

CADTH

CADTH 2017-2018

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, cost-effectiveness, and optimal use of drugs, medical devices, diagnostics, and medical, surgical, or dental procedures and programs. CADTH accomplishes this by acting as a major producer of evidence, advice, recommendations, and tools that promote the optimal use of health technologies, taking into consideration the local context in which decisions are made. CADTH also plays a key role as a broker of evidence from other sources in Canada and abroad.

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

Setting Direction

Early in 2015, CADTH adopted a new strategic plan, titled *Informing Choices in a New Era of Health Care in Canada*, which encompasses the time period from 2015 to 2018. This three-year strategic plan builds on CADTH's reputation as a key resource for health care decision-makers in Canada. The plan sets out the following vision and mission statements, which guide the activities of the organization.

Vision

Health technology assessment informs every health technology decision.

Mission

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

The strategic plan describes the refinements, enhancements, and new approaches CADTH will undertake to deliver value to health care decision-makers, expand the reach of the organization, and set the standard for evidence generation and analysis. Designed to be responsive to the evolving health care environment, the strategic plan was informed by an environmental scan 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.

Since the establishment of the 2015-2018 Strategic Plan, CADTH has developed, at the direction of the CDM, a pan-Canadian Health Technology Management Strategy. The strategy proposes a number of bold, new initiatives that will significantly improve the management of pharmaceuticals and

health technologies across Canada. To provide for implementation of the strategy in alignment with F/P/T priorities, the federal government has allocated \$36M in additional funding for CADTH over the next five years.

Priority Initiatives for 2017-2018

This business plan identifies priority initiatives for the 2017-2018 fiscal year — initiatives that position CADTH to build upon the accomplishments of the previous year, to press forward in fulfilling the three strategic goals and associated objectives articulated in *Informing Choices in a New Era of Health Care in Canada*, and to embark on the transition of the organization to a health technology management enterprise. Recognizing that CADTH is ultimately accountable to the CDM, the priorities of the organization may shift throughout the year in response to their evolving needs.

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

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

The production targets for 2017-2018 are listed in Table 1. These targets are consistent with priorities identified by CADTH customers and represent a balance between customer expectations and available CADTH resources. They have been adjusted to reflect the additional federal funding provided for this fiscal year. CADTH will develop and implement a strategy that will contribute to building the capacity and capability of scientific resources in Canada. A detailed description of CADTH products and services is provided at the end of this document. Given that priorities evolve over time, actual demand for the various products will influence actual output across the product lines.

In addition to the production targets described in Table 1, CADTH is a signatory to the *Joint Statement of Action to Address the Opioid Crisis* and has committed to preparing an analysis of international best practices and providing evidence-based recommendations, advice, and decision-support tools that will inform and guide patients, clinicians, and policy-makers regarding (drug and non-drug) pain management interventions and the treatment of opioid addiction.

Table 1: Projected Production Capacity for 2017-2018

Program	Product	Projected Production Capacity
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	Rapid Response Reports	275 to 325
	Blood Product Reviews	1 to 2
	Health Technology Assessment Reports	6 to 10
	Optimal Use Reports	4 to 8
	Environmental Scans	7 to 10
	Horizon Scans	14 to 20

Priority Initiative 2: Implement enhancements to the drug and device portfolios.

CADTH has devoted substantial effort to refining the medical devices product development process over the past two years, instituting defined processes for topic identification and prioritization, incorporating implementation considerations and equity issues into reviews, and integrating knowledge mobilization plans into the product development life cycle. Similarly, CADTH has pursued a number of enhancements to the drug review process, such as implementing a tailored process for reviewing biosimilars and developing a framework for assessing companion diagnostics. CADTH will continue to enhance the drug and device review processes in response to customer priorities. This will include:

- Tailoring processes to support decision-making at all phases of the technology life cycle, which will include implementing a process for reassessment
- Collaborating with Health Canada to explore ways to align drug and device review processes
- Developing new tools and products to support initiatives of other stakeholders, such as the pan-Canadian Pharmaceutical Alliance (pCPA) and the Canadian Association of Provincial Cancer Agencies (CAPCA)
- Identifying new niche areas amenable to health technology assessment, such as assistive devices, dental products and services, and genetic testing
- Implementing the process for reviewing companion diagnostics

- Developing options to support implementation of a prioritization framework that will inform drug review processes

and

- Continuing to work with jurisdictions to refine and enhance all CADTH products and services.

Priority Initiative 3: Cultivate recognition of CADTH at all levels of the health system.

To effectively influence and inform health decision-making, CADTH will broaden and deepen its reach. Knowledge mobilization, marketing, and communications tools and techniques will be leveraged to amplify CADTH messaging, increasing awareness throughout the multi-stakeholder health care environment. Specific areas of focus for the coming year include:

- The development and implementation of an organization-wide process for publication in reputable peer-reviewed journals
- The development and implementation of a CADTH events strategy to bring dialogue, evidence, and skills development directly to decision-makers and producers of HTA.

CADTH will execute its clinician engagement strategy to promote awareness of the organization among clinicians, enhance the involvement of clinicians in the product development process, and promote the use of CADTH products and services. Clinicians — such as physicians, pharmacists, nurses, nurse-practitioners, dentists, and allied health professionals — play a critical role in determining whether health evidence is used to inform decisions related to policy, purchasing, and clinical practice. Building on CADTH's long-standing commitment to clinician engagement, the multi-faceted clinician engagement strategy calls for:

- Establishment of mechanisms for obtaining clinician input
- Leveraging of electronic platforms (such as electronic health records, order sets, and mobile applications)

and

- Increased recruitment of clinician champions to connect with this broad, diverse audience.

In addition to users and producers of HTA, CADTH will invest in relationships with several other key groups: partners, patients, and students.

- CADTH will nurture existing and build 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.
- Recognizing the importance of involving patients in decisions about the design and delivery of health care, CADTH has devoted substantial effort to educating patient groups and facilitating patient participation in its review processes. CADTH remains committed to patient involvement and will continue to identify opportunities for inclusion.
- CADTH's student engagement strategy will facilitate increased awareness of CADTH on the part of this audience in support of talent recruitment and long-term capacity-building efforts.

Priority Initiative 4: Initiate the transition of CADTH to a health technology management enterprise.

The pan-Canadian Health Technology Management Strategy envisions CADTH as a health technology management enterprise: an organization that supports real-world decision-making at all levels, monitors and evaluates drug and non-drug utilization over the technology life cycle, and supports implementation at the policy and practice levels.

With the new funding announced in the March 2017 federal budget, CADTH has identified work packages under the following headings:

Governance and Priority-Setting;
Assessment and Evaluation throughout the Technology Lifecycle;
Strengthening the Evidence-to-action Connection; and
Measuring Impact and Improving Value for Money.

These work packages will complement activities already underway and those described elsewhere in this document, and will also include new initiatives to support the transformation of CADTH to a health technology management enterprise.

The plan to transform CADTH will be phased in over five years. CADTH will establish a special office to facilitate and oversee implementation of the pan-Canadian Health Technology Management Strategy. This year, CADTH will:

- Assess the information management needs of the organization and identify corresponding business systems and technology solutions to facilitate improved

business processes and the collection, storage, and reporting of performance and other data

and

- In consultation with jurisdictions, revise its committee structure to ensure that it best supports governance oversight of CADTH's mandate, strategic direction, programs, and priorities, and the initiatives identified in the pan-Canadian Health Technology Management Strategy. A key element will be the development and implementation of the prioritization framework, and the development of CADTH's new Strategic Plan, both of which will begin later this year.

Other initiatives to be conducted this year will be elucidated in consultation with the F/P/T Deputy Ministers of Health.

Financial Plan

Supplementary to core funding, provided by CADTH corporate members, revenue will be generated through 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 is in the process of adopting a set of performance metrics to be publicly reported.

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 optimal use of pharmaceuticals, medical devices, diagnostics, and procedures. The CADTH suite of HTA programs 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, cost-effectiveness, and patient 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 coverage decisions.

The CADTH pan-Canadian Oncology Drug Review

pCODR is a pan-Canadian process for conducting objective, rigorous reviews of the clinical, 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 drug-funding decisions. On April 1, 2014, pCODR became a program within CADTH.

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 report will provide conclusions, but will 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.

Knowledge Mobilization and Implementation Support

CADTH has adopted an integrated knowledge mobilization and implementation support 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.