

2025–2030

A photograph of a diverse group of business professionals in a meeting. A man with a beard and a blue jacket is speaking to the group. Other people are listening attentively.

# Insight

A photograph of a young woman with glasses and a stethoscope, smiling warmly. She is wearing blue scrubs. In the background, other people are partially visible, including a woman wearing a hijab.

to  
**Impact**

Canada's  
Drug Agency

**Strategic  
Plan**

We are pleased to share our new 5-year strategic plan, *Insight to Impact*.

In a time defined by rapid change, innovation, and uncertainty, this plan will serve as a commitment to advancing solutions that have a meaningful impact for people today and into the future.

Our previous strategic plan launched us on a path of growth and transformation. It guided us to challenge traditional ways of thinking and working. We embraced new connections, forged stronger relationships, and adopted more innovative approaches. It established the foundation for what we aspire to achieve in this plan: to deliver more value for health system decision-makers, supporting their efforts to improve the health outcomes and experiences of patients, families, and caregivers across the country.

In this next phase, we are embarking on new initiatives aligned with our expertise and excellence in delivering evidence in an increasingly complex and evolving health landscape. This includes transitioning from being known as the Canadian Agency for Drugs and Technologies in Health (CADTH) to Canada's Drug Agency (CDA-AMC).


This strategic planning process provided an opportune moment for reflection and projection. Given that this would be our first strategic plan as Canada's Drug Agency, we leaned into defining who we are, what we do, and how we can provide ever-improving value for decision-makers, patients, and health systems across the country.

As the drug, health technology, and health systems landscape grows increasingly complex, we recognize the importance of staying agile. By anticipating the unexpected and seizing emerging opportunities, we will help decision-makers navigate this dynamic terrain, informing proactive and responsive evidence-based decisions.

We are proud of our team's dedication and work. Their commitment has brought us to this moment, and energized us to build on the strong culture and principles that have defined our organization and guide us in our everyday work.

Looking ahead, we recognize that challenges will meet us along the journey, but so will meaningful opportunities to add value and impact. We are inspired by the future and ready to collaborate with many interested parties. This includes industry, government decision-makers, patients, clinicians, and everyone in the drug, health technology, and health system ecosystem. Together, we can achieve transformative, sustainable, and positive change for generations to come.

  
**David Agnew**  
Board Chair

  
**Suzanne McGurn**  
President and Chief Executive Officer



Canada's Drug Agency recognizes the inherent and treaty rights of all First Nations, Inuit, and Métis Peoples across this land. We acknowledge the harms and mistakes of the past and are committed to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration. We work across Canada, residing on various traditional lands and collaborating with Indigenous governments, health care providers, and community members. Our Ottawa offices are located on the unceded, unsurrendered Territory of the Anishinabe Algonquin Nation. Our Toronto offices are located on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat.

## Contributions

This strategic plan was shaped by the input of our team and our partners. Broad-based engagement and research were used to identify priority opportunities, challenges, and better ways to connect with our broader ecosystem and interested parties. It is informed by recognizing opportunities to improve and address gaps across the various channels and mechanisms that keep us connected with our community. The engagement process included:

- 4 town halls capturing insights from 140 individuals, including patient and community representatives, industry members, clinicians, researchers, academics, and health technology assessment (HTA) partners
- interviews with more than 45 system leaders and partners across all jurisdictions
- a public survey, made available to all interested parties
- input from all of our business units
- critical engagements with our Board of Directors
- ongoing collaboration with and guidance from our executive leadership team
- advice and support from our Strategic Planning Guidance Committee, which included representation from our Board of Directors, senior leadership team, Patient and Community Advisory Committee, and communications team, as well as insights from inclusion, diversity, equity, and accessibility experts.



The work and impact of our organization is only possible because of the dedication of our team and the broader community we are privileged to serve. We thank all who participated in the process to shape our plan, and the many people who will play a role in advancing Canada's Drug Agency going forward.

## Notes on Language

In this document, we use:

- **“patient(s)”** to refer to individuals receiving treatment, their families and caregivers, and patient groups
- **“health systems”** to recognize the distinct jurisdictions across our provinces and territories and the individuals working within them
- **“drug and health technology landscape”** to refer to the broad, dynamic framework encompassing the development, approval, and delivery of pharmaceuticals and health technologies; this landscape includes the processes, interested parties, and policies that shape the journey from early-stage innovation through clinical validation and regulatory approval, culminating in patient access and real-world impact
- **“interested parties”** to refer to groups and individuals involved in all aspects of health care and health system delivery in Canada. This includes federal, provincial, and territorial governments and decision-makers; industry and manufacturers of drugs and health technologies; clinicians and other health care professionals; and patients.





2025–2030 Strategic Plan

# Insight to Impact

## Our Vision

A healthier future for people in Canada, built through evidence.

## Our Purpose

Power evidence-driven drug, health technology, and health system decisions.

## Guiding Principles



Excellence



Agility



Partnership



Inclusion, Diversity, Equity, and Accessibility



Integrity

## Priorities



Anticipate

Deliver insights for health care decision-makers and health systems.



Innovate

Realize the full potential of evidence to inform decisions.



Transform

Foster coordinated and sustainable health systems to advance real-world impact.

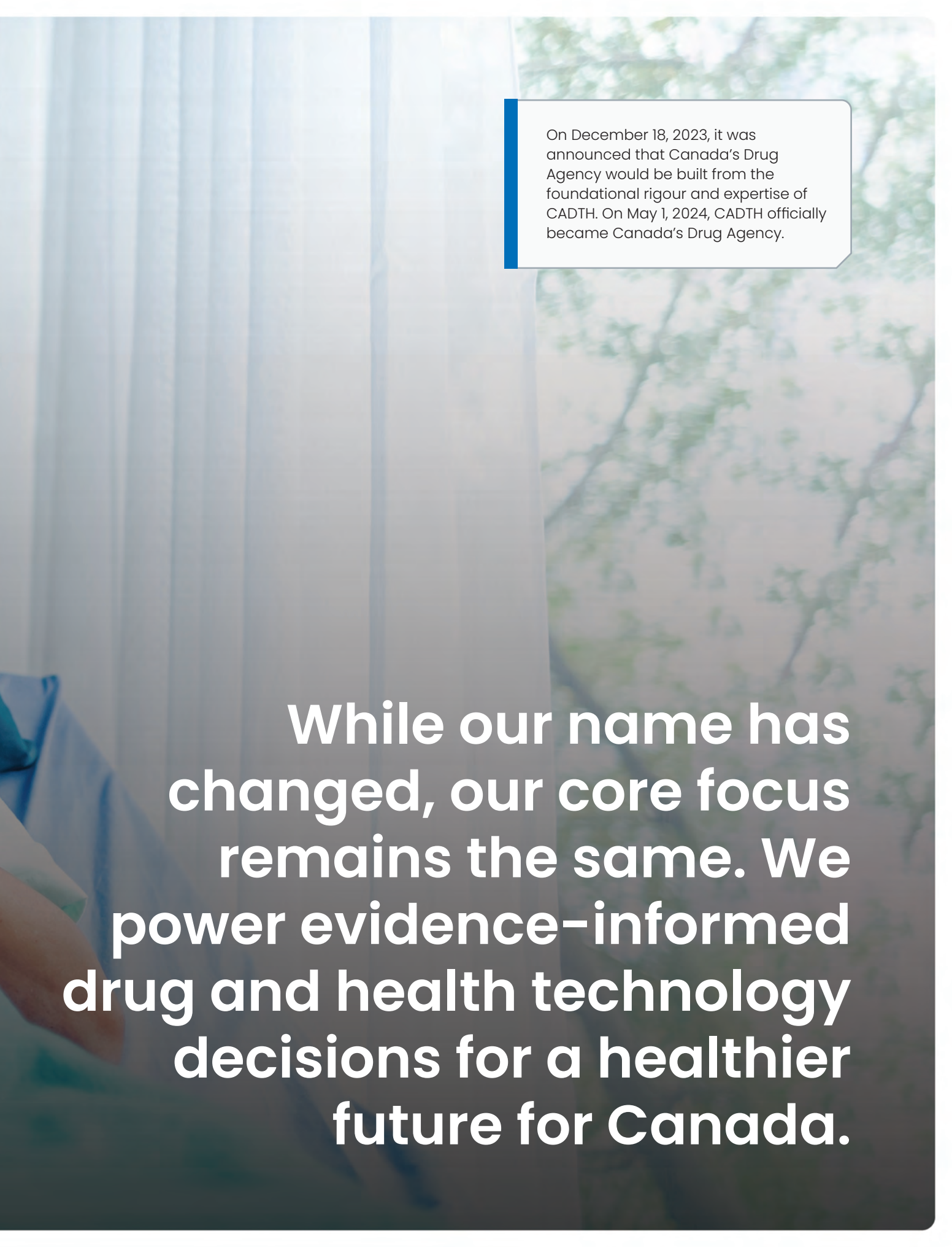


Canada's Drug Agency is a pan-Canadian health organization created and funded by Canada's federal, provincial, and territorial governments.

We are responsible for driving public value, better coordination, and alignment, across the drug, health technology, and health systems landscape.

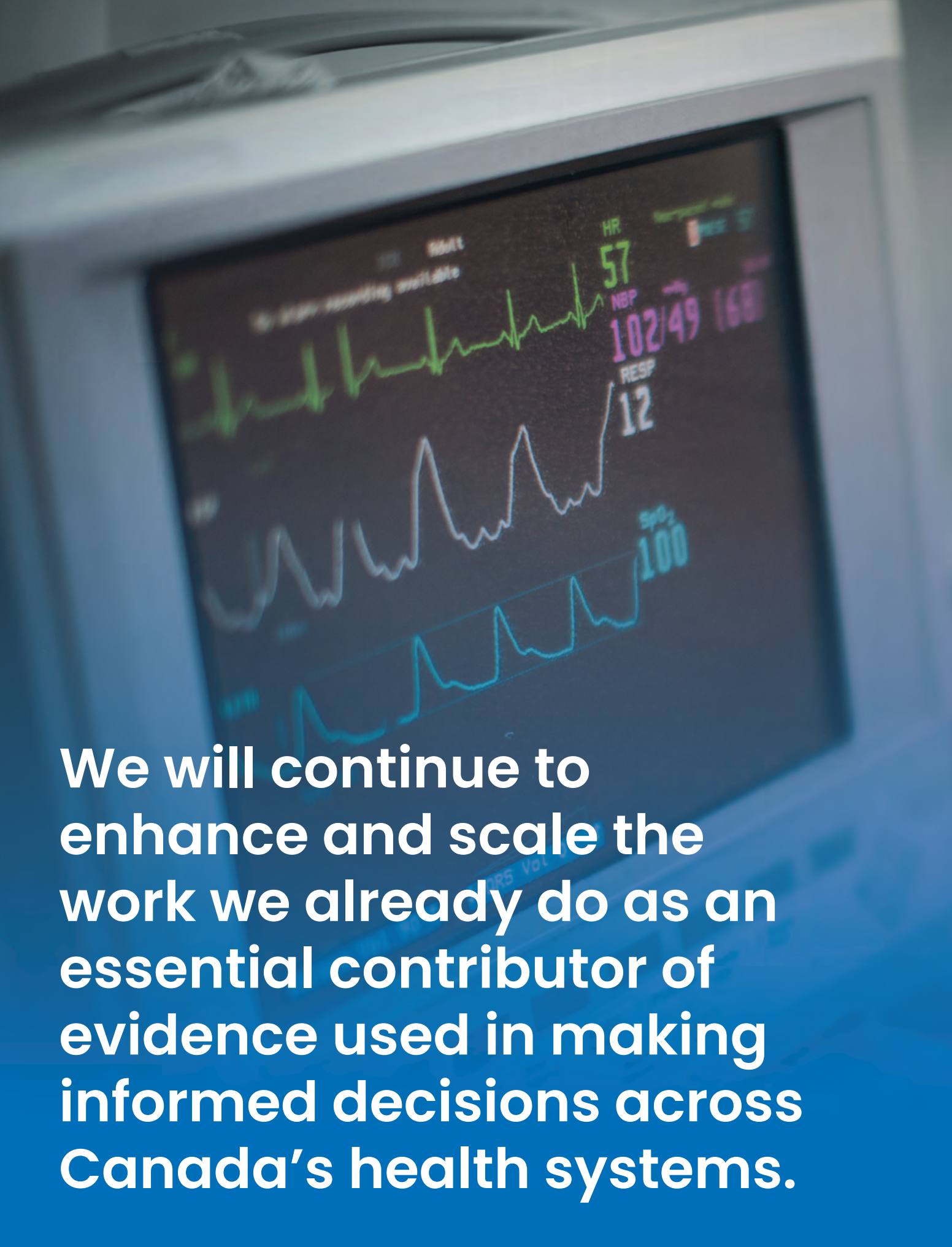
We provide independent evidence appraisal and advice to health system leaders, empowering them to make informed decisions about drugs, health technologies, and broader health system strategies and investments. In collaboration with national and international partners, we amplify our collective impact on health care.





On December 18, 2023, it was announced that Canada's Drug Agency would be built from the foundational rigour and expertise of CADTH. On May 1, 2024, CADTH officially became Canada's Drug Agency.

**While our name has changed, our core focus remains the same. We power evidence-informed drug and health technology decisions for a healthier future for Canada.**

A medical monitor displaying vital signs and waveforms. The screen shows a green ECG waveform at the top, followed by a white waveform, and a blue waveform at the bottom. On the right side, the following vital signs are displayed: HR 57, NBP 102/49 (168), RESP 12, and SpO2 100. The text "We will continue to enhance and scale the work we already do as an essential contributor of evidence used in making informed decisions across Canada's health systems." is overlaid on the bottom half of the image in white text on a blue background.

**We will continue to enhance and scale the work we already do as an essential contributor of evidence used in making informed decisions across Canada's health systems.**



We will also continue to embed new types of evidence and perspectives through new methods to assess the value of products and services in a more comprehensive way.

We are trusted experts at finding, interpreting, and assembling the best available information, and we know that evidence is the foundation of good decision-making. To deliver the greatest value, we aim to align our priorities with the evolving needs of jurisdictions, at both a pan-Canadian and individual level. New areas of work in the organization – such as Appropriate Use, Data and Analytics, and System Coordination and Alignment – signal our focus on improving health outcomes and systems across Canada: namely, on helping to shape a high-performing, integrated pharmaceutical system that is better prepared for the demands and innovations of the future.

We have evolved our business infrastructure and processes to sustain the value we deliver, while also preparing for change in our organization. Our partners can expect the same standards for excellence and rigour in our products and services, and a reinforced commitment to continuously improve communication, engagement, and collaboration in all our work.



Through our work, we strive to improve patient outcomes and well-being. To do so, we must adapt to the dynamic and rapidly evolving health care context in which we operate.

### **The need to evolve is becoming increasingly urgent, owing to:**

- the growing, aging population in Canada
- a clearer understanding of the health and access inequities across Canada
- ongoing challenges in health human resources
- rapid innovation in drugs, health technologies, models of care, and other clinical interventions with great potential to significantly improve patient care and outcomes.

All of this underscores the need for solutions that can alleviate pressures on our systems while preparing for the future.

Incredible work is already happening across the country. Significant federal, provincial, and territorial investments and commitments in health care and life sciences over recent years have generated momentum and created new opportunities for collaboration and progress. We want to help health systems achieve the potential these solutions offer by providing the best advice and fostering systems that are agile, responsive, and ready to deliver better health outcomes for all individuals in Canada.

Health system decision-makers, researchers, clinicians, patients, industry, and others all have a role to play in helping achieve timely, equitable access to the best treatments.





**We will see the greatest  
impact for patients  
and health systems by  
working together.**



# Guiding Principles

Everything we do is guided by 5 core principles:



## **Excellence**

We will prioritize the quality, objectivity, and impact of our work.



## **Agility**

We will be responsive to change by embedding flexibility and humility in how we work.



## **Partnership**

We will work and partner intentionally to drive meaningful outcomes and system-level impact.



## **Inclusion, diversity, equity, and accessibility**

We will strive to ensure our work is reflective of all people living in Canada.



## **Integrity**

We will be accountable for our work and transparent in our processes, methods, and decisions.

# Deliver insights for health care decision-makers and health systems.

## Why Is This Important?

In an environment characterized by rapid innovation and rising complexity, decision-makers across the country are continuously challenged to balance preparing for the needs of the future with responding to the challenges impacting health care today. It is more important than ever to leverage the best evidence to inform decisions and coordination in a timely fashion. This will require creative new ways to dialogue with patients, jurisdictions, system decision-makers, and industry leaders to identify challenges and potential disruptors, prioritize where to focus, and collaborate on the best path forward.

## What Will We Do?

We will monitor and assess emerging trends and changes in the drug and health technology landscape, and we will be a trusted source of evidence-based insights that focus on improving care outcomes and experiences for patients. This will include looking upstream to identify new drug and health technology innovations and assess and communicate the potential implications for systems, providers, and patients so they can start preparing earlier. We will also stay informed on the challenges that are impacting patient care in jurisdictions across the country so we can provide guidance – shaped by traditional and emerging forms of evidence, and by the voices of patients and clinicians – to enable well-informed decisions.

### Goals

- Strengthen our foresight and early evidence assessment capabilities.
- Signal drug and health technology innovations that could disrupt health system performance or sustainability.
- Advance collaborative initiatives and products that align with jurisdictional priorities.
- Enrich our relationships with patients, particularly members of equity-deserving communities, to broaden the depth and perspectives of our insights and evidence assessment.
- Invest in our operational infrastructure, business processes, and proficiency to ensure a strong organizational foundation that adapts to the emerging needs.



## Realize the full potential of evidence to inform decisions.

### Why Is This Important?

People in Canada deserve timely access to the best possible care. Traditional assessment approaches are increasingly being challenged in new ways by life sciences innovations and new drugs and health technologies. This requires a more dynamic, collaborative, and comprehensive approach that assesses the “value” of products and interventions in ways that consider not just clinical efficacy and economic impact, but also impacts on treatment delivery approaches, health system capacity, provider resource requirements, and the quality of life of patients, all while upholding the same high standards for quality and rigour. It also requires better alignment and coordination around data and analytics to produce this evidence.

### What Will We Do?

We will advance our role as an international leader in evidence assessment and application, fostering a collaborative pan-Canadian landscape that leverages the most robust methods and evidence to improve patient experiences and outcomes. We will be flexible and agile, continuing to test and scale innovative approaches that maximize what we know and how we can use it at each step of a technology’s lifespan, and adapt our structures and skills to support this evolution. We will work across systems to streamline and elevate the evidence available, both by improving coordination and alignment on data and analytics, and by helping to share learnings to reduce duplication of efforts.



### Goals

- Lead in the application of life cycle evidence to solve health system challenges and improve patient outcomes.
- Ensure our evidence assessment captures the broader value of innovations in health.
- Identify, lead, and collaborate on initiatives across health systems in Canada to strengthen the drug and health technology landscape.
- Keep pace with drug and health technology innovations and best practices in evidence assessment, within Canada and internationally.



## Priority 3: Transform

# Foster coordinated and sustainable health systems to advance real-world impact.

## Why Is This Important?

Canada's Drug Agency is 1 component of a complex and connected, but sometimes fragmented, network of partners, all working to improve the care that people in Canada receive. Each component of this network impacts the others, and insufficient coordination and collaboration can lead to duplicated efforts, missed opportunities, and inefficiencies. Fostering stronger alignment around priorities and coordinated action will help to amplify the impact of evidence and action on health systems and patients.

## What Will We Do?

We will be a catalyst for collaborative action in the areas with the greatest potential impact for health systems and patients. We will ensure that these efforts do not just include health system leaders but also those who can bring perspectives on what people receiving care – particularly those who have traditionally been underserved – need and want, to actively work to address health inequities. We will evolve our internal environment, culture, approaches, and resources to be more agile and better equipped to deliver on our ambitions to anticipate, innovate, and transform.

# Transform



## Goals

- Focus our efforts on drug, health technology, and health system initiatives that have the potential to deliver significant, positive impacts for health systems and patient outcomes.
- Support a coordinated and responsive pan-Canadian drug and health technology landscape.
- Elevate the perspectives of patients, individuals with lived and living experience, and equity-deserving communities in our work and partnership structures.
- Promote a dynamic, engaged workforce that embraces change and continuous growth in a rapidly evolving health system landscape.

## What Does Success Look Like?

We aspire to facilitate a healthier future for people in Canada through evidence. Getting there will take time, but we are ready to lead, convene, and collaborate through this plan to move toward this vision, for the benefit of health systems, patients, and all people in Canada.

# When we look toward the future, this is what we aspire to see by 2030:



Health system decision-makers are equipped with the best available evidence to inform drug and health technology decision-making.



Patients have better access to the drug and health technologies that will improve their health outcomes.



Canada's drug and health technology landscape is viewed as modern, sustainable, and connected.





## Anticipate

Decision-makers and interested parties can easily access, understand, and apply drug and health technology evidence and recommendations to meet population needs and plan for the future.



## Innovate

Our approaches and outputs reflect leading practice and are responsive to the evolving needs of health systems, patients, and clinicians.



## Transform

Health system decision-makers, partners, and patients across Canada are better connected and aligned, driving coordinated efforts to address common priorities.



**We are trusted experts at finding, interpreting, and assembling the best available information, and we know that evidence is the foundation of good decision-making.**