



INAHTA

STRATEGIC PLAN
2017-2020

*The International Network of Agencies for
Health Technology Assessment*

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About INAHTA

The International Network of Agencies for Health Technology Assessment (INAHTA) is a non-profit global network of publicly-funded health technology assessment (HTA) agencies¹. Collectively, INAHTA member agencies support health system decision-making in 30 countries, impacting some 1.4 billion people. With more than 2,300 staff and consultants working in the INAHTA network of HTA agencies, there are clear benefits to connecting these agencies together to cooperate, collaborate, and share information about the production and dissemination of evidence-based information, advice, recommendations, and tools – INAHTA serves this purpose.

INAHTA has deep roots in the international HTA community stretching back to 1993 when the network was founded by 14 HTA agencies that recognized the value of collaboration and information sharing. In 2017, INAHTA has grown to 50 member agencies from 30 countries across North and Latin America, Europe, Africa, Asia, Australia, and New Zealand. All members are non-profit organizations that are part of or directly support regional or national governments.



About the development of the strategic plan

The process to develop the strategic plan was collaborative and involved many INAHTA members. A Board task group conducted a survey of members to inform the development of the plan and analyzed the results along with previous strategic plans, Strength-Weakness-Opportunity-Threat analyses, with consideration given to the remit of external partners and their strategic priorities and key literature regarding the future of HTA. Preliminary drafts of the strategic plan underwent two rounds of review and input by members prior to the 2017 INAHTA Congress in Rome where the final draft was reviewed for approval by members. Further details of the strategic plan development process and background materials are available on the INAHTA website.²

¹ INAHTA members are required to satisfy our membership criteria, which include being >50% funding from public sources and being linked to regional or national decision

makers. More information can be found here: <http://www.inahta.org/about-inahta/memberships/>
² Strategic planning overview - INAHTA website (login required) <http://www.inahta.org/stpl-2017-2020/>

Vision

Connecting and empowering HTA agencies to create better health policy around the globe.

Mission

INAHTA's mission is to:

- ➔ Bring agency leadership and expertise to the global HTA community to advance the science and practice of HTA.
- ➔ Demonstrate the value of HTA agencies as key components of modern health systems to support robust decision-making based on the best available scientific evidence.
- ➔ Support best practice and innovation for building and maintaining thriving HTA agencies.
- ➔ Enable continuous exchange of knowledge and learning among member agencies.

INAHTA Core Values



Strategic Goals and Objectives

The INAHTA Strategic Plan 2017-2020 will guide the activities and direction of INAHTA to achieve three strategic goals that meet the needs of members. The Plan is organized according to these goals and eight objectives:

Strategic Goal: Delivering value to members

Objective 1: Create an environment to enhance networking among INAHTA members

Objective 2: Enhance current and develop new products & services

Objective 3: Develop products & services in languages other than English

Strategic Goal: Cultivating awareness of INAHTA

Objective 4. Develop and implement a marketing (external) & communications plan (internal)

Objective 5. Create & implement a process to develop and ratify INAHTA position statements

Objective 6. Seek opportunities for greater leadership & participation in regional & global HTA activities

Strategic Goal: Building a sustainable network

Objective 7. Strengthen and grow the network

Objective 8. Ensure appropriate financial resources for a viable and sustainable network

A network of members for members

A network is a special type of organization where the value gained from membership is directly related to the contributions of members. For members to receive the full value of their membership in INAHTA, they are encouraged to become involved in one or more of the strategic areas described in this plan. Participation is strongly encouraged for all staff at our member agencies so that they may learn and grow together. It is recognized that INAHTA members have important priorities to address at their home agency, but if every member makes even a small

contribution this will dramatically improve the outcomes achieved and value received by all members of the network. If members have questions about how to become involved, please contact the secretariat (INAHTA@ihe.ca).

INAHTA is a lean organization with modest revenues generated through membership fees. The achievement of the objectives identified in this strategic plan will depend on member engagement and resource availability. Additional funding sources will be explored, where feasible and according to INAHTA's core values, to enhance the products and services that INAHTA can deliver to members and to support member involvement in the network.

➔ The strength of INAHTA comes from the diverse expertise and knowledge of our members, and the different health systems in which they work, and this strategic plan is tailored to maximize opportunities for members to connect with each other.

Strategic Goal: Delivering value to members

Objective 1: Create an environment to enhance networking among INAHTA members

INAHTA members have clearly stated that the main benefit they seek from being an INAHTA member is opportunities for networking with other members.³

INAHTA will take steps to create an environment where members feel comfortable to communicate with each other for open sharing and relationship building. Improved networking will provide opportunities for the sharing of advice, expertise and guidance. Networking will also help to share best practices regarding approaches to improve the quality of HTA reports and to promote its use in decision-making. These exchanges will help agencies build capacity to better identify and resolve problems, ensure they continue to be of service to decision makers, and continue to be relevant and valued contributors to the health system.

The primary networking opportunity that will continue is the annual INAHTA Congress that brings representatives of member agencies together for a 2-day in-person meeting.

New networking opportunities will be developed and implemented, where member participation and resources are available. Occasions to build upon existing Memoranda of Understanding will be sought, where appropriate, to increase the value and reach of INAHTA activities. These could include:

- Organizing member roundtables on hot topics where agencies share their experiences and perspectives in an informal way with each other.
- Supporting 1:1 relationships, clusters, or groups of member agencies with similar characteristics, or with similarly structured health systems, so they may share information, learning and experiences with one another.
- Facilitating programs for short-term staff exchanges among members.
- Fostering longer-term mentoring relationships among members.

Objective 2: Enhance current and develop new products & services

In the strategic planning survey of members⁴, it became clear that the majority of members place high priority on the area of HTA impact assessment. INAHTA will therefore create focused products and programs to advance the science and practice in this area.

INAHTA will continue to play a leading role in the production of key international resources such as the HTA Database⁵ and HTA Glossary⁶. The

INAHTA Board is advancing work to secure the future production of the international HTA database.⁷ Once the future of the database is secured, the platform and functions will be assessed for areas of improvement or modernization

In addition, INAHTA will continue to improve the delivery of internal programs, products and

³ View results of member survey December 2016 - INAHTA website (login required) <http://www.inahta.org/stpl-2017-2020/>; also see post-Congress evaluation forms on the INAHTA website (login required) <http://www.inahta.org/inahta-congress-annual-meetings/>

⁴ View results of member survey December 2016 - INAHTA website (login required) <http://www.inahta.org/stpl-2017-2020/>

⁵ <https://www.crd.york.ac.uk/CRDWeb/>

⁶ <http://htaglossary.net/HomePage>

⁷ On behalf of all INAHTA members, the Board recognizes and thanks AHTA, CADTH, CDE, CMeRC, HIS, IHE, IQWiG, KCE, LBI-HTA, MTU-SFOPH, and SBU for their generous financial support to the database consortium in 2017.

services that members have identified as relevant and important. These include:

- Webinars
- Website
- Listserv
- INAHTA Product Types
- INAHTA Briefs, Checklists & Impact Reports

Where resources are available, new programs and services will be developed and implemented. For example:

- A member recognition program to shine a light on our members' contributions to INAHTA and their achievements in advancing the science and practice of HTA.

- Providing guidance and advice to member agency staff regarding the quality assurance of different HTA products, as well as the different types of educational programs that are available.
- Organize summits among INAHTA members on specific topics of interest. The output from a summit could be a published article, an internal tool or guidance document, or an INAHTA position statement.
- Developing an electronic platform, tool, or approach to facilitate collaborative work amongst INAHTA member agency staff.
- Creating a repository of validated health economic reference models.

Objective 3: Develop products & services in languages other than English

INAHTA is a global network with a rich diversity of cultures and languages represented among our membership. In 2017, 28% of our members are in countries that are English-speaking, 17% in Spanish-speaking countries, 12% in French-speaking countries, with additional languages of German, Italian, Portuguese and 10 others represented (Danish, Dutch, Kazak, Korean, Malay, Norwegian, Polish, Swedish, Chinese).

Members clearly stated in the survey that the global spread and international scope of our membership is valued and important.⁸ One INAHTA program reflecting this diversity is the HTA Glossary, which is offered in English, Spanish, French, German, with Italian, Farsi and other language translations being planned. There are also groups of Francophone and Spanish member agencies formed within INAHTA, and this will continue in the 2017-2020 Strategic Plan period.

A number of INAHTA members have indicated they would receive benefit from having materials available in languages other than English. In response to this need, INAHTA will endeavour to identify translated materials already available at the local level and share these throughout the Network, or – where resources are available – to translate existing or to create new products and services in languages other than English. For example: facilitating webinars and coordinating meetings of members in French and Spanish, engaging interested members in the translation of existing tools of agencies or partner organizations into languages other than English.



⁸ View results of member survey December 2016 - INAHTA website (login required) <http://www.inahta.org/stpl-2017-2020/>

Strategic Goal: Cultivating awareness of INAHTA

Objective 4: Develop and implement a marketing (external) & communications plan (internal)

INAHTA is the largest, longest-standing, independent HTA network in the world. Our member agencies support health system decision making that affects over 1 billion people in over 30 countries around the globe.

INAHTA members. INAHTA should have a seat at the table in international work in HTA, and we should be top-of-mind for any organization working in or commenting on this area.

To increase the awareness of INAHTA among organizations in the international community, a marketing plan for the Network will be developed and implemented. This marketing plan will target two audiences:

- New and emerging agencies so that they are aware of INAHTA and what membership can provide.
- External organizations working in HTA (OECD, Inter-American Development Bank, Cochrane Collaboration, etc.) to raise their awareness of INAHTA and the expertise we can bring to consultations, policy development, and to increase the potential for joint activities to occur, where these will be of benefit to

Building upon the work of the Internal Communications Task Group, an internal communications plan will be developed to increase the awareness of INAHTA products and services available to member agencies, and increase their value in being a member of INAHTA. It is intended that the communications plan will help INAHTA members feel comfortable representing INAHTA in their regional or local activities, with bi-directional exchange from INAHTA to the member agency, and from the member agency to the other agencies in INAHTA.

This dual-sided approach will support the cultivation of awareness and prestige of INAHTA both within and outside the Network.

Objective 5: Create & implement a process to develop and ratify INAHTA position statements

Recognizing that INAHTA is the global HTA network, it is important that we bring our unique global non-profit perspective to bear on topics of importance to the science and practice of HTA. To achieve this, a process will be created and implemented to:

- Develop and ratify INAHTA position statements on hot topics or key issues.
- Endorse milestone products or tools developed by partners with whom we hold Memoranda of Understanding (MOU)⁹ or other organizations.

- Co-develop and co-brand products, tools, position statements, etc., with MOU partners.

Activities and topics in this area will be prioritized according to their importance and usefulness for our members. For example, topics will be prioritized that will help our member agencies to secure or justify additional resources or support agencies to develop specific methods or programs.

⁹ As of 2017, INAHTA holds Memoranda of Understanding (MOU) with: WHO, HTAi, EuroScan, G-I-N, EUnetHTA, RedETSA, and HTAsiaLink.

Objective 6: Seek opportunities for greater leadership and participation in regional and global HTA activities

INAHTA will seek to become more active in the advancement of global and regional HTA activities. To achieve this, environmental scanning of upcoming conferences, meetings or other fora, and the key lines of inquiry being advanced in different parts of the world, and by different organizations, will be undertaken. Through this work, INAHTA will identify opportunities to lead, convene, facilitate or coordinate global HTA activities alone or jointly with our international and regional MOU partners¹⁰, or other organizations working in the field of HTA (e.g., World Bank, Inter-American Development Bank).

Secondly, countries around the world are increasingly seeking to develop institutional HTA capacity. INAHTA will create a mechanism to respond to requests for technical assistance from governments or other public institutions. This could include an expanded, centralized secretariat that identifies and coordinates members who wish to participate in such projects, or by providing technical backing and credibility as the international HTA network to member agencies who undertake such technical projects with developing countries.

Strategic Goal: Building a sustainable network

Objective 7: Strengthen and grow the network

INAHTA began in 1993 with just a handful of members, and it has grown to become the largest independent HTA network in the world with, as of 2017, 50 members across the world. The growth of our Network is a clear indicator of INAHTA's relevance and importance. We will continue to seek ways to strengthen and grow the Network in the 2017-2020 period.

This will be achieved in several ways:

- **Know more about our members.** A strong network is founded on knowing who is in the network. INAHTA will create a simple, high-level, searchable inventory of the programs and expertise of each member agency (e.g., who undertakes horizon scanning, involves patients, assesses drugs, devices or both, etc.). This searchable tool will make it easy for members to find others within the Network to ask about specific issues or capacities.
- **Fostering awareness of INAHTA among potential/future members.** Many countries with little or no HTA capacity are interested to learn more about what HTA is, the benefits it can bring, and how they can move towards developing HTA capacity in their health systems. INAHTA will coordinate a program to connect with publicly funded, not-for-profit entities (i.e., governments, public institutions) who have expressed some preliminary interest in HTA or INAHTA. INAHTA member agency involvement will be key to advance such outreach, which could include occasional webinars or roundtables between INAHTA members and non-members to discuss key topics in HTA and HTA capacity building or the participation of INAHTA members in local meetings or other events to promote INAHTA.
- **Hospital-based HTA.** A rapidly growing area of HTA is at the hospital level. INAHTA will develop a pathway for hospital-based HTA units to become INAHTA members. Any pathway would require that HB-HTA units satisfy the current membership criteria¹¹.

¹⁰ Ibid.

¹¹ View INAHTA membership criteria <http://www.inahta.org/about-inahta/memberships/>

Objective 8: Ensure appropriate financial resources for a viable and sustainable network

INAHTA is funded solely on membership fees, which is both a strength and a weakness since it allows us to be completely independent of outside interests, but it also limits the scope of work we can undertake and the types of services we can deliver to members.

INAHTA will continue to optimize the use of current resources through responsible fiscal administration, particularly for programs with significant budget impact such as the INAHTA Congress.

To allow greater scope of program delivery, INAHTA will identify new revenue opportunities, which could include writing proposals to obtain funding from granting programs or philanthropic organizations and/or selling INAHTA products and services to others, but always in a manner that is consistent with the core values of INAHTA.

Achieving Objectives & Measuring Progress

INAHTA has outlined an ambitious strategic plan, which reflects the scope of interests of our members and the importance of INAHTA in the international community.

To achieve the objectives in this strategic plan, in June-July each year a series of work plans will be developed according to the different actors in the network. Separate annual work plans will be developed for the INAHTA Board and the Secretariat to advance key initiatives.

Many of the objectives we have outlined will also require the involvement of our members in order to be achieved. A series of web meetings will be conducted among interested members to identify activities that are of interest to them. Where sufficient interest is expressed, a work plan will be developed so the pathway to achieve the objectives is clear.

In May-June each year, the Board will review progress on each of the strategic goals and eight objectives and recommend modifications and prioritization, as required, to the following years' work plans.

