

**CADTH 2015-2018 STRATEGIC PLAN**

# Informing Choices in a New Era of Health Care in Canada

# INTRODUCTION

Since its inception in 1989, CADTH has been a source of credible, impartial, evidence-based information regarding the optimal use of health technologies, including prescription drugs. As a pan-Canadian health technology assessment agency, CADTH conducts analyses of the clinical and cost-effectiveness of pharmaceuticals; diagnostic tests; and medical, dental, and surgical devices and procedures. It is a major producer of advice, recommendations, and tools that promote the optimal use of health technologies, taking into consideration the local context in which decisions are made. It also plays a key role as a broker by fostering evidence generation and adoption across Canada.

This three-year strategic plan will position CADTH as a key resource to the health care system in Canada. It sets out three high-level goals:

- **Delivering Value: inform health policy and clinical practice by getting the right information to the right decision-makers at the right time.**
- **Expanding Reach: build receptivity for health evidence.**
- **Setting the Standard: champion meaningful evidence and leading methods.**

This plan is built on the successes achieved through the previous three-year CADTH strategic plan, which called for a shift in the balance between the production of reviews and brokering of health evidence, and emphasized the customer focus of the organization.

The plan has been informed by an environmental scan and a series of focus groups with customers to reflect the context in which health decisions are made and the evolving needs of the constituency CADTH serves. CADTH will work in collaboration with partner organizations to contribute to improved quality of care and improved health outcomes for Canadians. A set of performance indicators has been developed and will be used by CADTH to demonstrate accountability for delivering on the direction set by this plan.

The entire CADTH team is enthused about the potential of the organization to positively influence health decision-making and committed to realizing the goals set out in this strategic plan.

## VISION

Health technology assessment informs every health technology decision.

## MISSION

To enhance the health of Canadians by promoting the optimal use of health technologies.

## VALUES

Based on its culture and future goals, CADTH has adopted four values organization wide. These foundational values guide CADTH decision-making and activities at all levels.



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### Leadership

CADTH identifies opportunities, takes smart risks, and is a global leader in health technology assessment.



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### Excellence

CADTH delivers what it promises and strives to exceed customer expectations by focusing on impact and optimal outcomes.



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### Responsiveness

CADTH provides proactive support to its customers, identifying their needs and responding in a timely fashion.



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### Collaboration

CADTH creates and nurtures partnerships, and seeks input from patients, clinicians, and other stakeholders to foster the optimal use of health technologies in Canada.

## GOALS & OBJECTIVES



### Delivering Value

*Inform health policy and clinical practice by getting the right information to the right decision-makers at the right time.*

In the fast-paced, resource constrained health care environment, access to the right information, in the right amount, by the right people, at the right time is crucial for the system to perform effectively. During the past several years, CADTH has realigned its operations to become increasingly responsive to customer needs by ensuring products and services are relevant, timely, and of high quality. CADTH will now look for opportunities to further enhance the value it offers its customers by continuing to grow and enhance both the devices and drug portfolios, refining its approach to health technology assessment, and instituting efficiencies to the review processes.

Health care practitioners increasingly rely on a range of new and evolving technologies to care for patients. This can create pressure on health systems by challenging their ability to deliver quality care in an efficient manner. To better support its customers, CADTH intends to refine its medical devices portfolio by introducing structured processes for identifying the most pressing topics for review, delivering the most relevant products and services, and creating novel approaches to inform policy and practice change. Ultimately, CADTH will enable health systems to be better prepared for the emergence of technological innovation, and determine the most effective and efficient technologies upon which to invest.

In tandem with refining the medical device portfolio, CADTH will generate an even greater return on resources invested in the Common Drug Review (CDR) and the pan-Canadian Oncology Drug Review (pCODR) by identifying process efficiencies, and seeking ways to better align the two review processes respecting the need for stand-alone programs. The organization will also continue to build upon its commitment to transparency by publishing more information on methods, performance, impact, and projects in development.

#### Objectives:

1. Refine the approach to health technology assessment of medical devices throughout the product life cycle.
2. Create ongoing process efficiencies to meet the demand for drug reviews and optimal use projects.
3. Implement greater transparency regarding methods, performance, impact, and projects in development.



## GOALS & OBJECTIVES



# Expanding Reach

*Build receptivity for health evidence*

In the multi-stakeholder health care environment, the establishment and cultivation of relationships is crucial to successfully influence and inform decision-making. The need to involve patients and the public in decisions about the design and delivery of services is being acknowledged within the health system. CADTH has devoted substantial effort to involving patients in the drug review process and will identify ways to both deepen and expand this involvement across a range of organizational activities. As the users of health technology, and the primary point of contact with the health system for patients – clinicians at all levels will be engaged by CADTH early and throughout the lifecycle of its projects so that health evidence is used to inform decisions related to policy, purchasing, and clinical practice. To effectively support evolving models of shared decision-making and patient care, CADTH will offer opportunities to create greater understanding of quality research and tools to enable the use of evidence. Decisions about health technologies are made at various levels throughout the health care system and CADTH will expand its reach beyond traditional audiences in order to effectively deliver on its mandate.

### Objectives:

4. Embrace evolving successes in patient engagement practices in health technology assessment.
5. Engage clinicians at all levels in order to champion evidence-based behaviour change in clinical practice.
6. Equip decision-makers with the skills and tools to enable them to make evidence-informed decisions about drugs, devices, and procedures.
7. Enhance the visibility and prominence of the organization at all levels of health system decision-making.



## GOALS & OBJECTIVES



# Setting the Standard

*Champion meaningful evidence and leading methods*

Decision-makers throughout the health care system are regularly challenged by a lack of evidence as to the potential benefits, harms, costs, and other implications associated with the use of a particular health technology. In some cases, no evidence is available to inform these decisions while in other cases, the evidence is of insufficient quality to guide decisions with the degree of confidence or certainty that is desired. CADTH plays a key role in our health care system by serving as a credible source of information to support policy and practice decisions around the adoption and appropriate use of health technologies. Drawing upon its expertise in health research and building upon its relationships with academic centres, CADTH will collaborate with its partners and stakeholders to cultivate an environment for evidence generation and adoption across Canada. Through initiatives such as CADTH's Scientific Advice program, its partnership with the Drug Safety and Effectiveness Network (DSEN), and its linkages with numerous Canadian and international entities, CADTH is uniquely positioned to not only champion the importance of meaningful evidence but to also direct the generation and use of such evidence, leading to better decisions. CADTH will strive to enhance pan-Canadian capacity to perform timely, high-quality analyses of clinical and economic evidence through continued outreach activities that will reinforce the implementation of current best practices in health technology assessment, as well as through initiatives that directly support the development and adoption of new approaches to health technology assessment.

### Objectives:

8. Facilitate the generation of more meaningful evidence.
9. Adopt and promote leading scientific methods used to conduct health technology assessment.



## MEASURING PROGRESS

CADTH has adopted a comprehensive **Impact and Evaluation Framework** that allows for the collection of both qualitative and quantitative data throughout the year. The information collected through the framework serves as an indicator of the extent to which CADTH has been able to exert influence and effect change in support of its mandate. CADTH has built into its planning processes, procedures for monitoring and modifying strategies in the strategic plan based on changes in the external environment and/or the organization. The CADTH Board of Directors has a critical role to play in reviewing progress and ensuring that the goals and objectives articulated in this strategic plan meet customer needs and remain relevant and appropriate to achieving the organization's vision and mission.