

CADTH 2019-2020

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 consistently delivers credible scientific evidence and management strategies that enable the appropriate use of health technologies.

CADTH Production Capacity for 2019-2020

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 2019 to 2020 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. Given that priorities evolve over time, demand for the various products will influence actual output across the product lines.

A detailed description of CADTH products and services is provided at the end of this document.

Table 1: Projected Production Capacity for 2019-2020

Program	Product	Projected Production Capacity
Drug formulary reviews	Common Drug Review Drug Reimbursement Recommendations	40 to 45
	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	325 to 375
	Blood Product Reviews	1 to 4
	Health Technology Reviews	14 to 25
	Environmental Scans	10 to 15
	Horizon Scans	15 to 25

Priority Initiatives for 2019-2020

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.

We will advance approaches 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.

Consistent with our goal of providing enhanced implementation support, several new custom services, including policy analysis, the IMpLeMentation REference Search Service (IMPRESS — a rapid information inquiry service), and rapid qualitative review, have been established to support customer needs on demand.

This business plan identifies five priority initiatives for the 2019-2020 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: Align CADTH Efforts and Investments With Federal, Provincial, and Territorial Priorities for Health Improvement

Reflecting our commitment to advancing the priorities of the health system, CADTH will anticipate and respond to the evolving context in which it operates. CADTH will:

- 1a. strategically position itself to capitalize on opportunities to play a greater role in supporting Canada's future health care system; taking into consideration recommendations resulting from:
 - i. the review of the pan-Canadian Health Organizations
 - ii. the Advisory Council on the Implementation of National Pharmacare
 - iii. the final report of the Health and Biosciences Economic Strategy Table
 - iv. other evolving priorities
- 1b. identify, assess, and implement new business initiatives aligned with its vision, mission, and values.

Priority Initiative 2: Advance Initiatives Across the Health Technology Life Cycle That Will Improve Access, Appropriate Use, and Affordability

To bolster efforts to strengthen the management of drugs and devices at the system level, CADTH will build on approaches that inform decisions at all phases of the technology life cycle, from pre-market to adoption to use in real-world settings. To accomplish this, CADTH will:

- 2a. continue to take a leadership role in improving the access, appropriate use, and affordability of pharmaceuticals by collaborating with Health Canada's Health Products and Foods Branch, the Patented Medicine Prices Review Board (or PMPRB), the pan-Canadian Pharmaceutical Alliance (or pCPA), and the Canadian Association of Provincial Cancer Agencies (or CAPCA)
- 2b. identify and implement initiatives that improve the management of medical devices and clinical interventions in Canada:
 - i. operationalize the CADTH Medical Devices Advisory Committee
 - ii. develop and implement a revised process for topic identification, selection, and prioritization
 - iii. create a pan-Canadian agenda of topics that have the most potential to meet patient and health system needs
 - iv. strengthen and grow the HTA production capacity in Canada by capitalizing on the distributed network of HTA producers engaged in the pan-Canadian HTA Collaborative

- v. inform the efforts of F/P/T governments to develop and adopt value-based approaches to the procurement of medical devices
- 2c. develop a program or process for conducting disease-level reviews
- 2d. implement the supplemental review process for complex and highly specialized drugs
- 2e. formally adopt approaches for reviewing biosimilars and gene therapies
- 2f. further elucidate and implement a framework for collecting and analyzing real-world data working in partnership with CADTH customers and key stakeholders such as Health Canada, the Canadian Institutes of Health Research, and the Canadian Institute for Health Information
- 2g. implement a reassessment program
- 2h. enhance the Scientific Advice Program for pharmaceuticals and explore expanding the program to include medical devices
- 2i. enhance the CADTH Horizon Scanning Program in order to better anticipate, influence, and manage technological advancement and health system evolution.

Priority Initiative 3: Strengthen Engagement With Clinicians, Patients, Partners, and Other Stakeholders

CADTH will continue to inform, involve, engage, and collaborate with key players in the health care system in order to understand a range of perspectives and advance common objectives. CADTH will:

- 3a. continue to implement the clinician engagement strategy to increase clinician awareness of CADTH, enhance clinician engagement, and influence clinical practice
- 3b. implement the CADTH Patient and Community Advisory Committee
- 3c. enhance the transparency of CADTH review processes.

Priority Initiative 4: Provide Customized Implementation Support

Recognizing the differing contexts within the Canadian health care system, CADTH informs decision-making at multiple levels, offering implementation expertise to complement existing jurisdictional capacity. To better inform implementation, CADTH will:

- 4a. continue to embed staff in health systems across the country to support local priorities, enhance customer engagement, and promote contextualization of evidence to inform decision-making processes
- 4b. continue to grow and enhance CADTH's internal policy capacity to better assess and incorporate policy and implementation considerations in the

strategic positioning of the organization, and in the development of CADTH products and services

- 4c. revise CADTH processes to incorporate functions of the Cancer Drug Implementation Advisory Committee (or CDIAC) to support customers with the implementation of CADTH drug recommendations.

Priority Initiative 5: Foster Smart Growth of the Organization

Transitioning to a health technology management enterprise requires a collective effort and an appropriate balance between delivering value today and ensuring we have the resources and tools to perform in a dynamic environment. Direct investments will be made in capital improvements, process enhancements, and building new talent capabilities. Employee attraction, wellness, engagement, and retention are always priorities for CADTH, but particularly during these times of organizational change and growth. CADTH will:

- 5a. develop a workplace strategy to ensure good business performance and employee satisfaction
- 5b. develop and commence implementation of an IT strategy focused on operational efficiency, cybersecurity, business continuity, and collaboration.

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

The CADTH Common Drug Review (or 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

The CADTH pan-Canadian Oncology Drug Review (or 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.

IMPlimentation REference Search Service

The IMPlimentation REference Search Service (or IMPRESS) is an implementation reference search service offered to our jurisdictional customers by providing timely, synthesized, credible evidence on broad health system issues. The service has multi-modal offerings, ranging from tailored workshops, in-depth literature searches, reference consultations, and

search approach advice for topics such as health care structure and systems, program delivery, staffing models, performance and competency, frameworks, and decision-making tools, among many others. The IMPRESS Service responds to our customers expressed need for comprehensive evidence in various aspects of health care decision-making — from policy to practice. The CADTH IMPRESS Service supports our customers' collective efforts to embed evidence and inform policy, planning, and management of approaches in an effort to benefit patients, clinicians, and the health care system.

Health Technology Reviews

The evidence produced within this program is disseminated through various products and services that can vary in scope and complexity. The assessments provide 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. Reports can involve assessments of new technologies or reassessments of existing technologies, and can provide conclusions, guidance, or recommendations from a CADTH expert committee or panel comprising subject matter experts, public representatives, and other stakeholders from across Canada.

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.

Policy Service

The Policy Service provides decision-makers with customized, fit-for-purpose policy support that complements CADTH's other health technology management service offerings. The Policy Service provides customers, upon request, with policy analysis and options development that is sensitive to the unique social, economic, and political environments in Canada to help support evidence-informed decision-making about health technologies.

Scientific Advice

The CADTH Scientific Advice Program is a voluntary, fee-for-service consultation offered to pharmaceutical companies. Through this program, CADTH offers non-binding, confidential advice on early drug development plans from an HTA perspective that provides pharmaceutical companies with an opportunity to adjust their development plans.