

CADTH 2018-2019

# Annual Business Plan

## About CADTH

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 clinical effectiveness and cost-effectiveness of drugs, medical devices, diagnostics, clinical interventions, and health service programs. CADTH accomplishes this by acting as a major producer of credible scientific evidence, advice, recommendations, and tools that enable the appropriate use of health technologies. CADTH also plays a key role as a convenor, collaborator, and broker of evidence from other sources in Canada and abroad. Our primary goal and principal success criterion is impact — by promoting better health, better patient experience, and better value.

CADTH is accountable to the federal, provincial, and territorial (F/P/T) Conference of Deputy Ministers of Health. Core funding is provided through financial contributions from Canada's F/P/T governments (except Quebec).

## Setting Direction

Early in 2018, CADTH adopted a new strategic plan, titled ***Transforming How We Manage Health Technologies in Support of Better Health, Better Patient Experience, and Better Value***, which encompasses the time period from 2018 to 2021. This three-year plan articulates a bold new direction for CADTH and positions us as a key player in enhancing the accessibility, affordability, and appropriate use of health technologies in Canada. The plan sets out the following vision and mission statements, which guide the activities of the organization.

### Vision

Canada has a world class system for assessing and managing health technologies to achieve better outcomes and value for Canadians.

### Mission

CADTH supplies credible scientific evidence and management strategies that enable the appropriate use of health technologies.

Designed to be responsive to the evolving health care environment, the strategic plan was informed by conversations with health system leaders, a comprehensive literature review, and a series of focus groups with customers to reflect the context in which health decisions are made, as well as the evolving needs of the constituency that CADTH serves.

The strategic plan sets out the path by which CADTH will build upon its success as a Health Technology Management agency to become a Health Technology Management enterprise. We will advance strategies that enable life-cycle health technology assessment (HTA), increased collaboration and engagement, and comprehensive implementation support.

To achieve our strategic goals, CADTH will lead, convene, connect, and collaborate to act on the shared priorities of our funders and partners. We will be the central hub that coordinates priority-setting, efficiently produces assessments in partnership with other HTA producers, and promotes the development of effective management strategies. We will anticipate health system and technology trends and advance initiatives that influence technology use and health system evolution.

## Priority Initiatives for 2018-2019

This business plan identifies five priority initiatives for the 2018-2019 fiscal year — initiatives that position CADTH to fulfill the three strategic goals and associated objectives articulated in the strategic plan. Recognizing that CADTH is ultimately accountable to the Conference of Deputy Ministers, we will remain nimble and responsive to evolving priorities.

### **Priority Initiative 1: Deliver a balanced portfolio of products and services.**

To support its mission, CADTH delivers a defined suite of programs, products, and services in accordance with customer needs and priorities.

Our projected production capacity for 2018-2019 is listed in Table 1. These projections are consistent with priorities identified by CADTH customers and represent a balance between expectations and available CADTH resources. During the year, we will also develop new offerings, including a rapid qualitative review service, a rapid information inquiry service, processes for conducting reassessments and promoting disinvestment, and a new process for the review of gene therapies and biosimilar drugs. A detailed description of CADTH products and services is provided at the end of this document. Given that priorities evolve over time, demand for the various products will influence actual output across the product lines.

**Table 1: Projected Production Capacity for 2018-2019**

Program	Product	Projected Production Capacity
Drug Formulary Reviews	CADTH Common Drug Review Drug Reimbursement Recommendations	40 to 45
	CADTH pan-Canadian Oncology Drug Review Drug Reimbursement Recommendations (includes 2 to 4 non-industry submissions)	20 to 25
	Jurisdictional Requests for Advice	1 to 4
Health Technology Management Reviews	Rapid Response Reports	300 to 350
	Blood Product Reviews	1 to 2
	Health Technology Assessment Reports	6 to 12
	Optimal Use Reports	5 to 10
	Environmental Scans	10 to 15
	Horizon Scans	15 to 25

**Priority Initiative 2: Establish processes to enable informed decision-making throughout the technology life cycle**

CADTH will move beyond traditional assessments of new drugs and technologies at their point of adoption to inform decisions at all phases of the technology life cycle from pre-market to adoption to actual use in real-world settings, through to disinvestment and decommissioning. To support the effective management of the entry, ongoing use, and exit of technologies from the system, CADTH will:

- collaborate with Health Canada, the Patented Medicine Prices Review Board, the pan-Canadian Pharmaceutical Alliance, and the Canadian Association of Provincial Cancer Agencies on the alignment of processes that will increase the accessibility, affordability, and appropriate use of drugs and medical devices
- work actively alongside jurisdictions to support them in developing a framework for health equipment procurement as well as evidence-based options that contribute to more coordinated and consistent management of drugs, diagnostics, and medical devices in Canada
- engage with key stakeholders to explore development of a pan-Canadian framework for the collection of real-world data on technology use and outcomes (to enable reassessments informed by relevant, context-specific data)
- develop a framework for the reassessment of drugs and devices already in use in the health system (to facilitate price negotiation, update practice guidelines, and promote disinvestment in technologies that provide low value to Canadians)

- expand and enhance the Scientific Advice Program for pharmaceuticals, including offering advice developed jointly with Health Canada to address both regulatory and reimbursement requirements
- explore opportunities to deliver scientific advice on medical devices
- enhance our horizon scanning activities to better anticipate, influence, and manage technological advancement.

### **Priority Initiative 3: Provide customized decision and implementation support**

Recognizing that the application of evidence occurs in multiple settings, CADTH will pursue an approach to implementation support that addresses the needs of decision-makers at all levels of the health system.

We will grow our internal policy expertise, in complement to existing health system capacity, to provide policy advice specific to jurisdictional needs and priorities.

In consultation with jurisdictions, we will create two additional Implementation Support teams by embedding CADTH staff within the health system to support local contextualization, engagement, integration, and policy implementation. These supports will be tailored to health system contexts, needs, and preferences.

### **Priority Initiative 4: Develop an expanded model for the prioritization of evidence reviews**

CADTH can assess, monitor, and evaluate over the life cycle only a fraction of the drugs, devices, and interventions that compete for space in the health care system. Selection of the topics where the decision window is genuinely open and where assessment would provide the most value to the health system is critical to CADTH achieving high impact. To that end, we intend to implement a more rigorous, inclusive, and disciplined priority-setting process that assesses the prospects for impact given the realities of policies and practices in various settings.

This year, CADTH will develop new approaches to topic identification, selection, and prioritization that are comprehensive, inclusive, transparent, and support assessments that address care pathways. We will create a medical devices advisory committee to help identify system priorities and promote uptake and impact.

We will develop programs and processes that reflect the current priorities of the health system, such as mental health and addictions services, home and community care, services for seniors, and provision of care for Indigenous populations and Canadians living in rural and remote areas. CADTH will also

institute practices that identify emerging priorities, allowing us to adapt our programs, products, and services to align with future health system needs.

## **Priority Initiative 5: Strengthen engagement with clinicians, patients, partners, and other stakeholders**

Once a technology is approved and acquired, clinicians decide how and how often it is used. That is why CADTH has worked hard to nurture and grow relationships with clinicians and clinician groups. To strengthen our engagement with clinicians, CADTH will:

- develop partnerships with professional societies and regulators who are well positioned to promote evidence-based care pathways
- continue to implement the clinician engagement strategy in order to expand our reach to clinician audiences.

It is especially important to put patients at the center of decision-making processes and build capacity for their effective participation. CADTH is committed to involving patients in our processes, from priority-setting through to final recommendations and advice, and we will continue to evolve and expand our support to patient groups in developing their capacity to be confident partners. As a first commitment, CADTH will create a patient advisory committee with broad representation from the patient community.

In addition to these users of health technologies, CADTH will invest in relationships with partners and students by:

- nurturing existing and building new partnerships with local, provincial, national, and international organizations with a shared interest in appropriateness and safety to maximize opportunities to effect change and realize impact
- working with HTA partners, particularly those involved in the pan-Canadian HTA Collaborative, to provide infrastructure support for and to commission evidence assessments and related work from a distributed network of collaborators
- developing a CADTH student engagement strategy to facilitate increased awareness of CADTH on the part of this audience in support of talent recruitment and long-term capacity-building efforts.

## **Financial Plan**

CADTH receives core funding from its members and also generates revenue from industry application fees. CADTH will achieve a balanced budget through the continued efficient and effective use of internal and external resources. Annual operating costs continue to rise as a result of inflation and efforts to achieve efficiencies and cost savings remain a priority for CADTH management.

## **Measuring Success**

The priority initiatives described in this plan are intended to support and enhance the ongoing activities undertaken by CADTH in delivering its mandate. Each year, CADTH reports on its achievements against the objectives set out in the Annual Business Plan that was established for the previous fiscal year. This form of process evaluation serves as a mechanism for understanding whether and how CADTH accomplished its stated goals for the year.

CADTH has also adopted a comprehensive Impact and Evaluation Framework that allows for the collection of both qualitative and quantitative data throughout the year. The output from the framework is intended, in part, to inform the planning process, as it identifies successes, challenges, strengths, and weaknesses. This information serves as an indicator of the extent to which CADTH has been able to exert influence and effect change in support of its value proposition.

CADTH has adopted a set of performance metrics reported annually on our website.

## Programs and Services

In support of its mandate as an HTA organization, CADTH provides a standard set of core programs and services to participating F/P/T ministries of health and their constituents. This information is used to inform decisions about the appropriate use of pharmaceuticals, medical devices, diagnostics, clinical interventions, and programs. The CADTH suite of HTA programs, products, and services includes the following:

### *Drug Reimbursement Recommendations*

#### **The CADTH Common Drug Review**

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

#### **The CADTH pan-Canadian Oncology Drug Review**

pCODR is a pan-Canadian process for conducting objective, rigorous reviews of the clinical effectiveness, cost-effectiveness, and patient and clinician evidence for cancer drugs and providing recommendations to the publicly funded drug plans and cancer agencies in Canada (except Quebec) to guide their price negotiation and coverage decisions.

### *Health Technology Management Programs and Services*

#### **Rapid Response Service**

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

#### **Health Technology Assessment Service**

The evidence produced within this program is disseminated through various products and services that can vary in scope and complexity. The assessments provide a full analysis of the clinical and economic aspects of a technology, and may include other factors that examine the broader impact of the technology on patient health and the health care system. HTA reports can involve assessments of new technologies or reassessments of existing technologies. The reports provide conclusions, but do not include recommendations from a CADTH expert committee.

#### **Optimal Use Service**

OU 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. OU projects are intended to encourage appropriate coverage, prescribing, and utilization of drugs and other health technologies.

### **Environmental Scanning**

To better understand the national and international landscape, CADTH conducts Environmental Scans of health care practices, processes, and protocols inside and outside of Canada. Environmental Scans inform decision-makers about the use of health technologies in other jurisdictions, and help guide topic selection for some CADTH projects.

### **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. This early information supports effective planning for the introduction of new technologies within the health care system.

### **Implementation Support and Knowledge Mobilization**

CADTH has adopted an integrated implementation support and knowledge mobilization approach that is applied throughout the product development life cycle and facilitates two-way communication between staff, decision-makers, patients, and partners. A number of tailored products and tools are developed to support decision-makers, and move the evidence into action. These products and tools provide CADTH customers with the information they need, when they need it, and in a way that they can use it successfully to inform decisions about the management of health technologies.