

# Institute of Health Economics

## Strategic Plan – 2021/2024

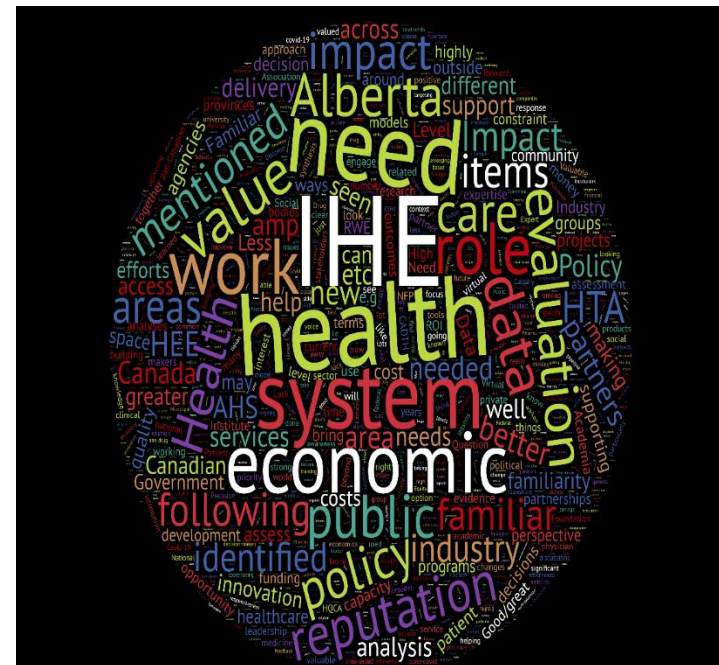
November 2020

### Introduction

The Institute of Health Economics (IHE) has prepared a renewed Strategic Plan for the period April 1 2021 to March 31 2024. This plan is intended to provide broad strategic directions/goals for the organization for the next three years. It will be supplemented with more detailed annual business plans outlining key objectives and strategic actions to support achievement of our high-level strategic directions/goals.

The process of development of the Strategic Plan involved extensive external consultation<sup>1</sup> and deliberations with the Institute of Health Economics Board of Directors.<sup>2</sup>

Through the development of the plan there appeared to be a strong recognition from our partners in the system that the IHE was needed and well-positioned to support urgent and growing needs in health and innovation eco-systems.



Reference: "Word cloud" from Strategic Plan stakeholder interviews

<sup>1</sup> The IHE conducted interviews with 46 stakeholder organizations (58) individuals during spring/summer 2020.

<sup>2</sup> IHE Board <https://www.ihe.ca/about/board-of-directors>

## About the IHE

The Institute of Health Economics (IHE) is an independent, not-for-profit organization with key competencies in health economics, health technology assessment, and knowledge transfer/exchange. Our mission is to consistently provide relevant, timely and impactful evidence that supports informed health system policy and investment decisions by public and private partners.

The Institute has broad linkages within academic, private, and public sectors on provincial, national, and international levels. This allows broad access to expertise, which amplifies the contribution of the organization via network retrieval and dissemination of evidence and information.



The IHE serves as:

- the provincial program for health technology assessment in Alberta;
- the secretariat for the Network of Alberta Health Economists (NOAHE; [www.NOAHE.ca](http://www.NOAHE.ca))
- a member of and host agency/secretariat for the International Network of Agencies for Health Technology Assessment (INAHTA; [www.INAHTA.org](http://www.INAHTA.org));
- a member of and host agency/secretariat for Health Technology Assessment International (HTAi; [www.HTAi.org](http://www.HTAi.org));
- a technical member of the World Health Organization's Health Evidence Network (WHO HEN); and
- a member of the Canadian Agency for Drugs and Technologies in Health (CADTH) Health Technology Analysis Exchange and Pan-Canadian HTA Collaborative.

# Vision, Mission, Values, Impact

## Vision

*The IHE is widely recognized as a leader in supporting decision-makers and industry innovators to get the most value from the health system and to wisely prepare for the future.*

## Mission

*The IHE consistently provides relevant, timely and impactful evidence that supports informed health system policy and investment decisions.*

## Values

*Trust   Independence   Quality   Partnership   Respect*



## Our Impact

*Increased value for money through innovative and robust evidence development to support public and private sector partner decision-making.*

# IHE Value Proposition:

## The IHE is:

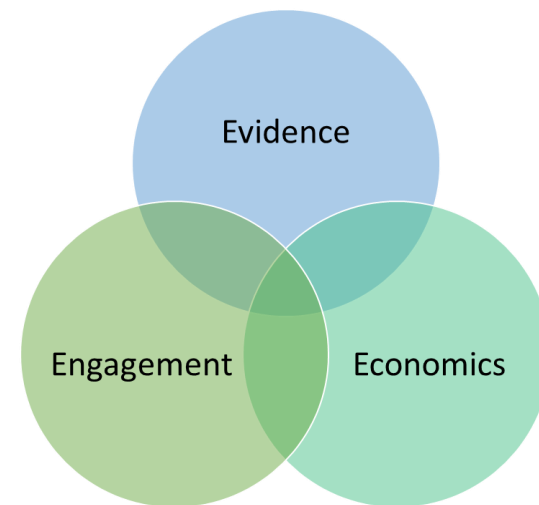
- Focused on reducing uncertainty and managing risk for the investors in, and providers of, health products, programs and services and establishing leadership position in key areas of competency.
- An applied research institute focused on *supporting public and private sector decision-makers' needs* with a strong history of collaboration with government, health delivery organizations, academia and industry.
- University-affiliated, but not university-based, and not a private sector consultancy; allowing us to operate as a nimble platform which combines the best aspects of both: independence and academic rigour alongside responsiveness and the delivery of bespoke products and programs.
- An international research organization based in the province of Alberta. Strong national and international collaborations provide links to leading experts and is an asset to be leveraging for both public sector and private sector partners.
- A non-profit society, with the ability to receive external grant and partnership funds from public and private sector funders which can be collectively leveraged in support of provincial and pan-Canadian priorities.

## For both public and private sector we provide:

- Economic Modelling and Evaluation
- Value for Money and Cost Analyses
- Evidence Assessment, Development and Implementation Guidance
- Policy Engagement and Knowledge Mobilization

## Foundational Platforms:

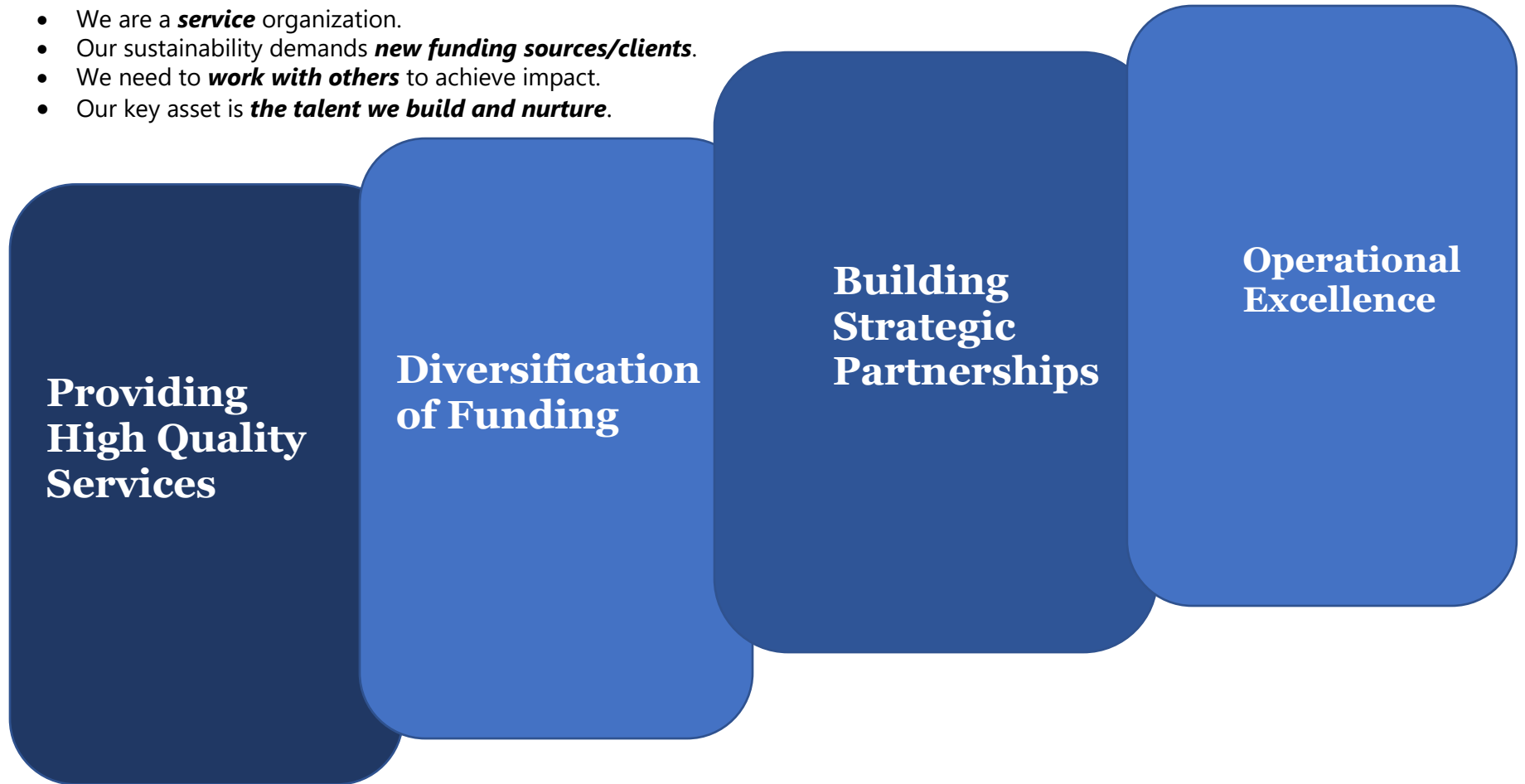
- Talent and Capacity Building
- Thought leadership in methods/approaches for health economics, evidence production and application



## Strategic Pillars:

IHE's strategic pillars reflect the assessment that:

- We are a **service** organization.
- Our sustainability demands **new funding sources/clients**.
- We need to **work with others** to achieve impact.
- Our key asset is **the talent we build and nurture**.



## *Providing High Quality Services:*

### **Goal:**

IHE provides intellectually rigorous and fit-to-purpose products and services that enable clients to make decisions that can stand up to contestability.

### **Key outcomes:**

- The work we do is used by health system decision-makers to inform:
  - Appropriate innovation adoption and the stimulation of a robust innovation ecosystem including attraction of investment to Alberta.
  - Consideration of potential outcomes and trade-offs resulting from different health system investment/implementation decisions.
- We are a preferred provider of evidence products in areas of core competence.



### **Key program/service areas considerations:**

Demonstrated excellence in project management, methods and capacity building for:

- Economic Modelling and Evaluation
- Value for Money and Cost Analyses
- Evidence Assessment, Development and Implementation Guidance
- Policy Engagement and Knowledge Mobilization

## *Diversification of Funding:*

### **Goal:**

IHE creates value and increases revenues and platform funding from a greater number of distinct clients for its' programs and services.

### **Key diversification outcomes:**

- Fiscal resilience and reduced risk in uncertain environment.
- Greater independence through expanded number of key funders.
- Investment from the private sector in areas the public sector wants to have improvements in.
- Wider and deeper awareness of IHE brand and services.
- Recruitment, development and retention of specialized talent for Alberta ecosystem.



### **Key program/service area considerations:**

- Business development goals identified for new public sector partners within and outside Alberta (Economics, HTA and Policy Engagement).
- Accelerate and build on new Industry Partnerships Program.
- Dedicated and resourced marketing and brand awareness capacity.

# Strategic Partnerships:

## Goal:

IHE is an indispensable partner in leading and fostering networks and collaborations which support the production and implementation of evidence in health and innovation eco-systems.

## Key partnership outcomes:

- Reduced competition and better coordination and alignment of provincial and national efforts with a defined leadership role for IHE.
- IHE is a hub of key provincial collaborations in health economics.
- Robust and vibrant engagement by IHE with leading Canadian innovators.
- Hosted international secretariats support IHE brand, capacity and programs.<sup>3</sup>
- Joint collaborations with key provincial and national agencies.



## Key program/service areas considerations:

- Expanded role as a participant at key provincial and national policy tables.
- Growth in size and impact of Network of Alberta Health Economists (NOAHE).
- Maintain and develop bilateral partnerships with select organizations for joint collaboration (examples: HQCA, CFHI, CADTH<sup>4</sup>, etc).
- Health Technology Innovation Partnerships in other industry sectors beyond pharmaceuticals (examples: medtech/health informatics).

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<sup>3</sup> HTAi – Health Technology Assessment International; INAHTA – International Network of HTA Agencies

<sup>4</sup> HQCA – Health Quality Council of Alberta; CFHI – Canadian Foundation for Healthcare Improvement; CADTH – Canadian Agency for Drugs and Technologies in Health.



## ***Organizational Excellence:***

### **Goal:**

IHE demonstrates good governance and fiscal management, recruits and nurtures talented teams, and continually enhances business practices and policies.

### **Key organizational outcomes:**

- Productivity increases in operations.
- Recruitment and retention of talent (in house and dedicated network).
- Ongoing adoption of leading business practices and policies (examples: dignity and respect, project management, records management, professional development, etc).

### **Key program/service areas considerations:**

- Senior Management/Operational Management Team. championing new policies and practices.
- Effective implementation of changes highlighted in Board Governance review.



## Opportunity/Threat Assessment

- The IHE, along with all public and private sector organizations, is facing the challenges brought about from the current global pandemic. It is a time of unprecedented opportunity and urgency. However, with these challenges also come opportunities as there has been acceleration in the need for better value for money from health system investments and supporting the health sector in contributing to economic growth.
- Foundational to the IHE is the core grant support from the Alberta Government so serving the policy priorities identified by public service senior leaders will continue to be a major focus of the IHE's efforts.
- Public sector core funding is important to our fiscal position and also acts as a platform that can support efforts for diversification of revenue and associated capacity building which is central to the new strategic plan.
- With efforts to expand diversity in funding the IHE is acutely aware of the need for clear and transparent management between public and private sector interests and where they need to be separated and where they may overlap.
- Independence was identified as a major IHE asset by our stakeholders and we consider this foundational to the organizations' impact and success while working with diverse partners and funders. It is essential that IHE continue to produce products and programs which can withstand critical appraisal and be supportive of balanced and evidence-informed analysis and advice.



## Emerging Areas of Focus:

The IHE brings a particular set of skills and capacities to address a variety of decision-maker needs. We asked ourselves where we might bring significant impact and expertise. The following provide some broad categories of consideration:



### Evidence informing health practices:

- Value for Money – Clinical Waste/Appropriateness: Identification of potential targets for reduction in clinical waste (and ROI assessment on cost-effectiveness of potential policy interventions). Clear areas for immediate emphasis include laboratory and diagnostic services and pharmaceuticals and pandemic preparedness.

### Evidence informing resource allocation:

- Funding models and resource allocation: Development of value-based procurement and provider funding models (including institutional and provider compensation models).

### Evidence informing innovation:

- Services to innovation developers: Robust demonstration of value propositions of products and services for innovators to guide investment, development and potential paths to reimbursement.

### Informed health policy debate:

- Policy Engagement and Health Policy Capacity building: Translation and implementation of evidence through targeted KT activities and policy engagement with a particular emphasis on effective resource allocation and health economics literacy.

### Whole of government/civil society approaches to improve health and well-being:

- Opportunities to support evaluation and analyses in health-related sectors (i.e. social programs, education, seniors, housing) have been highlighted as potential opportunities for diversification of funding, and increased impact.

## Measuring Impact – Key Performance Targets

There will be specific measures established for the annual Business plans, aligned with the IHE Strategic Plan to ensure reporting to the Board regularly in tracking progress.



Key categories which will be included in a Balanced Scorecard to be annually posted (in development) are outlined below.

*Quality of Services*

*Diversification of Funding*

*Strategic Partnerships*

*Organizational Excellence*

*Engagement Performance Measures*

*System Impacts (health/economic)*

## Strategy at a Glance – Institute of Health Economics 2020 - 2024

**Vision:** *The IHE is widely recognized as a leader in supporting decision-makers and industry innovators to get the most value from the health system and to wisely prepare for the future.*

**Values:**  
*Trust, Independence  
Quality, Partnership, Respect.*

**Mission:** *The IHE consistently provides relevant, timely and impactful evidence that supports informed health system policy and investment decisions.*

<b>Strategic Pillar</b>	<b>Goal</b>	<b>Outcomes</b>
<b>Providing High Quality Services:</b>	IHE provides intellectually rigorous and fit-to-purpose products and services that enable clients to make decisions that can stand up to contestability.	<p>The work we do is used by health system decision-makers to inform:</p> <ul style="list-style-type: none"> <li>• Appropriate innovation adoption and the stimulation of a robust innovation ecosystem including attraction of investment to Alberta.</li> <li>• Consideration of potential outcomes and trade-offs resulting from different health system investment/implementation decisions.</li> </ul> <p>We are a preferred provider of evidence products in areas of core competence.</p>
<b>Diversification of Funding:</b>	IHE creates value and increases revenues and platform funding from a greater number of distinct clients for its' programs and services.	<ul style="list-style-type: none"> <li>• Fiscal resilience and reduced risk in uncertain environment.</li> <li>• Greater independence through expanded number of key funders.</li> <li>• Investment from the private sector in areas the public sector wants to have improvements in.</li> <li>• Wider and deeper awareness of IHE brand and services.</li> <li>• Recruitment, development and retention of specialized talent for Alberta ecosystem.</li> </ul>
<b>Strategic Partnerships:</b>	IHE is an indispensable partner in leading and fostering networks and collaborations which support the production and implementation of evidence in health and innovation eco-systems.	<ul style="list-style-type: none"> <li>• Reduced competition and better coordination and alignment of provincial and national efforts with a defined leadership role for IHE.</li> <li>• IHE is a hub of key provincial collaborations in health economics.</li> <li>• Robust and vibrant engagement by IHE with leading Canadian innovators.</li> <li>• Hosted international secretariats support IHE brand, capacity and programs. Joint collaborations with key provincial and national agencies.</li> </ul>
<b>Organizational Excellence:</b>	IHE demonstrates good governance and fiscal management, recruits and nurtures talented teams, and continually enhances business practices and policies.	<ul style="list-style-type: none"> <li>• Productivity increases in operations.</li> <li>• Recruitment and retention of talent (in house and dedicated network).</li> <li>• Ongoing adoption of leading business practices and policies (examples: dignity and respect, project management, records management, professional development, etc).</li> </ul>

**Impact:** *Increased value for money through innovative and robust evidence development to support public and private sector decision-making.*

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For further information on the Institute of Health Economics visit our website at [www.ihe.ca](http://www.ihe.ca).

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