



Canadian Agency for
Drugs and Technologies
in Health

2013-2014 Annual Business Plan

**Strengthening CADTH's Value
Proposition as A Broker and Producer
of Health Technology Assessment**

1 INTRODUCTION

Since its inception in 1989, the Canadian Agency for Drugs and Technologies in Health (CADTH) has contributed to the quality and sustainability of health care in Canada by providing credible, impartial, evidence-based information and advice to health care decision-makers. Drugs and other health technologies continue to be major drivers of health care costs. As jurisdictions across Canada face significant economic and demographic challenges, the need for credible, independent, evidence-based information is greater than ever.

In December 2011, the Board of Directors approved a three-year Strategic Plan for CADTH. The plan sets out a Vision Statement and Strategic Goal for the organization:

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.

CADTH is nationally and internationally recognized for its unique role as a knowledge organization helping to create and nurture an environment for evidence generation and adoption. As both a broker and producer of health technology assessments (HTA), CADTH is well-positioned to mobilize evidence to its customers and contribute to improved health outcomes and the sustainability of Canada's health care system.

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 health technologies (pharmaceuticals, medical, dental and surgical devices and procedures, and diagnostics). The CADTH suite of health technology assessment products and services includes:

- **Formulary Reviews and Listing Recommendations**
The 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.
- **Optimal Use Projects (Products with Recommendations)**
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 (Products without Recommendations)**
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.
- **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. Upstream 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 communications 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.

2 FISCAL YEAR 2012-2013: FOUNDATION FOR SUCCESS

CADTH has recently concluded a period of organizational transformation that involved substantial changes to its governance framework and organizational structure, the introduction and development of new processes and methods within an integrated science program, and a cultural shift from being primarily research-focused to being customer-focused. Following the successful implementation of these changes, the focus at CADTH during the past year has been on keeping pace with the dynamic health technology management needs of the health care sector by shifting some emphasis from production to an enhanced brokering role. During this year, CADTH has built a solid foundation that will serve to support the breadth of progress described in the Strategic Plan. Key achievements undertaken in 2012-2013, organized by the three key success factors included in the Strategic Plan (*i.e.*, *customer satisfaction, expanded use of evidence-informed decision-making in the management of health technologies, and organizational efficiency*), are as follow:

Key Success Factor: Customer Satisfaction

Strengthen CADTH's role in responding to the priorities of its funders and their constituents by producing high-quality products and services that are relevant and timely.

- Developed and initiated implementation of the Customer Service Strategy to guide CADTH in understanding the needs of its customers and ensuring that its products meet their needs.
- Created a patient engagement action plan in response to the 2012 independent review of the Patient Input Process that will lead to improvements to CADTH's patient involvement process.
- Established two working groups, comprising representatives of CADTH's customer base, to assess the need for new products and services.
- Promoted common methodological approaches through hosting of webinars and workshops for HTA producers, CADTH stakeholders, and the academic community, including a two-day workshop on network meta-analysis.
- Explored new methodological approaches to HTA, including initiation of an updated report on indirect treatment comparisons/network meta-analysis.
- Produced CADTH products in accordance with the targets set out in the business plan (a breakdown of the year-to-date figures is provided below):
 - Reviewed 30 drug submissions (CDR and Oncology) and issued related recommendations
 - Completed 4 optimal use projects on topics such as new oral anticoagulants for the prevention of thromboembolic events for patients with atrial fibrillation
 - Completed 194 Rapid Response reports
 - Completed 13 Environmental Scans
 - Completed 4 Issues in Emerging Health Technologies bulletins on the topics of human insulin monomer, antiplatelet point-of-care testing, renal denervation, and anacetrapib.

Key Success Factor: Expanded Use Of Evidence-Informed Decision-Making In The Management Of Health Technologies

Build capacity in Canada to provide decision-makers with the best available evidence and implementation support to make informed decisions about the optimal use of drugs and other health technologies in Canada throughout their life cycle.

- Developed and implemented strategies aimed at enhanced stakeholder engagement, including the Impact Strategy (various communications activities); Partnership Strategy; and Industry Engagement Strategy.

- Provided secretariat support to the Policy Forum, Health Technology Analysis Exchange, and CNESH in order to advance initiatives aligned with the needs of health technology decision-makers.
- Established the pan-Canadian Health Technology (HT) Collaborative, comprising representatives from government, the health care system, and HTA-producing organizations, which continues to explore opportunities to collaborate on the production, dissemination, and uptake of HTA.
- Contributed to the advancement of health technology assessment globally through participation in international initiatives, including Health Technology Assessment International (HTAi) Policy Forum, International Information Network on New and Emerging Health Technologies (EuroScan), International Network of Agencies for Health Technology Assessment (INAHTA), the Green Park Collaborative, and the Centre for Innovation in Regulatory Science.
- Developed and implemented an annual Knowledge Mobilization Strategy focusing knowledge exchange activities on four priority projects (type II diabetes; atrial fibrillation; atypical antipsychotics for treatment of schizophrenia; and hip protectors in long-term care) to ensure a high level of awareness and uptake among CADTH customers.
- Developed and implemented a Communications Plan, including increased use of social media (e.g., established a CADTH Twitter account).
- Delivered numerous presentations by CADTH staff at nationally recognized symposia, conferences and meetings and 105 workshops with decision-makers (e.g., managers and senior leaders within regional health authorities) conducted by Liaison Officers, focusing on how to incorporate evidence into decision-making.
- Hosted the 3rd Annual CADTH “Science Week” offering educational sessions for staff and stakeholders.
- Hosted the 2012 CADTH Symposium, an annual event that draws more than 500 representatives from government, HTA producers, practitioners, patient groups, industry, and academia.
- Evolved partnerships with the Canadian Standards Association, pan-Canadian Oncology Drug Review (pCODR), Canadian Foundation for Health Improvement, Canadian Institute for Health Information, Health Canada Health Products and Food Branch, Canadian Medical Association, and the Canadian Pharmacists Association.

Key Success Factor: Organizational Efficiency

Adopt a continuous quality improvement framework that promotes the best use of resources to achieve the best outcomes.

- Continued to evolve the Human Resources strategy, with an emphasis on training on the LEADS leadership capabilities framework by the leadership team and all staff; completion of the first phase of a remote work pilot project; and execution of an employee engagement survey.
- Completed phase II of the independent CADTH program evaluation required as part of the funding agreement with Health Canada.
- Conducted an in-depth study of two potential business development opportunities and initiated development of the business case to pursue them.
- Developed an enhanced Impact and Evaluation Framework designed to measure and assess the impact of CADTH’s activities both as a producer and broker of HTA.
- Conducted a full review of all production processes to identify efficiency gains.
- Developed and implemented a three-year budget plan to take advantage of the efficiency gains identified and ensure that CADTH can deliver its planned outputs within a reduced budget.

3 INITIATIVES FOR 2013-2014

The 2013-2014 Business Plan represents the second year of implementation of the 2012-2015 CADTH Strategic Plan and will build upon the accomplishments of the previous year. The strategic objectives articulated in the Strategic Plan are aligned with current Canadian health care priorities and take into consideration the work and efforts of other HTA organizations nationally and internationally.

With many of the foundational plans and strategies in place, it is anticipated that this year will provide an opportunity for CADTH to make substantial progress toward achievement of the strategic objectives contained in the 2012-2015 Strategic Plan. As in the previous year's Business Plan, this year's initiatives are organized by the three key success factors articulated in the Strategic Plan.

KEY SUCCESS FACTOR: CUSTOMER SATISFACTION

Priority Initiative #1: Better Products Faster

Even as CADTH takes on a greater brokering role, it will continue to deliver its defined suite of products and services in accordance with customer needs and priorities. CADTH will also roll out new products, including economic tools that will assist with the interpretation and implementation of formulary and other drug-related recommendations. It is anticipated that the suite of CADTH products and services will continue to evolve to meet customer needs for evidence-based information and recommendations on drugs and other health technologies. The production targets for 2013-2014 are set out below. Demand will influence actual output across the Formulary Review; Rapid Response; Optimal Use; and Environmental and Horizon Scanning product lines.

Table 1: Projected Production Capacity for 2013-2014

Product Line	Projected Production Capacity
Formulary Reviews	30 to 35 single technology reports with recommendations 2 to 4 Request for Advice reports with recommendations 5 to 8 pCODR single technology review reports 1 to 2 blood product review reports
Rapid Response (products without recommendations)	10 to 30 reference lists 80 to 120 summaries of abstracts 90 to 110 summaries of full texts with critical appraisals 2 to 6 peer-reviewed summaries of full texts with critical appraisals 1 to 2 systematic reviews with meta-analysis
Optimal Use (products with recommendations)	1 to 2 Therapeutic Reviews (includes intervention tools and support) 4 to 6 Optimal Use projects (includes intervention tools and support)
Environmental and Horizon Scanning	10 to 15 Environmental Scan reports 4 to 8 Horizon Scan reports

Project Themes

CADTH will continue to undertake a thematic approach to its work, aligned with jurisdictional priorities to ensure its products and services are of the utmost importance and relevance to its customers. This allows for clear focus and direction in developing the drug and non-drug topics for each portfolio. It is important to note, however, that CADTH also delivers products and services that fall outside of the project theme areas in response to the changing needs and priorities of its customers.

The project themes for 2013-2014 are as follow:

- Cardiovascular / Cerebrovascular
- Diabetes Mellitus
- Infectious Diseases
- Medical Devices
- Mental Health
- Neurological Diseases
- Emerging Issues

Scientific Credibility

In line with the theme of “Better Products Faster,” and to ensure that HTA products generated by CADTH continue to meet high standards of scientific credibility, relevance, and impact, as well as meet the needs of decision-makers, CADTH staff will foster and nurture existing and new academic and clinical linkages to advance the science of HTA. In addition, staff will continue to enhance existing and develop new methodological guidelines for conducting HTAs.

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

Priority Initiative #2: Enhancing CADTH’s Broker Role

During the coming year, CADTH will continue to apply a concerted effort to expanding its role as a broker, particularly for non-drug technologies. Brokering is a way of thinking about and describing CADTH’s increased emphasis on coordination, collaboration, and promotion of HTA in Canada. It is not an entirely new part of CADTH’s work, but there will be a significantly increased emphasis on this business line as brokering activities evolve during the coming years. As a broker, CADTH’s efforts include several key components, each designed to increase generation, access, and uptake of HTA — whether developed by CADTH or other HTA producers in Canada or abroad. These components include:

- Playing a lead role in leveraging the existing HTA capacity in Canada to minimize duplication and maximize the resources available.
- Creating opportunities to share expertise, improve and standardize methods, and promote best practices among HTA producers.
- Creating collaborations and partnerships that will assist in matching decision-maker needs for HTA to established HTA producers in Canada and internationally.
- Supporting HTA capacity-building efforts.
- Enhancing HTA receptivity throughout the health care system through activities such as the CADTH Symposium and other educational events.

One of the key brokering initiatives begun in 2012 is the establishment of the pan-Canadian HT Collaborative — a group currently consisting of CADTH, provincial HTA organizations such as Alberta-based HTA producers, l’institut national d’excellence en santé et en services sociaux and Health Quality Ontario, hospital and academic HTA producers, representatives from regional health care delivery

organizations, and policy-makers. Under the auspices of the pan-Canadian HT Collaborative, CADTH will contribute to the following six key initiatives:

- **Explore the possibility of establishing common methods for producing HTA in Canada**
Contextualization of HTA reports is critical to uptake and implementation. To facilitate contextualization, it is important for the user of an assessment to understand the underlying methods and processes employed by the producer of the assessment. In conjunction with the members of the pan-Canadian HT Collaborative, the Health Technology Analysis Exchange, and the academic community, CADTH will convene symposia to develop core Canadian standards, processes, and methods for conducting HTAs. This will include examining the types of information and advice that best contribute to successful uptake and implementation of HTA recommendations — in other words, the type of information that should be included in HTA reports and associated knowledge mobilization and implementation support tools. This symposium format will also be used to develop approaches to dealing with challenging methodological issues, such as mixed treatment comparisons, subgroup analysis, and methods for conducting rapid evidence reviews.
- **Build a search engine to capture HTA reports produced in Canada**
Following international protocols and standards, CADTH will work with its partners to develop a comprehensive system to search for planned, ongoing, and completed reports. Plans are being developed to establish links to the European repository of planned and ongoing projects.
- **Create opportunities for Canadian HTA bodies and Health Canada to work together on approaches to the regulation and assessment of health technologies**
Members of the pan-Canadian HT Collaborative will approach Health Canada to explore ways to better align regulatory and reimbursement approaches for medical devices.
- **Explore opportunities to use pre- and post-market evidence**
The 2004 Health Technology Strategy identified field evaluation of medical devices as a priority and an area for interprovincial collaboration. Ontario has been very active in conducting field evaluations; however, there has been limited involvement by other provinces. Members of the pan-Canadian HT Collaborative will seek opportunities to work together in both the post-market space through the conduct of field evaluations and in the pre-market space through early engagement initiatives involving industry, clinicians, and payers.
- **Identify the key entry points for health technologies into the health care system**
The adoption and diffusion of pharmaceuticals in Canada tends to be well controlled through common review processes, negotiated agreements, and formularies — a very top-down approach. Medical devices on the other hand, are introduced and diffused in many different ways — typically involving a bottom-up approach. In order to develop and implement a more managed entry approach for medical devices, it is important to have a comprehensive understanding of how medical devices enter the system. With support from Health Canada, a paper will be commissioned that provides specific details on how medical devices are adopted and managed in the Canadian health care system. This information will then be used to gain a better understanding of how evidence and advice is being used to support decision-making, how the introduction of devices are linked to health system policies and priorities, and how HTA can best support an evidence-informed approach to the management of health technologies.
- **Identify and explore opportunities to promote awareness and use of regional and hospital-based HTA to inform local decision-making**
Members of the pan-Canadian HT Collaborative will explore opportunities to develop processes and standards for the conduct and use of HTA at the regional and hospital level. CADTH will seek ways to add regional and hospital HTA reports to the HTA search engine described above, and will explore approaches to broker regional and hospital-based HTA.

Priority Initiative #3: Harmonizing Drug Evaluation Tables

To build on current production capacity and realize economies of scale for its funders, CADTH will seek to fill gaps in assessment, such as for companion diagnostics, and reduce duplication of effort. CADTH will work with its customers and other stakeholders to harmonize drug evaluation tables in Canada, including approaches to drugs for rare diseases, blood products, and subsequent entry biologics. Additionally, the pCODR Steering Committee and CADTH will work together to better align governance structures and processes.

Priority Initiative #4: Maximizing Impact

This year, CADTH will place a distinct focus on maximizing the influence of its products and services on health technology decision-making across the system. This will require instituting processes for identifying health system priorities and developing knowledge mobilization practices that promote the uptake and use of HTA. The emphasis will be on using knowledge dissemination tools that reach identified target audiences and that respond to the context in which the customer operates. CADTH will work to build its reputation as a go-to resource for evidence, whether as a producer or broker, and will continue to invest in relationships with other health organizations to coordinate efforts that contribute to evidence-informed decision-making. Further implementation of the Impact and Customer Service strategies will promote increased uptake and enhanced awareness of CADTH products and services.

In addition, CADTH will undertake a range of activities aimed at building HTA capacity and enhancing HTA receptivity throughout Canada's health care system, including the following:

- Host the 2013 CADTH Symposium, an annual event that typically draws more than 500 representatives from government, HTA producers, industry, patient groups, the clinical community, students, and academia.
- Continue to implement transparency initiatives, such as the web-publication of Formulary Review reports.
- Increase marketing activities to enhance the profile of CADTH and promote uptake of its products and services, including initiatives to celebrate the CDR 10th anniversary in 2013 and upcoming CADTH 25th anniversary celebrations in 2014.
- Continue to fulfill a secretariat role to facilitate work on priorities that align with jurisdictional needs (e.g., through CNESH, the HTA Exchange, Policy Forum, and the Pharmaceutical Director's Forum).
- Implement the next phase of the patient engagement strategy to enhance mechanisms for involvement of patient groups in CADTH processes.
- Support the work of the Industry Liaison Forum.
- Explore and pursue opportunities to support the priorities and initiatives of the Council of the Federation in improving health care and supporting a sustainable health care system.
- 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, International Society for Pharmacoeconomics and Outcomes Research (ISPOR) non-drug initiatives, EuroScan, INAHTA, the IDEAL Surgical Collaboration, and the Green Park Collaborative.

Key Success Factor: Organizational Efficiency

Priority Initiative #5: Pursuing Opportunities for Revenue Generation

Recognizing the fiscal challenges faced by CADTH's funders in the current economic climate, CADTH will continue to pursue opportunities for business development to grow both its value proposition and revenue base. CADTH will establish the required infrastructure to support implementation of approved activities.

Efficient Operations

In addition, 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:

- Develop and implement governance policies and practices in keeping with CADTH philosophies on transparency and evidence-based practice, in an effort to support optimal Board performance.
- Develop and implement standardized governance practices to enhance operations and maximize efficiencies related to the secretariat support and outputs of CADTH committees.
- Continue to evolve the Human Resources strategy, with priorities supporting implementation of the updated organizational structure, adopting leadership capabilities (LEADS) into our approaches and employee programs, promoting awareness and acknowledgement of key policies in readiness for revenue generation opportunities and relative to new workplace standards, and fostering programs and practices to promote staff engagement.
- Continue to evolve the Web and Information Technology Strategy to enhance workplace efficiency and to support committee interaction and engagement.
- Continue to implement the enhanced Impact and Evaluation Framework to ensure the collection of high-quality information on organizational performance and to support business planning activities.
- Develop and implement an expanded risk management framework to increase organizational capacity to assess, communicate, and manage risk and support more effective strategic decision-making.
- Develop and implement action plans in response to the CADTH Evaluation and the Health Canada Audit.

4 FINANCIAL PLAN

CADTH aims to 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.

CADTH will continue to pursue the business development opportunities that have been identified. More detailed business cases for these opportunities will be developed during the year. The analysis will continue to take into consideration the level of investment by members of the corporation, the potential to leverage that investment to generate additional revenue for products and services that fall outside of CADTH's core suite of products and services, and the potential to provide more evidence-informed synthesis and assessment information. Subject to Board approval, funds from the CADTH reserves will be used for any work performed related to business development.

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 Business Plan established for the previous fiscal year, as articulated in section two of this document. 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 integrated a comprehensive evaluation framework into its new and ongoing activities and processes that allows for the collection of both qualitative and quantitative data throughout the year. The output from the evaluation 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.