

CADTH 2021–2022

# Annual Business Plan

## About CADTH

CADTH is a not-for-profit organization that provides Canada's health care decision-makers with independent information, advice, and recommendations about the appropriate use of drugs and medical devices. CADTH is also an important convenor, collaborator, and broker of evidence. Our principal measure of success is impact – better health, better patient experience, and better value.

CADTH is accountable to the Conference of Federal-Provincial-Territorial Deputy Ministers of Health. Core funding is provided through financial contributions from Canada's federal, provincial, and territorial governments, except Quebec.

## Setting Direction

On April 1, 2018, CADTH launched its 3-year strategic plan, *Transforming How We Manage Health Technologies in Support of Better Health, Better Patient Experience, and Better Value*. The CADTH Board of Directors extended this plan by a year, to March 31, 2022, because of the COVID-19 pandemic. The plan sets a new direction for CADTH and positioned the agency as a key player in enhancing the accessibility, affordability, and the appropriate use of health technologies in Canada. The plan included the following vision and mission statements.

### 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.

## Priority Initiatives for 2021–2022

In addition to its core suite of deliverables, each year CADTH undertakes a series of priority initiatives to advance the goals and objectives in its strategic plan and to meet jurisdictional priorities. As this is the final year of the current strategic plan, the focus for the 2021–2022 business plan is to consolidate initiatives begun in the previous 3 years and initiate activities not previously addressed.

### Priority Initiative 1: Operationalize the Life Cycle Approach to Health Technology Assessment

As outlined in the CADTH Health Technology Management Strategy, CADTH will move beyond traditional health technology assessment to health technology management. This will involve continued collaboration with the Health Products and Food Branch of Health Canada. Specific activities to be advanced in 2021–2022 include:

- enhance the CADTH Scientific Advice Program
- conduct reassessments of drugs, medical devices, and clinical interventions triggered by previous CADTH reviews
- initiate additional condition-level reviews
- initiate a learning period to understand how to integrate the collection and analysis of real-world evidence into CADTH work.

## Priority Initiative 2: Advance the Use of Evidence to Improve Access, Affordability, and Appropriate Use of Drugs and Other Health Technologies

Jurisdictions in Canada and globally are facing significant challenges related to the reimbursement of health technologies. Robust pipelines of disruptive technologies, demand from clinicians and patients for early and equitable access to promising technologies, regulatory acceleration, limited resources to manage the introduction of new technologies, and constraints on budgets are contributing to an access, affordability, and appropriate use challenge.

To help address this challenge, CADTH introduced a health technology management strategy to improve access, promote affordability, and enhance the appropriate use of technologies. This year, CADTH will continue to advance the effective management of health technologies by:

- operationalizing new, or updating current, offerings for the management of digital technologies, virtual care, and other emerging health technologies
- building clinician engagement
- understanding the needs, governance, and legal and cost implications of implementing a National Health Library Service
- continuing to develop strategic relationships with the other pan-Canadian Health Organizations, or pCHOs, and organizations with shared initiatives and collaborative projects
- responding to emerging issues in the pharmaceutical landscape, as identified by the Patented Medicine Prices Review Board, the pan-Canadian Pharmaceutical Alliance, and other organizations
- reviewing internal CADTH data to inform resources and capacity decisions, and as to how CADTH does its work.

## Priority Initiative 3: Improve Transparency of Decision-Making and Organizational Performance

In support of our long-standing value of transparency, CADTH will continue to identify and eliminate barriers that inhibit the transparent mobilization of evidence and information. Specific initiatives for the 2021–2022 business plan include:

- working with decision-makers and stakeholders to ensure CADTH is capturing their priorities and developing plans to support them
- implementing harmonized deliberative frameworks
- enhancing the transparency of CADTH expert committees.

## **Priority Initiative 4: Position CADTH to Align Its Efforts and Investments With Federal, Provincial, and Territorial Priorities for Improving Health Outcomes and Health System Sustainability**

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

CADTH will work with its customers and stakeholders to identify trends impacting the health care system and improve the management of health technologies. CADTH will anticipate and respond to federal, provincial, and territorial priorities by identifying, assessing, and implementing new business initiatives that align with its vision, mission, and values. Specifically, CADTH will:

- produce reports to align with jurisdictional and health system priorities
- address racism in the health care system (supports the internal focus in priority initiative 5).

## **Priority Initiative 5: Invest in Organizational Health and Growth**

As CADTH continues to grow and evolve into a health technology management organization, it will invest in its people and infrastructure to ensure it adheres to legislation and remains a relevant, responsive, dynamic, and healthy organization. This will involve:

- modernizing how CADTH supports its growing cadre of staff
- investing in cultural awareness-building and engagement opportunities with First Nations, Métis, and Inuit cultures
- modernizing its internal communications strategy
- developing and implementing a performance dashboard for internal and external users
- responding to the evaluations of CADTH.

## **Priority Initiative 6: Develop the Multi-Year Strategic Plan**

CADTH will work with stakeholders, customers, partners, and thought leaders to identify trends and opportunities to inform its 2022–2025 strategic plan and ensure that it remains at the fore of innovation in the Canadian health care landscape by:

- developing, validating, and preparing to launch a new strategic plan to take effect April 1, 2022.

## **CADTH Production Capacity for 2021–2022**

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

Projected production capacities for 2021–2022 are listed in Table 1. These projections are consistent with priorities identified by CADTH customers. They represent a balance between expectations and available resources, and they allow the organization to focus on emerging priorities by leveraging one-time funding from Health Canada. Given the ongoing COVID-19 pandemic, CADTH will adapt its offerings to meet the shifting priorities and demands of its customers and offer new services, such as clinical panels and ultra-rapid reviews.

**Table 1: Projected Production Capacity**

Program	Product	Targets for 2021-2022
CADTH Horizon Scans	Horizon Scan	26
CADTH Reference Lists	Reference List	150
	IMPRESS	30
CADTH Reimbursement Reviews	Reimbursement Review and Recommendation	75
	Reimbursement Implementation Advice	5
	Provisional Funding Algorithm	5
	Therapeutic Reviews	1
	Requests for Advice	2
CADTH Health Technology Reviews	Health Technology Reviews	132
Implementation Support and Knowledge Mobilization	Implementation support products/tools/services	150
Specialized Products and Services	Methods projects	6
	Scientific Advice	10
Educational Events	Pan-Canadian	44
	Multi-jurisdictional	4
	Capacity building sessions: regional/jurisdictional	25

In preparation for its new strategic plan in 2022–2023, CADTH is directing its efforts to areas that will drive the greatest impact. Changes in priorities, which are expected, may impact projected production capacities.

Details about CADTH products and services can be found on [www.cadth.ca](http://www.cadth.ca). Brief descriptions are included at the end of this document.

## Measuring Success

Each year, CADTH reports to its jurisdictional funders and Board of Directors on its progress in meeting the goals and objectives from its business plan. Evaluation will serve as a mechanism for understanding whether and how CADTH accomplished its stated goals for the year.

In anticipation of future performance reporting opportunities, CADTH is conducting an internal pilot project in 2021–2022 on the use of key performance indicators, or KPIs.

In this final year of the 2017–2021 strategic plan, CADTH is preparing a new 3-year strategic plan.

## Financial Plan

CADTH receives core funding from its members and generates revenue from industry application fees, its Scientific Advice Program, its annual CADTH Symposium, and small targeted projects funded on a fee-for-service basis. CADTH is committed to the efficient and effective use of its resources. Annual operating costs continue to rise because of inflation.

Efforts to achieve efficiencies and cost savings remain a priority for CADTH management. CADTH is addressing recent deficits to its Reimbursement Reviews program that resulted from increased demand and complexity of the work.

## Programs and Services

In support of its mandate, CADTH provides a standard set of programs and services. CADTH's work is used to inform decisions about the appropriate use of drugs, diagnostics, and medical and surgical devices and procedures. CADTH programs and services include the following:

### Horizon Scans

A high-level summary of a new or emerging health technology likely to have a significant impact on the delivery of health care in Canada.

### Reference Lists

A list of references on a specific health care topic, with abstracts and links to full-text documents, when available.

### Reimbursement Reviews

A comprehensive assessment of the clinical effectiveness and cost-effectiveness, and clinician and patient perspectives, of a drug or drug class. The assessment informs non-binding recommendations that help guide Canada's federal, provincial, and territorial governments' reimbursement decisions, with the exception of Quebec. Implementation advice and funding algorithms are provided, where applicable.

### Health Technology Reviews

A customized review of a health technology that may consist of one — or a combination — of the following: an environmental scan, a rapid review, a clinical review, a pharmacoeconomic review, and patient perspectives, as well as legal, ethical, social, implementation, environmental, and policy implications. Appropriate use recommendations are provided where applicable.

### Other Programs and Services

#### Scientific Advice

Advice to pharmaceutical companies on their early drug development plans from a health technology assessment perspective.

#### Implementation Support and Knowledge Mobilization

Specialized products, tools, and services to help health care decision-makers use and implement CADTH information, recommendations, and advice.