

**Independent Evaluation of CADTH  
Prepared by Science-Metrix  
Submitted to Health Canada by CADTH  
December 2016**

**CADTH Management Response**

CADTH engaged Science-Metrix in September 2015 to conduct an independent evaluation of the organization for the period from April 1, 2012 to March 31, 2016. The evaluation informs planning and priority setting and complies with the requirements of CADTH's contribution agreement with Health Canada. Specifically, the objectives of the evaluation were:

- to assist in positioning CADTH within a changing Canadian healthcare landscape;
- to provide a comprehensive and reliable evidence base to support decisions regarding CADTH's ongoing organizational evolution;
- to assess how well CADTH is positioned to meet the goals and objectives of its 2015-2018 Strategic Plan; and
- to identify opportunities to meet the evolving needs of CADTH's funders and customers.

CADTH is proud of the positive findings and conclusions reached by the evaluators. In addition to the three recommendations, the evaluation report contains valuable insights throughout. CADTH will use these findings to guide its transition from a Health Technology Assessment agency to a Health Technology Management enterprise to better support jurisdictions improve their management of drug and non-drug technologies across their life cycle.

An overview of the recommendations and the response of CADTH Management (including actions being taken by CADTH to address the recommendations) is presented in the table below.

<b>Evaluation Recommendation</b>	<b>CADTH Response</b>
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<b>Evaluation Recommendation</b>	<b>CADTH Response</b>
<p>CADTH should examine the process through which the strategic direction and priorities of the organization are established and implemented, with a particular focus on the governance structure, including the roles, responsibilities, relationships and connectivity of the Board of Directors, advisory and expert committees, and Secretariat-supported groups, to best position itself in the dynamic healthcare setting.</p>	<p>The CADTH Board is undertaking a review of its governance model for fulfilling its current mandate, as well as for supporting the anticipated future role and growth of the organization. As an initial step, CADTH will examine its existing governance structure; which includes the Board of Directors, standing committees of the Board, advisory committees, expert committees, working groups and groups for which CADTH provides Secretariat support, and the contributions of each to operational and strategic priority setting.</p> <p>The timing for such a review coincides with the anticipated launch by CADTH of a pan-Canadian Health Technology Management Strategy. The Strategy proposes that the CADTH Board of Directors modify the existing committee structure in consultation with jurisdictions to ensure that it best supports governance oversight of CADTH's mandate, programs, priorities, and its ability to deliver on new initiatives.</p>

<b>Evaluation Recommendation</b>	<b>CADTH Response</b>
<p>CADTH should implement processes to identify unmet and emerging demands of customers. In addressing those demands, CADTH should consider the following:</p> <ul style="list-style-type: none"> <li>▪ the current mix of products and services offered;</li> <li>▪ mechanisms for operational planning;</li> <li>▪ the optimal allocation of resources within CADTH;</li> <li>▪ the need for products to include context-specific analysis; and</li> <li>▪ the capacities and capabilities of customers to implement recommendations.</li> </ul>	<p>With tens of thousands of health technologies on the Canadian market, only a subset can be assessed. CADTH recognizes that the identification of the interventions where an assessment would provide the greatest value to the health system is critical to ensuring the impact of its work. The pan-Canadian Health Technology Management Strategy developed by CADTH includes a number of elements that would respond to the unmet and emerging demands of its customers.</p> <p>CADTH acknowledges that while the evaluation found that its customers are pleased with the products and services offered, they desire more assessments, completed more quickly. CADTH will continue to work with jurisdictions to manage the growth of its programs and adjust product and service offerings in ways that best respond to jurisdictional needs.</p> <p>With respect to examining mechanisms for operational planning, CADTH proposes the establishment of a comprehensive, inclusive and transparent approach to agenda setting. To complement this proactive process, CADTH also plans to institute a nimble and reactive approach to the identification of emerging issues that would inform decision-making for potentially high-impact and disruptive technologies. This flexible approach to topic identification and prioritization should allow CADTH to better address local and regional priorities as they arise, and ensure that the resources are available to address pressing needs</p> <p>Finally, CADTH also plans to expand its reviews to encompass implementation considerations, human factor issues, health systems impact, and patient values so that they are more meaningful to customers.</p>

Evaluation Recommendation	CADTH Response
<p>CADTH should improve performance measurement to better quantify and qualify its impact on the health system and its contribution to downstream impacts, ideally in collaboration with its funders, recognizing:</p> <ul style="list-style-type: none"> <li>▪ that both internal and external factors influence the realization of CADTH's intended contribution to outcomes; and,</li> <li>▪ the supporting role that CADTH's funders have in providing access to indicator data.</li> </ul>	<p>Recently, CADTH has placed increased emphasis on the role of performance data in supporting internal decision-making processes and demonstrating health system impact to funders and stakeholders. Improved transparency related to performance information is a priority initiative in the <a href="#">2016-2017 CADTH Annual Business Plan</a>. In addition to the metrics CADTH has traditionally collected, new performance measures related to the <a href="#">2015-2018 CADTH Strategic Plan</a> have been adopted and will be published on the CADTH website.</p> <p>CADTH has already begun the process of establishing a central performance database, which will facilitate enhanced performance monitoring and evidence-informed decision-making within the organization. Implementation of this database will be a priority in the 2017-2018 CADTH Annual Business Plan.</p> <p>CADTH looks forward to working closely with its funders and partners to develop common approaches to evaluating outcomes and assessing cost-effectiveness in order to better demonstrate our collective contributions to the health care system.</p>