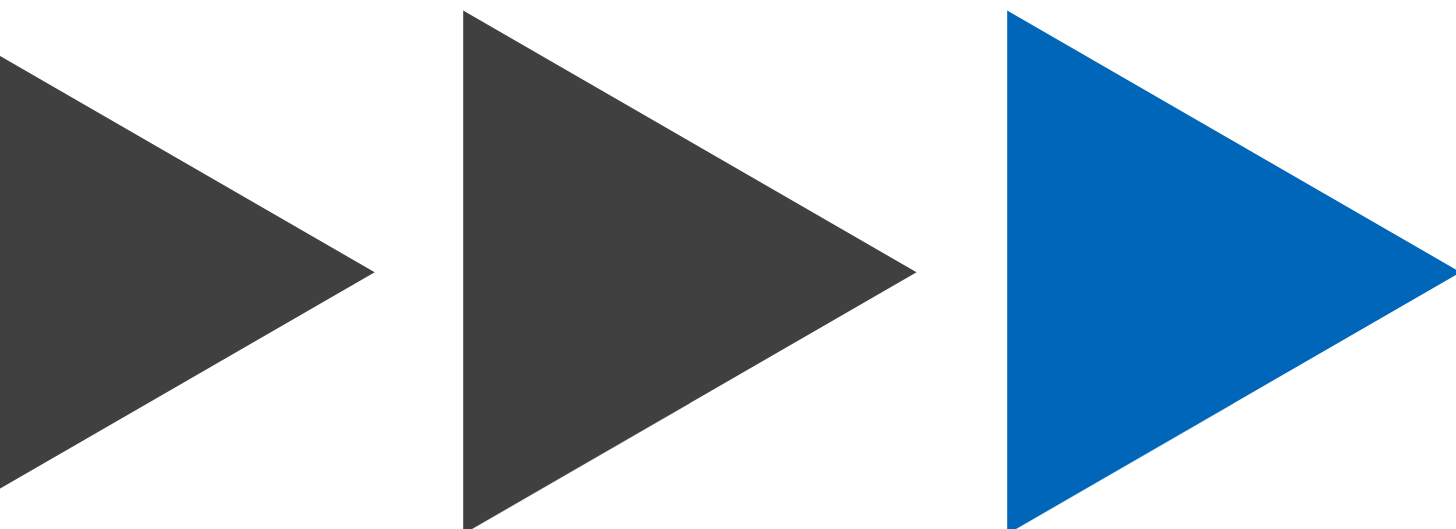
Unleash the Value of Technology Across Its Lifespan

Ambition

To lead in the science and practice of evidence appraisal.

CADTH will assess the value of technologies by sourcing, synthesizing, and analyzing the best available evidence. CADTH will continue to lead in developing evidence-based recommendations, including early advice, assessments on adoption, recommendations for appropriate use, and post-market evaluation for drugs, devices, and other health technologies. We are committed to following drugs, devices, and other health technologies across their life cycle, as they move from research and development, to the generation of real-world evidence, to underpinning new standards of care, to their displacement by other innovation — and everything in between.

Building on this life cycle approach, first contemplated and initiated in our 2018–2022 strategic plan, we will equip policy-makers, patients, and clinicians with the evidence and analysis they need to bring new innovations to health care while maximizing the value of existing technologies, and creating modern, resilient, and sustainable health systems.



To deliver on our ambition, we will:

Adapt to changing regulatory and reimbursement environments across Canada.

We will continue to work with Health Canada to identify and capture opportunities for better coordination and enhanced collaboration. We will also provide the federal government, provinces, territories, and our pan-Canadian health organization partners with frequent opportunities to provide input into our work and to ensure we can work together to identify shared challenges and common solutions.



Real-World Evidence

Real-world evidence (RWE) is derived from the analysis of data collected outside of randomized controlled trials (e.g., medico-administrative databases, registries, observations from clinical practice, and patient-reported information). RWE can play an important role throughout the technology life cycle by providing a more complete body of evidence to inform decision-making. (This is CADTH's current working definition and subject to evolve with experience.)

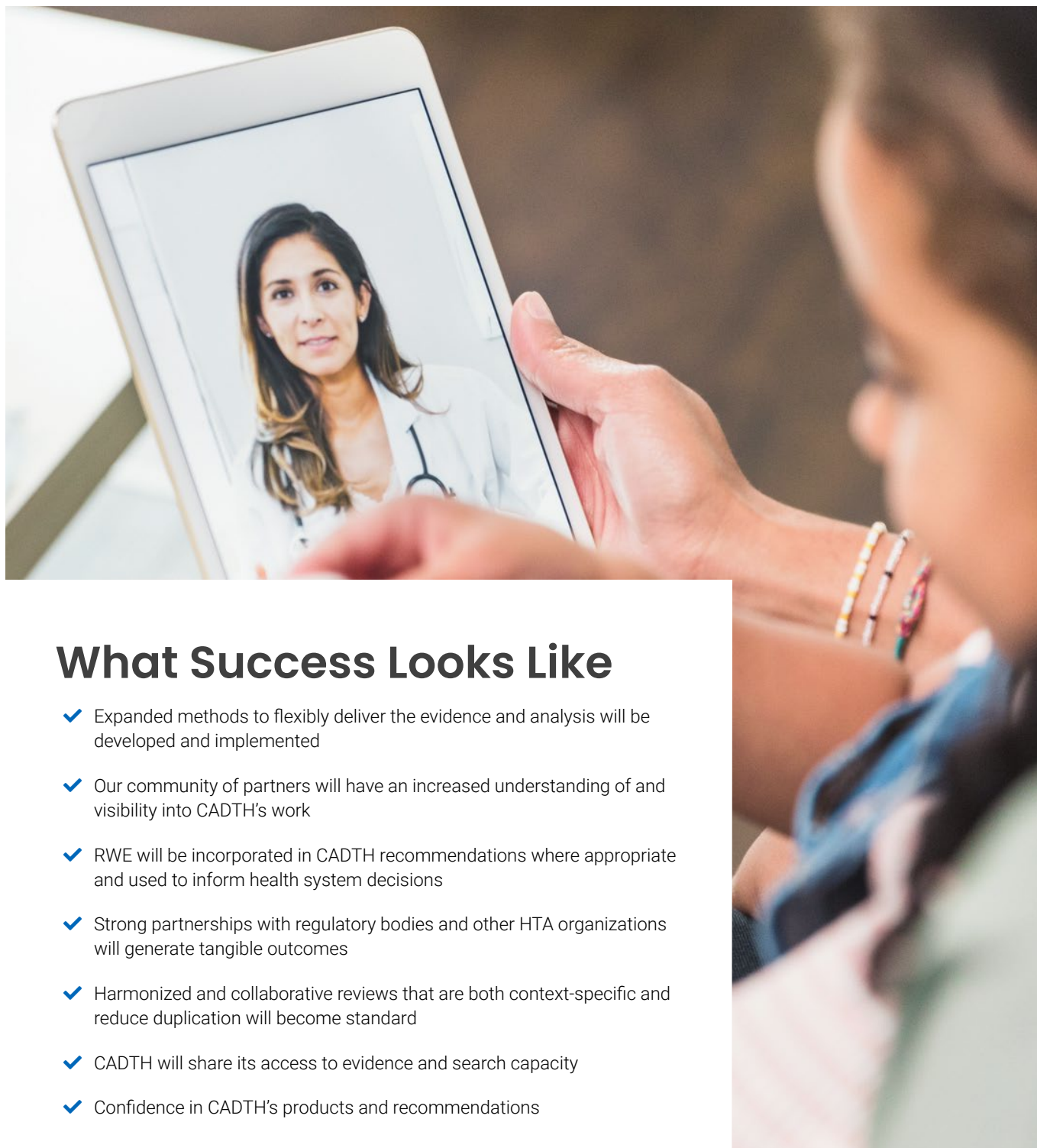
Assess the value of health technologies across the product life cycle.

Beyond measuring the value of health technologies before reimbursement, CADTH also has a key role to play in optimizing the use of drugs, devices, and other health technologies in use by health systems. Revisiting the available evidence when appropriate to help our partners best deploy their limited health system resources to ensure that patients have appropriate access to the interventions they need, that these interventions are safe and effective, that they deliver their promised value, and that health systems remain sustainable.

Innovate and collaborate on the use of real-world evidence (RWE). To unlock the potential of new products where the evidence is still evolving through understanding the impact in the real world, including drawing on patient-level experiences, we will identify new ways of bridging the evidence gaps. CADTH will actively shape the pan-Canadian discussion on how best to generate, gather, and optimize the use of RWE, drawing on our methods, knowledge, experience, and expertise, including from a wide range of domestic and international partners.

Catalyze new and expanded partnerships to maximize efficiency and reduce duplication. Canada has always played a leading role in the global HTA community, and will continue to work with international and Canadian HTA partners to find ways to work better together, with greater agility and more efficiency, while continuing to respect and incorporate jurisdictional policy and market dynamics.

Increase the transparency of our processes and improve access to information and meetings. Many of our stakeholders and those affected by our work are seeking a better understanding of what we do and how we work. CADTH is committed to greater openness, including better explaining our purpose and operations to ensure the people most impacted by our decisions understand how they are made and by whom. We will offer more timely and better access to the most recent, relevant, and digestible information and work to provide access to the evidence we rely on to make those decisions.



What Success Looks Like

- ✓ Expanded methods to flexibly deliver the evidence and analysis will be developed and implemented
- ✓ Our community of partners will have an increased understanding of and visibility into CADTH's work
- ✓ RWE will be incorporated in CADTH recommendations where appropriate and used to inform health system decisions
- ✓ Strong partnerships with regulatory bodies and other HTA organizations will generate tangible outcomes
- ✓ Harmonized and collaborative reviews that are both context-specific and reduce duplication will become standard
- ✓ CADTH will share its access to evidence and search capacity
- ✓ Confidence in CADTH's products and recommendations

Strategic Pillar 3: Transform

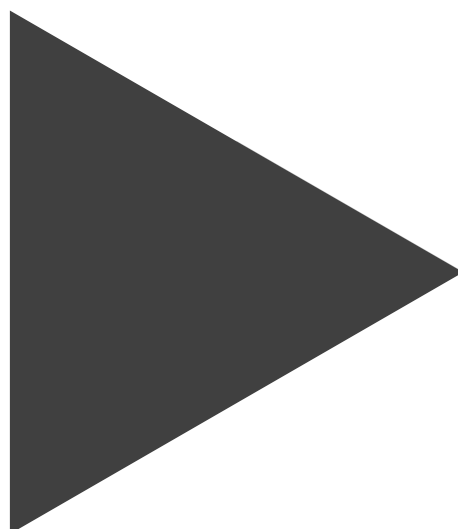
Catalyze Health System Change

Ambition

To achieve substantial impact through objective advice on complex questions regarding drugs, devices, and other health technologies affecting patient and population health outcomes and the sustainability of health systems in Canada.

The abrupt pivot at the onset of the pandemic to the virtual delivery of health care provided the public with a glimpse of what's in the realm of the possible and reinforced that the appetite for health system transformation is very real. As a result of the pandemic, Canada will continue to face long surgical backlogs, late-stage diagnoses, and widespread health resource constraints, in addition to growing calls for easier access to promising therapies and more coordinated holistic ways to integrate innovation and disruptive technologies into our health systems. We must extend the momentum generated by our collective response to COVID-19 to do better, be better, and create stronger, more sustainable, and more resilient health systems. This moment offers an unprecedented opportunity for CADTH to demonstrate leadership and drive long overdue policy changes.

We will focus our efforts on the most pressing issues and providing evidence to support change in how and where care is delivered, with the goal of better patient experiences and better value for all. To accomplish these goals, we will pursue and invest in relationships with an expanded array of stakeholders, including patient communities, industry, and clinicians.



To deliver on this ambition, we will:

Focus efforts on initiatives that offer the highest value to system leaders while balancing growing demands with our finite resources. CADTH will be strategic in its review of new opportunities and requests to prioritize the most pressing issues in order to best support and inform decision-making processes across the country. Recognizing that research and analytic capacity varies from jurisdiction to jurisdiction, CADTH will continue to meet differing evidence needs. This approach will improve alignment between CADTH's assessments and the priority needs of health decision-makers.

Effectively communicate the information required to accelerate access to the most promising interventions. There is significant variability in the uptake of HTA recommendations across the country, which creates gaps between evidence and policy. CADTH is committed to bridging these gaps by identifying the right information at the right time, sharing our evidence analyses in the most effective and compelling ways, and mobilizing change within health systems by working with our partners as they use our recommendations to improve and enhance health care delivery.

Deliver implementation support to improve adoption of advice and recommendations. The impact of CADTH's work will be optimized by delivering the evidence products and services that our health systems need and can easily use, working alongside them to turn new insights into improvements in patient care while making best use of finite resources.

Convene experts and health system leaders across Canada and internationally to identify and deliver solutions to health system challenges. From federal, provincial, and territorial departments and ministries of health and our colleague pan-Canadian health organizations, to clinician advisors, academics, patient communities, and industry experts, CADTH has an extensive network that encompasses multiple constituencies with a deep interest in ensuring that people living in Canada have access to the highest-value drugs, devices, and health technologies. We will build on our history as a trusted partner and convener, growing in that role to allow us all to share knowledge, learn from one another, identify opportunities, and seek solutions to challenges generated by a robust pipeline of drugs and health technologies within a rapidly changing external policy environment.



What Success Looks Like

- ✓ The most pressing issues related to the use and funding of drugs, devices, and other health technologies are prioritized by CADTH, and better decision-making is supported through effective communication of the resulting advice, recommendations, and implementation guidance
- ✓ Greater scale-up and spread of CADTH advice and recommendations across jurisdictions
- ✓ CADTH has a reputation as a leader in developing solutions to health system challenges where understanding the evidence is critical
- ✓ Policy-makers are better equipped with the information they need when it is time to make decisions regarding drugs, devices, and other health technologies
- ✓ Stakeholders, including patient communities, industry, and clinicians, find engaging with CADTH to be a productive and worthwhile experience

Looking to the Future

Our experience over the past several years has shown that CADTH has the resilience to thrive in the face of uncertainty and the potential to grow along with the evolving drug and device decision-making landscape. With this plan as our guide, we will centre our work around impact, maximizing our efforts to directly inform the decisions and actions undertaken by policy-makers, in the work of researchers and clinicians, and in the lives of patients.



Health leaders must contend with rapid advances in technology, coupled with changes in the way care is delivered in a resource-depleted setting. As new ideas, new thinking, and new challenges emerge on the health care horizon, CADTH will provide decision-makers with the right evidence at the right time. We are reshaping how evidence can be used to drive access, quality, value, and sustainability. In pursuing the ambitions articulated in this plan, CADTH positions itself as an incubator of evidence-informed, innovative solutions to health system challenges and a catalyst of future-ready transformation.

We will actively listen, learn, and grow to better understand and incorporate the everyday realities of patients into our evidence assessments. CADTH thrives on partnerships, and our work is better because of the strong support of all of our stakeholders. Our maturing culture of transparency is crucial to remaining a trusted evidence partner.



CADTH is stepping boldly out in front, bringing foresight and focus to health leaders, health systems, and the patients and populations they serve across Canada, using evidence as a tool for channelling hope into action.



CADTH is an independent, not-for-profit organization responsible for providing Canada's health care decision-makers with objective evidence to help make informed decisions about the optimal use of drugs and medical devices in our health care system.

CADTH receives funding from Canada's federal, provincial, and territorial governments, with the exception of Quebec.