

CADTH 2020–2021

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, dental, and surgical 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 principal criterion for success is impact — by promoting better health, better patient experience, and better value.

CADTH is accountable to the federal, provincial, and territorial Conference of 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 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 April 1, 2018, to March 31, 2021. This three-year plan articulates a bold new direction for CADTH and positions the agency 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 2020–2021

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

Our projected production capacities for 2020–2021 are listed in Table 1. These projections are consistent with priorities identified by CADTH customers, project our growth related to new funding from Health Canada, and represent a balance between expectations and available CADTH resources. Given that priorities evolve over time, and that some of the programs are demand driven, actual output across the product lines will vary.

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

Table 1: Projected Production Capacity

Program	Product	Projected production capacity		
		2020–2021	2019–2020	Actuals 2018–2019
Drug formulary reviews and reimbursement recommendations ^a	CADTH Common Drug Review Drug Reimbursement Recommendations	40 to 45	40 to 45	36
	CADTH pan-Canadian Oncology Drug Review Drug Reimbursement Recommendations	20 to 25	20 to 25	22
Health technology management programs, products, and services	Rapid Response Reports	375 to 425	325 to 375	305
	IMPRESS	25 to 50	Pilot	NA
	Health Technology Reviews	15 to 30	14 to 25	19
	Special products (plasma, gene therapy, complex/highly specialized)	5 to 10	2 to 6	NA
	Reassessments	Up to 5	NA	NA
	Requests for Advice	Up to 10	1 to 4	3
	Custom Policy Analysis	5 to 10	1 to 4	NA
	Environmental and Horizon Scans	25 to 40	25 to 40	22
	Implementation support products/tools	120	100	80
Miscellaneous products and services	Methods projects	3 to 6	2 to 4	4
	Scientific advice	7 to 10	5 to 10	7
	Training sessions	5 to 10	5 to 10	Up to 5
	Educational events	5 to 10	5 to 10	Up to 5

^a Submissions that are initiated but subsequently withdrawn by the sponsor are not reflected in these figures.

Priority Initiatives for 2020–2021

In addition to the core suite of deliverables, each year CADTH undertakes a series of priority initiatives to advance implementation of the goals and objectives articulated in the strategic plan, and to meet emerging jurisdictional priorities. As 2020–2021 is the third and final year of the current strategic plan, the focus for this business plan is on consolidating initiatives developed and instituted in the previous two years, and initiating activities not previously addressed.

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

CADTH will continue its work to go beyond traditional assessments of new drugs and technologies by advancing the life cycle approach to health technology assessment, a key component of the CADTH health technology management strategy described in the strategic plan. This will involve continued collaboration with Canada’s regulator of drugs and medical devices, the Health Products and Foods Branch of Health Canada. Specific activities to be advanced in 2020–2021 include:

- a. continuing to enhance the Scientific Advice program
- b. conducting reassessments of drugs, medical devices, and clinical interventions
- c. initiating additional condition-level reviews
- d. integrating the collection and analysis of real-world evidence into CADTH reviews.

Key Performance Indicators

1. The demand for access to CADTH scientific advice grows by at least 10%.
2. Reassessments lead to policy change (conditions for reimbursement are expanded or contracted, prices are renegotiated, products are delisted).
3. At least two reviews incorporate real-world evidence.

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 drugs; medical, dental, and surgical devices; diagnostics; and other clinical interventions. 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 health care budgets are all contributing to an access and affordability challenge. To help address this challenge, CADTH has introduced a health technology management strategy to improve access, promote affordability, and enhance the appropriate use of technologies. This year, CADTH will continue to explore ways to support the management of health technologies by:

- a. operationalizing new, or updating current, offerings for enhancing the management of plasma-related products, gene and cell therapies, digital technologies, virtual care, and drugs for rare diseases
- b. strengthening engagement with patients, clinicians, and other stakeholders
- c. investigating the creation of a National Health Library Service and publication of a CADTH journal
- d. fostering greater collaboration with other pan-Canadian health organizations — particularly with respect to improving CADTH support to Indigenous Peoples in Canada, and Canadians who live in rural and remote areas
- e. continuing to strengthen partnerships with the Patented Medicine Prices Review Board, the pan-Canadian Pharmaceutical Alliance, and members of the pan-Canadian HTA Collaborative
- f. promoting greater international collaboration.

Key Performance Indicators

4. Jurisdictions use CADTH products and services to inform decision-making and clinical use of plasma-related products, gene and cell therapies, digital technologies, virtual care, and other complex or highly specialized therapies (five to 10 examples).
5. pan-Canadian Pharmaceutical Alliance congruence with CADTH recommendations exceeds 90%.

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

Reflective of our long-standing value of transparency, CADTH will continue to identify and eliminate barriers that inhibit the transparent mobilization of evidence and information on organizational performance. Specific initiatives for Business Plan 2020–2021 include:

- a. provide decision-makers and other stakeholders with enhanced data, tools, advice, and analysis to promote improved contextualization
- b. review and harmonize CADTH deliberative frameworks
- c. enhance the transparency of CADTH expert committees.

Key Performance Indicators

6. By the end of the fiscal year, the deliberative frameworks of the three CADTH expert committees have been evaluated and harmonized.
7. By the end of the fiscal year, CADTH has introduced processes to improve 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 in order to understand a range of perspectives and advance common objectives.

In an evolving landscape, CADTH will work with its customers and stakeholders to identify trends impacting the broader health care system and promote improved management of pharmaceuticals and 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:

- a. work with federal, provincial, and territorial officials as well as other stakeholders to design and implement initiatives intended to improve the management of pharmaceuticals in Canada
- b. provide the necessary measures to Health Canada and the Patented Medicine Prices Review Board to support implementation of the new Patented Medicine Regulations
- c. work with government officials and other stakeholders to identify trends and implement activities that promote a value-based approach to the introduction and use of medical devices, digital technologies, virtual care, and interventions based on artificial intelligence.

Key Performance Indicators

8. Feedback from the Patented Medicine Prices Review Board on the nature and quality of the support provided by CADTH is consistently positive.

Priority Initiative 5: Invest in Organizational Health and Growth

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

- a. investing in workplace infrastructure to support a growing cadre of staff and to promote employee satisfaction
- b. investing in cultural awareness building, particularly with respect to First Nations, Métis, and Inuit populations, to allow CADTH to be an effective collaborator with Indigenous communities and organizations working to improve health outcomes for Indigenous Peoples in Canada
- c. continuing to enhance the CADTH website and information technology architecture with a specific focus on enhancing efficiency, reliability, business continuity, and cybersecurity
- d. implementing the steps necessary to ensure that CADTH is compliant with the *Accessibility for Ontarians with Disabilities Act*
- e. reviewing current funding models to ensure CADTH has the financial resources necessary to meet its growing mandate
- f. modernizing talent management to attract and retain talent.

Key Performance Indicators

9. Eighty percent of CADTH staff have participated in cultural awareness training (within six months of employment start date for new employees).
10. In accordance with the requirements stipulated in the *Accessibility for Ontarians with Disabilities Act*, the CADTH website and web content will conform with Web Content Accessibility Guidelines 2.0 Level AA by January 2021.

Financial Plan

CADTH receives core funding from its members and generates revenue from industry application fees, the CADTH Symposium, and other events, and smaller amounts from targeted projects funded on a fee-for-service basis. CADTH will achieve a balanced budget through 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 production capacities and 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. This form of process evaluation serves as a mechanism for understanding whether and how CADTH accomplished its stated goals for the year.

This business plan includes a set of key performance indicators to help track success.

Summary of Key Performance Indicators for 2020–2021

1. The demand for access to CADTH scientific advice grows by at least 10%.
2. Reassessments lead to policy change (conditions for reimbursement are expanded or contracted, prices are renegotiated, products are delisted).
3. At least two reviews incorporate real-world evidence.
4. Jurisdictions use CADTH products and services to inform decision-making and clinical use of plasma-related products, gene and cell therapies, digital technologies, virtual care, and other complex or highly specialized therapies (five to 10 examples).
5. pan-Canadian Pharmaceutical Alliance congruence with CADTH recommendations exceeds 90%.
6. By the end of the fiscal year, the deliberative frameworks of the three CADTH expert committees have been evaluated and harmonized.
7. By the end of the fiscal year, CADTH has introduced processes to improve the transparency of CADTH expert committees.
8. Feedback from the Patented Medicine Prices Review Board on the nature and quality of the support provided by CADTH is consistently positive.
9. Eighty percent of CADTH staff have participated in cultural awareness training (within six months of employment start date for new employees).
10. In accordance with requirements stipulated in the *Accessibility for Ontarians with Disabilities Act*, the CADTH website and web content will conform with Web Content Accessibility Guidelines 2.0 Level AA by January 2021.

In addition to the key performance indicators, 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.

Programs, Products, and Services

In support of its mandate as an HTA organization, CADTH provides a standard set of core programs, products, and services to participating federal, provincial, and territorial 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 programs, products, and services includes the following.

Drug Formulary Reviews and 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 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 price negotiation and coverage decisions.

Health Technology Management Programs, Products, 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.

IMPlEmentation REference Search Service

The IMPlEmentation REference Search Service (or IMPRESS) is an implementation reference search service offered to our jurisdictional customers to provide timely, synthesized, and credible evidence on broad health system issues. The service has multi-modal offerings, ranging from 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 CADTH's customers' expressed need for comprehensive evidence in various aspects of health care decision-making — from policy to practice.

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, patient, and economic aspects of a drug or medical device and may include other factors (legal, social, ethical, and environmental) that examine the broader impact of the technology on patient health and the health care system. Reports can involve assessments across the life cycle of new or 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. This category of reviews comprises a variety of products in the CADTH drug and medical devices portfolios. Examples include condition-level reviews; drug therapeutic class reviews; reviews of medical, dental, and surgical devices or clinical interventions; and other reviews that provide guidance on the optimal use of a drug, technology, program, or intervention.

Special Products

This category encompasses disruptive and highly complex products that may require new processes of analysis, comprehensive stakeholder consultation, additional components to review, and complex implementation considerations. It includes reviews of gene and cell therapies, plasma-related products, and products used to treat ultra-rare diseases that impose significant morbidity or mortality where a normal CDR or pCODR review would be insufficient.

Reassessments

This is a review of a previous CADTH report or recommendation on a drug, device, diagnostic, or clinical intervention. It will typically involve a reanalysis of the evidence used to support the original recommendation, supplemented by reviewing all new sources of evidence, including but not limited to real-world data. The reassessment will either confirm or update the original recommendation, allowing jurisdictions to modify the conditions for use, renegotiate the price, or delist the product.

Requests for Advice

This is a service offered exclusively to jurisdictional customers. It provides an option for decision-makers to request additional information or guidance on a recommendation released by one of the CADTH expert committees.

Custom Policy Analysis Service

This 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 and contextualized decision-making about health technologies.

Environmental Scans

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 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 Service

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. Several tailored products, services, and tools can be developed to support decision-makers and move evidence into action. These products, services, 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. This service includes cancer drug implementation algorithms, additional economic products for the pan-Canadian Pharmaceutical Alliance and the Patented Medicine Prices Review Board, clinical tools for physicians and patients, and numerous other products that can be tailored to jurisdictional needs.

Miscellaneous Products and Services

Methods Projects

To remain at the forefront of the science involved in health technology assessment, each year CADTH undertakes a selective review of the methodologies employed in how it conducts its work — both quantitative and qualitative. This could involve developing or updating internal briefs, producing methods documents posted on the CADTH website, or participating in international collaborations to develop new scientific, economic, or patient-related methods products.

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 a health technology assessment perspective that provide pharmaceutical companies with an opportunity to adjust their development plans.

Training Sessions

CADTH staff and contracted experts are highly regarded for their technical knowledge and expertise, and are frequently approached by jurisdictional customers to conduct training sessions on select topics. Typically, these involve sending CADTH staff or external experts funded by CADTH to develop and deliver a training session for multiple persons in a location chosen by the jurisdictional official requesting the training. Topics include various levels of health economics, business case preparation, critical appraisal of evidence, and conducting literature searches.

Educational Events

These are formal events hosted by CADTH such as the annual CADTH Symposium, topic summits, and webinars. These events are open to all stakeholders.