Annual Business Plan 2023-24

As CADTH continues to mature as an organization, work that was previously captured through Annual Business Plan activities will become part of our core and routine business. Many different tools now exist to support the organization in managing and monitoring its progress over the course of the year. Regular updates on project progress in relation to the Annual Business Plan will continue to be a way that CADTH keeps staff, leadership, and funders informed of its achievement of strategic plan objectives.

Strategic Plan Pillar	Annual priorities	Proposed workplan activity
1. Anticipate: Enable Future-Ready Health Care	A. Adapt our methodologies and our analyses to include an equity and environmental lens and to better reflect the perspectives of patients, families, and caregivers.	1. Advance CADTH's commitment to Inclusion, Diversity, Equity, and Accessibility (IDEA) by: • developing a public declaration • offering general and targeted education for staff • assessing internal processes and policies and developing an action plan for improvements • identifying, collecting, and analyzing data to evaluate and measure impact.
		2. Develop a framework and, if required, enhanced or new processes for advanced therapeutic products to ready the organization and decision-makers as these products enter the market.
		3. Review, update, and establish mechanisms for connecting and leveraging the expertise of CADTH's scientific advisors.
	B. Commit to understanding and integrating the knowledge, history, perspectives, and realities of First Nations, Inuit, and Métis.	1. Further CADTH's commitment to advancing reconciliation and decolonialization by: • developing an Indigenous-guided framework on how we approach and prioritize requests for work with, for, or about Indigenous Peoples • offering general and targeted education for staff • enhancing engagement of Indigenous Peoples and more inclusive engagement of Indigenous voices in CADTH's work.

2. Innovate: Unleash the Value of Technology Across its Lifespan	A. Assess the value of health technologies across the product life cycle.	1. Develop and implement a framework for time-limited recommendations for a small number of new marketed drugs.
		2. Implement changes based on international collaboration work and learnings to adopt a fit-for-purpose approach to HTAs, including the development of a tailored approach for drugs that are next-in-class or have been reviewed by a CADTH peer.
	B. Innovate and collaborate on the use of real-world evidence (RWE).	1. Develop a tailored approach that leverages and incorporates learnings in RWE into CADTH evidence products: • Implement an appraisal tool. • Incorporate into recommendations from the Scientific Advice program. • Include in scientific evidence appraisals.
	C. Increase the transparency of our processes and improve access to information and meetings.	1. Improve the transparency of our products and services through: • webinars, communication, and targeted knowledge mobilization products on CADTH processes • reviews of report formats and language to improve user experiences • a review of redaction processes.
		2. Implement recommendations from the Procedural Review Panel to improve the Reimbursement Review program, including the procedural review process, and to enhance transparency.
	D. Integrate robust methodologies and validated evidence to deliver respected recommendations.	1. Develop a framework and process to assess precision medicine technologies to support pan-Canadian decision-making and address existing gaps in reimbursement decisions related to diagnostics (e.g., companion diagnostics, imaging, and lab tests).
		2. Enhance deliberations by leveraging international guidance (e.g., the International Society for Pharmacoeconomics and Outcomes Research [ISPOR] and Health Technology Assessment International [HTAi] Taskforce) and incorporate best practices and methods for environmental, ethical, and RWE evidence.
		3. Implement the Grading of Recommendations, Assessment, Development, and Evaluations (GRADE) framework for clinical trial evidence in CADTH Reimbursement Reviews with expansion to other types of evidence later in the fiscal year. This approach also enhances transparency regarding the quality of evidence reviewed.

3. Transform: Catalyze Health System Change	A. Convene experts and policy leaders across Canada and internationally to identify and deliver solutions to health system challenges.	1. Retool CADTH's Health Technology Expert Review Panel to add additional expertise to develop recommendations on broad or complex medical devices and clinical interventions.
		2. Modernize CADTH's engagement strategy with clinicians, patients, industry, and senior decision-makers, including transitioning from the current patient engagement model to a model that includes a community of patient partners.
	B. Deliver implementation support to improve adoption of advice and recommendations.	1. Pilot a new expert committee to leverage opportunities to produce tailored reviews as requested by drug plans and to support appropriate use and optimal utilization of drug benefits. This committee would also provide an innovation sandbox to develop new approaches to review deliberations and provide an opportunity for committee member development.
		2. Evolve engagement and communication processes, tools, and products to maximize the awareness, use, and impact of CADTH's work.
4. Organizational Health: Efficient and Effective People Management and Technology Infrastructure	A. Develop and implement integrated, robust high-performing functions that are structured to enable our strategic plan and leverage the recommendations from audits, reviews, and assessments of CADTH.	1. Strengthen and mitigate identified risks in CADTH's information technology environment by completing a maturity assessment of cybersecurity controls and system penetration test and implementing remedial actions.
		2. Ensure that business units, and the organization as a whole, are set up for success to deliver on operational and strategic priorities, including responding to periods of high activity, and to embrace emerging priorities at CADTH.
		3. Develop and test an organization-wide business continuity plan that includes the remediation of gaps identified through the current state assessment.
	B. Develop, review, and implement policies, processes, infrastructure, and tools that support an efficient and effective hybrid work environment.	1. Advance service excellence and drive efficiency in corporate services in response to benchmarking and optimization work completed for project management and procurement.
		2. Enhance CADTH's digital infrastructure and tools portfolio by continuing with Microsoft 365 workplace optimization and the adoption of advanced digital tools, such as those that assist in executing the Conflict of Interest Policy, to bolster productivity and streamline operations.
		3. Explore tools to support the management of stakeholder relationships that meet the needs of a variety of teams across the organization.
	C. Develop and implement robust and timely reporting on progress, risk, and business performance to support the best informed operational and strategic decision-making.	1. Complete a data inventory that documents all internal data sources at CADTH to drive the future development of indicators and identify gaps in existing information.

	D. Implement a People and Culture strategy that ensures CADTH has the organizational structure and people in place to cultivate the skills, experience, diversity, and culture of inclusion to attract, onboard, retain, and grow talented people.	1. Enhance CADTH's employer brand through external initiatives and recruitment practices, corporate policies, and processes that focus on inclusive and equitable practices.
		2. Ensure CADTH can deliver on its strategy through the development of an Organizational Learning and Development Strategy and enhancing performance growth and talent management programs and processes.
		3. Enhance the employee experience by improving and implementing employee engagement initiatives, which will be supported by ongoing measurement and action planning, to create a positive employee experience.