



**CANADIAN AGENCY FOR
DRUGS AND TECHNOLOGIES IN HEALTH
(CADTH)**

**2012-2013
ANNUAL BUSINESS PLAN**

**STRENGTHENING CADTH'S VALUE PROPOSITION
AS A BROKER AND PRODUCER OF HEALTH TECHNOLOGY ASSESSMENT**

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1. Introduction

Since its inception in 1989, the Canadian Agency for Drugs and Technologies in Health (CADTH) has contributed to the quality and sustainability of health care in Canada, providing credible, impartial, evidence-based information and advice to health care decision-makers regarding the appropriate use of drugs and other health technologies. Over the years, the importance and relevance of CADTH's work has grown as health care decision-makers operate in an increasingly complex environment characterized by rapid technological change and ongoing economic constraint. Drugs and other health technologies continue to be major drivers of health care costs. Jurisdictions across Canada face significant economic and demographic challenges and are looking for ways to "bend the health care cost curve," making the need for credible, independent, evidence-based information even greater.

In response to recommendations from a 2009 Conference of Deputy Ministers (CDM) assessment, as well as the needs and priorities of health care decision-makers, CADTH embarked upon a multi-phase organizational transformation to deliver its products and services in a more effective, efficient, and customer-focused manner. This included the implementation of a single, integrated science program, a strengthened governance structure, and enhanced partnerships. Through this change process CADTH has strengthened its role as a broker and producer of health technology assessment (HTA). The organization is well positioned to mobilize relevant information to its customers and contribute to the sustainability of Canada's health care system and the health of Canadians.

CADTH provides a standard set of core products and services to participating federal, provincial, territorial (F/P/T) ministries of health and their constituents. This information is used to support decisions about the optimal use of health technologies (pharmaceuticals, medical, dental and surgical devices and procedures, and diagnostics). Products and services include:

- **Formulary Reviews**

The Common Drug Review (CDR) is a pan-Canadian process for conducting objective, rigorous reviews of the clinical, cost-effectiveness, and patient evidence for drugs, and providing formulary listing recommendations to the publicly funded drug plans in Canada (except Quebec). The drug plans use this information to support their coverage decisions.

- **HTA/Optimal Use (Products with Recommendations)**

HTA/Optimal Use projects involve systematic reviews of the clinical evidence, cost-effectiveness analyses, and development of recommendations and guidance. The reviews are carried out in collaboration with a committee or panel comprising subject-matter experts, public representatives, and other stakeholders from across Canada. Optimal use projects are intended to encourage appropriate prescribing and utilization of drugs and other health technologies.

- **Rapid Response (Products without Recommendations)**

The Rapid Response service provides Canadian health care decision-makers with evidence-based information tailored to their requirements. The reports created respond directly to urgent jurisdictional needs for information that will inform policy and practice decisions.

- **Environmental and Horizon Scanning**

Horizon Scanning products alert decision-makers to new and emerging health technologies that are likely to have an impact on the delivery of health care in Canada. Upstream information supports effective planning for the introduction of new technologies within the health care system. As part of this service, CADTH also provides Environmental Scans of different health care practices, processes, and protocols inside and outside of Canada. To fully leverage this, CADTH sponsors the Canadian Network for Environmental Scanning in Health (CNESH), a national network of organizations involved in horizon scanning.

An independent program review was conducted in 2011 to comply with CADTH's Funding Agreement with Health Canada, and inform the organization's transformation process. Evaluation findings confirmed that CADTH has evolved significantly since the 2009 CDM review and that its transition toward a customer-focused orientation and culture has been welcomed and noticed by its customers and stakeholders. CADTH is viewed as having an important and sizeable mandate as a national HTA agency and producer, and is nationally and internationally recognized for its unique role as a knowledge organization helping to create and nurture an environment for evidence generation and adoption. Many of the recommendations from the evaluation focused on continuous improvement, with some recommendations on future development as well as expansion of existing programs and services.

CADTH Strategic Plan 2012-2015

In December 2011, the Board of Directors approved a new three-year Strategic Plan for CADTH. The Plan provides a new Vision Statement and Strategic Goal for the organization:

Vision Statement

CADTH will enhance the health of Canadians by promoting the optimal use of drugs and other health technologies.

Strategic Goal

CADTH will cultivate an environment for evidence generation and adoption across Canada by acting as a broker and producer of health technology assessments that promote the optimal use of drugs and other health technologies.

In addition, the Strategic Plan outlines three key success factors under which CADTH will accomplish its strategic objectives and ensure organizational success during the next three years:

- Customer Satisfaction
- Expanded Use of Evidence-Informed Decision-Making in the Management of Health Technologies
- Organizational Efficiency.

The strategic objectives articulated in the Plan are aligned with current Canadian health care priorities and take into consideration the work and efforts of other HTA organizations nationally and internationally.

The new three-year Strategic Plan, evaluation findings and recommendations, and feedback from CADTH customers and stakeholders have all been taken into consideration in developing the 2012-2013 Business Plan. The Business Plan focuses on undertaking key initiatives that are most highly valued by CADTH customers and stakeholders, and that can be achieved within the existing funding envelope.

2. A Year of Achievements

CADTH's organizational transformation included substantial changes to its governance framework and organizational structure, the introduction and development of new processes and methods within an integrated science program, and a cultural shift from being primarily research-focused to being customer-focused. Significant progress was made in concluding the change odyssey and reaching our destination of being a fully integrated, continuous improvement, service-based organization that provides high-quality, relevant and timely evidence in response to customer needs and priorities. Key achievements under the business priorities for 2011-2012 were as follows:

A. Solidify the organizational transformation in accordance with the 2009 CDM assessment of CADTH.

- Implemented a new governance structure.
- Implemented a new expert committee structure for drug and non-drug technologies.
- Developed a human resources strategy that provides the roadmap for the full implementation of the new organizational structure and creation of an optimal work environment.
- Implemented a new central intake process that has improved the planning and prioritization of CADTH's work, eliminated the potential for duplication, and ensured full alignment with customer priorities.
- Established a Portfolio Committee, comprising CADTH staff from key functional areas, responsible for selecting and periodically assessing projects to confirm their relevance, impact, priority, and resource capacity.

- Implemented new business integration tools that have played a major role in centralizing and standardizing project management activities. Efficiencies have been experienced across the organization and in some instances time to conduct activities have been cut in half.
- Developed an Evaluation and Impact Framework to assess impact and support continuous improvement.

B. Deliver high-quality products and services responsive to customer needs.

- Completed the Health Canada-funded Isotopes Project.
- Reviewed 46 drug submissions (Common Drug Review and oncology).
- Completed work on four HTA/Optimal Use projects (Octaplas, Magnetic Resonance Imaging, Atypical Antipsychotics, and Warfarin).
- Completed approximately 280 rapid response reports.
- Completed 23 Environmental Scans.
- Completed three “*Issues in Emerging Health Technologies*” bulletins on the topics of clinical decision support tools for diagnostic imaging; thermography for breast cancer diagnosis and screening; and Odanacatib in postmenopausal women, as well as one *Health Technology Update* newsletter on the topic of pipeline drugs.
- Focused knowledge exchange activities on three priority projects (i.e., Self-Monitoring of Blood Glucose, Warfarin Dosing, and the Isotopes Project) to ensure a high level of awareness and uptake.
- CADTH Liaison Officers conducted 45 workshops with decision-makers (e.g., managers and senior leaders within regional health authorities) focusing on how to incorporate evidence into decision-making.
- Commenced methodological work on the topics of rapid reviews, duplication, disinvestment, and consideration of ethical issues in HTA.
- Through work with university-based collaborators on a successful grant application, CADTH is actively engaged with research efforts designed to improve the understanding and use of “indirect comparisons,” “mixed treatment comparisons,” and “network meta-analyses.”
- Hosted the second annual CADTH “Science Week”, offering educational sessions for staff.

C. Enhance partnerships and collaboration to support the effective management of health technologies in Canada.

- Advanced the Policy Forum and Health Technology Analysis Exchange mandates.
- Evolved partnerships with the Canadian Standards Association, pan-Canadian Oncology Drug Review (pCODR), Canadian Health Services Research Foundation, Canadian Institute for Health Information, and Health Canada’s Health Products and Food Branch.
- Developed a customer service strategy.
- Initiated discussions with other HTA producers in Canada to explore existing opportunities for collaboration.

- Established the Canadian Network for Environmental Scanning in Health (CNESH) as a pilot project to increase collaboration.
- Actively collaborated with in international agencies and networks (e.g., Health Technology Assessment international [HTAi], International Network of Agencies for Health Technology Assessment [INAHTA], International Information Network on New and Emerging Health Technologies [EuroScan], Green Park Collaborative).
- Hosted the 2011 CADTH Symposium.
- Hosted a series of workshops and webinars.

3. Business Priorities for 2012-2013

The business priorities for 2012-2013 are, in large part, a continuation of the work initiated in 2011-2012, with an increased emphasis on CADTH’s broker role.

The business priorities are meant to help accelerate achievement of the strategic objectives contained in the 2012-2015 Strategic Plan. This will guide CADTH’s efforts in working with its customers, partners, and other stakeholders to develop and disseminate evidence that promotes the optimal use of drugs and other health technologies. The list of this year’s business priorities are presented under the three key success factors articulated in the Strategic Plan (i.e., customer satisfaction, expanded use of evidence-informed decision-making, and organizational efficiency) in the table that follows.

A. KEY SUCCESS FACTOR: CUSTOMER SATISFACTION

Strengthen CADTH’s role in responding to the priorities of its funders and their constituents by producing high-quality products and services that are relevant and timely.

Better Products Faster

One of the key business priorities for the year is the delivery of CADTH’s defined suite of products in accordance with customers’ needs and priorities. The projected production capacity given anticipated product demand for 2012-2013 is as follows:

Product Line	Production Capacity
Formulary Reviews	30 to 35 single technology reports with recommendations (including 5 to 8 pan Canadian Oncology Drug Review pCODR single technology review reports) 2 to 4 Request for Advice reports with recommendations 1 to 2 blood product review reports
Rapid Response (products without recommendations)	60 to 70 reference lists 150 to 180 summaries of abstracts 85 to 100 summaries of full texts with critical appraisals 5 to 10 peer-reviewed summaries of full texts with critical appraisals

Product Line	Production Capacity
	1 to 2 systematic reviews with meta-analysis
HTA/Optimal Use (products with recommendations)	1 to 2 Therapeutic Reviews (includes intervention tools and support) 4 to 6 Optimal Use projects (includes intervention tools and support) Continued implementation support products and services for past Optimal Use projects
Environmental and Horizon Scanning	20 Environmental Scan reports 4 Issues in Emerging Health Technologies bulletins 4 Health Technology Update newsletters

Notes:

- Products will continually evolve, as planned evaluations determine how well current products meet customers' need.
- Actual product demand will influence actual output across the Rapid Response, HTA/Optimal Use, and Environmental and Horizon Scanning product lines.
- Demand for Formulary Review products is expected to exceed production capacity in 2012-2013. CADTH will consult with jurisdictions to develop mitigation strategies.

To ensure CADTH products meet high standards of scientific credibility, relevance, and impact, as well as meet the pressing timelines and priorities of decision-makers, a number of initiatives will be undertaken throughout the year to refine and improve methods, procedures, and processes, including:

- Implement the customer service strategy.
- Develop and implement a product development process to support the implementation of new products and the refinement of existing ones in response to customer needs.
- Explore new methodological approaches to ensure CADTH products meet recognized scientific standards.
- Refine CADTH patient and public engagement initiatives in accordance with findings and recommendations from the CADTH evaluation.
- Enhance the Horizon Scanning service to alert decision-makers to new and emerging health technologies in the early stages of development.

Project Themes

CADTH will continue to undertake a thematic approach to its work to ensure its products and services are of the utmost importance and relevance to its customers. This allows for a clear focus and direction

in developing the drug and non-drug topics for each portfolio. Overall, theme area-related requests and projects account for approximately 75% of the CADTH HTA/Optimal Use projects. It is important to note, however, that in response to the needs and priorities of its customers, CADTH also delivers products and services that fall outside of the project theme areas.

Based on CADTH's Horizon Scanning activities, and input from its customers, partners and other stakeholders, the following project themes have been selected for 2012-2013:

- Cardiovascular and Cerebrovascular
- Diabetes Mellitus
- Emerging Issues
- Infectious Diseases
- Medical Devices
- Mental Health
- Neurological Diseases

These project themes are identified as priorities of the Canadian health care system. They provide an opportunity to proactively address particular health care issues for an audience of knowledge partners who are receptive and interested in using evidence for decision-making.

B. KEY SUCCESS FACTOR: EXPANDED USE OF EVIDENCE-INFORMED DECISION-MAKING IN THE MANAGEMENT OF HEALTH TECHNOLOGIES

Build capacity in Canada to provide decision-makers with the best available evidence and implementation support to make informed decisions about the optimal use of drugs and other health technologies in Canada throughout their life cycle.

Brokering HTA Capacity

This year CADTH will place a greater emphasis on its broker role. Working in partnership with HTA producers and other key stakeholders, CADTH will take a lead role in exploring opportunities for collaboration and partnerships to leverage existing HTA capacity, reduce unnecessary duplication of effort, and increase the availability of relevant and useable evidence for health care decision-makers. CADTH will continue to provide opportunities for producers and users of HTA to further develop their skills and expertise through such events as the CADTH Annual Symposium, education sessions, workshops, webinars, student rotations, and university courses.

The following key initiatives will be undertaken to enhance CADTH's broker role and support the development of HTA capacity in Canada:

- Complete the pilot phase of the Canadian Network for Environmental Scanning in Health (CNESH) and establish it as a permanent network. CADTH will continue to provide the secretariat support.

- Develop and implement an industry engagement strategy.
- In consultation with HTA producers and other key stakeholders, assess the feasibility of developing a collaborative model for the production, dissemination, and uptake of HTA through a pan-Canadian HTA collaborative.
- Contribute to the development of an international community of health technology assessment through memberships and partnerships with key groups, such as HTAi, EuroScan, INAHTA, and the Green Park Collaborative.

Increased Uptake and Use of HTA

Integrated knowledge exchange and implementation support throughout CADTH's processes support enhanced impact and a maximum return on investment with a product suite relevant to F/P/T health care priorities. In collaboration with its partners and stakeholders, CADTH will continue to explore ways to reach deeper into the health care system to increase awareness, uptake, and use of health technology assessments. Leveraging relationships and collaboration with other health care partners will be critical to enhancing the health of Canadians and supporting a greater profile and impact for HTA in Canada. Key areas of focus for 2012-2013 will include:

- Implement the Impact Strategy. This Strategy is designed to link a number of key strategic elements, each designed to support increased profile and impact for HTA in Canada. The strategy integrates and leverages all investments in communications related actions and functions at CADTH, including media relations, stakeholder engagement, outreach, partnerships, conferences, government relations, knowledge exchange, marketing, web-new media development, and internal and external communications.
- Develop and implement a Knowledge Mobilization Strategy designed to attain increased impact and uptake of CADTH products.
- Apply a strategic approach to partnerships to help broaden the reach of HTA in Canada.
- Develop separate Marketing and Communications Plans for CADTH that will focus on increasing brand recognition and awareness of various CADTH products.

C. KEY SUCCESS FACTOR: ORGANIZATIONAL EFFICIENCY

Adopt a continuous quality improvement framework that promotes the best use of resources to achieve the best outcomes.

Continuous improvement is an integral component of CADTH's culture and processes. In an ongoing effort to improve our products, services, and processes and to ensure that the needs and expectations of our customers are met in an efficient, affordable, and timely manner while still maintaining quality standards, the following initiatives will be undertaken this year:

- Develop and implement a board development program.
- Evaluate CADTH's committee structure and implement standardized governance processes to enhance operations and maximize efficiencies related to the secretariat support and outputs of the committees.
- Continue to evolve the Human Resources Strategy.
- Assess the findings and recommendations from the 2011 CADTH evaluation and implement changes as required to improve product and service delivery, and to achieve greater organizational efficiencies.
- Complete the independent CADTH program evaluation (Phase II) as required under the Health Canada Agreement.
- Implement an Impact Measurement Framework that is integrated into all CADTH activities and processes and provides the necessary data to determine the added value CADTH delivers to its customers, while supporting continuous improvement.
- Continue to explore new funding models to support the ongoing growth and development of the organization.

4. Financial Plan

Core funding as provided by CADTH's members will remain unchanged in 2012-2013. CADTH will achieve a balanced budget through the continued efficient and effective use of internal and external resources. Annual operating costs continue to rise and efforts to achieve efficiencies and cost savings remain a priority for CADTH management. During the past two financial years, a number of cost reduction strategies have been employed and will continue in 2012-2013. While inflationary increases to operating costs are inevitable, they are carefully managed to minimize the impact on the delivery of key programs and services.

Based on CDM direction, CADTH is conducting a feasibility and marketing analysis of potential new business areas. New and/or expanded business opportunities will take into consideration the level of investment by members of the corporation, the potential to leverage that investment to generate additional revenue for products and services that fall outside of CADTH's core suite of products and services, and the potential to provide more evidence-informed synthesis and assessment information to Canadians. The results of this analysis will be available for consideration in 2012-2013.