

CADTH 25 YEARS

2014-2015 Annual Business Plan

CADTH at 25: Tailored Growth for a Sustainable Future

1. INTRODUCTION

In 2014, CADTH celebrates 25 years of supporting informed decisions. Drugs and other health technologies continue to be major drivers of health care costs and most jurisdictions across the country are dealing with significant challenges related to the management of health expenditures. As a pan-Canadian health technology assessment (HTA) agency, CADTH contributes to the quality and sustainability of health care in Canada by providing credible, timely, relevant, and impartial evidence-based information and advice to health care decision-makers.

The CADTH Board of Directors has established a three-year Strategic Plan for the agency, covering the years from 2012 to 2015, with the following vision statement and strategic goal:

Vision Statement

CADTH will enhance the health of Canadians by promoting the optimal use of drugs and other health technologies.

Strategic Goal

CADTH will cultivate an environment for evidence generation and adoption across Canada by acting as a broker and producer of health technology assessments that promote the optimal use of drugs and other health technologies.

In support of this vision and strategic goal, CADTH provides assessments of the clinical and cost-effectiveness of pharmaceuticals and diagnostics; and medical, dental, and surgical devices and procedures. These assessments lead to the production of advice, recommendations, and tools that promote the optimal use of drugs and other health technologies. CADTH also plays a key role as a broker by helping to create and nurture an environment for evidence generation and adoption across Canada.

CADTH is nationally and internationally recognized for its unique role as a knowledge organization. As both a broker and producer of HTAs, the agency is well-positioned to mobilize evidence, whether it is assessed in-house or by other HTA producers, to its customers, and contribute to improved health outcomes and the sustainability of Canada's health care system.

2. CADTH PRODUCTS AND SERVICES

As an HTA producer, CADTH provides a standard set of core products and services to participating federal, provincial, and territorial (F/P/T) ministries of health and their constituents. This information is used to support decisions about the optimal use of pharmaceuticals and other health technologies. The CADTH suite of HTA products and services includes:

Formulary Reviews and Listing Recommendations

The CADTH Common Drug Review

- 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 drugs, and providing formulary listing recommendations to the publicly funded drug plans in Canada (except Quebec). The drug plans use this information to support their coverage decisions.

The Pan-Canadian Oncology Drug Review

- The pan-Canadian Oncology Drug Review (pCODR) assesses cancer drugs and makes recommendations to the provinces and territories (except Quebec) to guide their drug-funding decisions. Established in 2010 by the provincial and territorial ministries of health, pCODR is designed to bring consistency and clarity to the assessment of new cancer drugs by looking at both clinical evidence and cost-effectiveness. pCODR is the permanent successor to the interim Joint Oncology Drug Review (iJODR), which has provided evidence-based recommendations for cancer treatments since early 2007 and has demonstrated the value that a national collaborative platform can provide to cancer care decision-making. On April 1, 2014, pCODR will become a program within CADTH.

Health Technology Management Products

Optimal Use Projects

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

Rapid Response Reports

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

Health Technology Assessment (HTA) Reports

- The evidence produced within this product line is disseminated via 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.

Environmental and 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. As part of this service, CADTH also provides environmental scans of different health care practices, processes, and protocols inside and outside of Canada. To fully leverage this service, CADTH sponsors the Canadian Network for Environmental Scanning in Health (CNESH) — a national network of organizations involved in horizon scanning.

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 moving 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 successfully use it to inform decisions about the management of health technologies.

3. INITIATIVES FOR 2014-2015

The *2014-2015 Annual Business Plan* represents the third and final year of implementation of the *CADTH Strategic Plan for 2012-2015* and builds upon the accomplishments of the previous two years. CADTH strives to ensure that initiatives developed to support the objectives articulated in the *Strategic Plan* are aligned with current Canadian health care priorities, and that it takes into consideration the work and efforts of other HTA organizations nationally and internationally.

In accordance with the *Strategic Plan for 2012-2015*, CADTH has made a concerted effort, over the past two years, to strengthen its relationships with other HTA producers in order to leverage the combined pan-Canadian capacity to generate evidence and contribute to informed decisions. This shift is part of a larger cultural change that has seen the agency devoting a greater share of its resources to brokering evidence, in addition to conducting the HTAs for which the organization is known.

Having already made significant progress toward fulfilling the objectives contained in *Strategic Plan for 2012-2015*, it is anticipated that this year will provide an opportunity for CADTH to complete or fine-tune many ongoing initiatives. As in the previous year's *Annual Business Plan*, this year's initiatives are organized by the three key success factors articulated in the *Strategic Plan*. The initiatives focus on producing HTAs on a wider variety of technologies, contributing to greater generation and use of evidence, and sustaining the organization for years to come.

Key Success Factor: Customer Satisfaction

Conduct Evidence-Based Assessments of Drugs and Other Health Technologies

CADTH delivers a defined suite of products and services in accordance with customer needs and priorities. The production targets for 2014-2015 are listed in Table 1. Priorities evolve over time, and demand for the various products will influence actual output across the product lines.

Table 1: Projected Production Capacity for 2014-2015

Product Line		Projected Production Capacity
Formulary Reviews and Listing Recommendations	CDR	<ul style="list-style-type: none"> • 30 to 35 single technology reports, with recommendations • 2 to 4 Request for Advice reports, with recommendations • 1 to 2 blood product review reports
	pCODR	<ul style="list-style-type: none"> • 15 to 20 single technology reports, with recommendations • 3 to 5 non-industry submissions, with recommendations
Health Technology Management HTM Products	Rapid Response	<ul style="list-style-type: none"> • 10 to 30 reference lists • 80 to 120 summaries of abstracts • 90 to 110 summaries of full texts, with critical appraisals • 2 to 4 peer-reviewed summaries of full texts, with critical appraisals • 1 to 2 systematic reviews, with meta-analysis
	HTA/Optimal Use	<ul style="list-style-type: none"> • 1 to 2 Therapeutic Reviews (includes implementation support tools) • 4 to 8 HTA/Optimal Use projects (includes implementation support tools)
Environmental and Horizon Scanning		<ul style="list-style-type: none"> • 6 to 8 Environmental Scan reports • 4 to 8 Horizon Scan reports

In addition to the products listed in Table 1, CADTH will also be focused on enhancing its scientific credibility, enhancing its role in assessing medical devices, and expanding the drug review product line. Specific activities associated with each of these initiatives are listed below.

Scientific Credibility

CADTH will ensure that product development processes reflect the scientific credibility for which the organization is known and that they consistently result in timely, relevant products that meet the needs of decision-makers. To do this, CADTH will:

- foster and nurture new and existing academic and clinical linkages to advance the science of HTA
- continue to enhance existing and develop new economic and methodological guidelines for conducting HTA
- conduct regular training and upskilling of research staff to enhance the internal ability to conduct high-quality reviews
- develop and implement strategies aimed at reducing and managing CDR submission queues, including a mechanism for the prioritization of submissions
- define and adopt processes for obtaining, monitoring, communicating, and addressing customer feedback on specific CADTH products and services to promote increased customer satisfaction and ensure the best match of product with the customer
- continue to engage regularly with the stakeholder community — including patients, industry, and clinicians — on topics related to CADTH processes.

Priority Initiative #1: Expansion of Production Portfolios

Pharmaceuticals

Over the past year, CADTH has worked with its funders, customers, and other stakeholders to harmonize drug evaluation tables in Canada in an effort to reduce duplication of effort and to realize economies of scale. The organization has expanded its portfolio to include assessments of drugs for rare diseases, therapeutic vaccines, and subsequent entry biologics. CADTH will modify existing frameworks for the review of drugs in these areas.

Medical/Dental/Surgical Devices, Procedures, and Diagnostics

Facing a rapidly evolving technology landscape, CADTH customers have expressed a desire for more HTAs on non-drug health technologies. CADTH has already begun to respond to this need by identifying a niche, the optimal use of laboratory tests, for which multiple products are being and will continue to be developed. Other areas of interest will be identified and pursued, and will include an exploration of the types of products that will best meet customer needs.

CADTH will also develop new products that provide early information on emerging technologies, and will undertake a review of the Rapid Response product line as the tenth anniversary of the program approaches.

Priority Initiative #2: Effecting the Transfer of pCODR to CADTH

Following initial agreement in May 2012 to harmonize the number of drug evaluation tables in Canada, the F/P/T Conference of Deputy Ministers of Health approved the transfer of pCODR to CADTH effective April 1, 2014. In addition to further consolidating policy direction across different drug programs, the transfer will improve the pCODR governance structure to ensure its long-term viability and sustainability. CADTH is well-versed in the field of cancer drug reviews, having produced assessments for pCODR since its inception and for the iJODR prior to that.

Over the course of the year, CADTH will focus on integrating pCODR staff and processes into the organization to ensure a seamless transfer and no disruption in the pCODR review process. In the spirit of how pCODR and CADTH engage its stakeholders, the broader cancer community — including cancer agencies, patient groups, and industry — will continue to be engaged at various points throughout the transition process.

Key Success Factor: Expanded Use of Evidence-Informed Decision-Making in the Management of Health Technologies

Priority Initiative #3: Enhancing the Generation, Uptake, and Impact of Evidence

In addition to conducting HTAs, CADTH will continue to act as a broker of health evidence. The term “broker” refers to the coordination, collaboration, and promotion of HTA in Canada. CADTH’s brokering efforts comprise several key components, each designed to increase generation, access, and uptake of HTAs, whether developed by CADTH or other HTA producers in Canada or abroad. To enhance the generation, uptake, and impact of evidence, CADTH will:

- develop and implement targeted knowledge mobilization plans to maximize the uptake and impact of CADTH's products and services
- facilitate matches of the evidence needs of decision-makers with established HTA producers in Canada and internationally

- continue to foster and expand linkages with clinical and academic networks for the purposes of knowledge mobilization
- undertake efforts to increase the capacity of HTA producers to assess evidence
- undertake efforts to increase the capacity of decision-makers to understand and use evidence, particularly in the non-drug area, through education events and workshops, including the 2014 and 2015 CADTH Symposium
- continue to fulfill a secretariat role to facilitate work on priorities that align with jurisdictional needs (e.g., through CNESH, the HTA Exchange, the Policy Forum, and the Pharmaceutical Directors Forum)
- engage on an ongoing basis with Canadian HTA producers to identify and pursue mutual priorities related to the generation and dissemination of evidence
- continue to participate in international groups that support the advancement of HTA globally, such as the HTAi Scientific and Professional Programs Committee, the HTAi Policy Forum, the International Society for Pharmacoeconomics and Outcomes Research (ISPOR) non-drug initiatives, EuroScan, INAHTA, the IDEAL Surgical Collaboration, and the Green Park Collaborative.

Priority Initiative #4: Strengthening the CADTH Brand and Profile

To enhance the impact of its products and services, CADTH will engage in a branding exercise, with the goal of developing its profile amongst existing and potential customers and stakeholders. This will involve implementation of a formal CADTH brand strategy, which will include a media relations plan, a roster of CEO speaking engagements, and a government relations plan. The initiative will be supported by the continued application of the CADTH partnership strategy, and the adoption of a coordinated approach to conference management that will evaluate the purpose and return on investment for external events in which CADTH representatives participate. CADTH will also establish a coordinated approach to the proactive publication of information about the organization, including data about the uptake and use of products, the role of evidence in decision-making, and methods and experiences with pilot projects. CADTH will continue to build on its reputation, including its commitment to transparent practices, which involves the public posting of reviews and methodological guidelines. In addition to promoting its own profile, CADTH will work with other Canadian HTA producers to promote the importance and value of HTAs to the health system.

Key Success Factor: Organizational Efficiency

Priority Initiative #5: Building a Sustainable Funding Model

In light of its expanded mandate and recent unanticipated increases in the volume of CDR submissions, CADTH will work with the Conference of Deputy Ministers of Health to explore alternatives to the current funding model.

Efficient Operations

CADTH will continue to build on its commitment to continuous quality improvement, and seek opportunities to improve organizational efficiency, increase productivity, and reduce risk. During the year, CADTH will undertake the following activities to ensure it continues to deliver value to the health care system and meet the needs of its customers:

- implement a risk-management framework to identify, assess, address, and report risks organization-wide to support more effective decision-making

- conduct organizational performance management through the ongoing development and implementation of the enhanced Impact and Evaluation Framework, with enhanced reporting for planning and decision-making purposes
- examine the current expert and advisory committee structure to identify opportunities to increase efficiency and consistency of supports
- enhance or adopt electronic tools and systems to enhance workplace efficiency and committee interaction and engagement
- undertake ongoing revisions to and implementation of the Human Resources strategy to recruit, retain, and engage talent, in accordance with leading practices, wherever possible
- assess the skills, experience, and capacity required to support the suite of CADTH products and services, including special initiatives, and create an action plan to address any identified gaps
- apply the project-management framework to harmonize practices such as scheduling, process, and workflow across product lines.

4. FINANCIAL PLAN

The funding of CADTH is evolving in the 2014-2015 budget year. pCODR will be integrated into CADTH effective April 1, 2014. The other core funding, as provided by CADTH corporate members, will remain unchanged, with the exception of the federal contribution. 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.

5. 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* 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.