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INITIATE

HOW WE ARE IMPLEMENTING *INNOVATE* · *INSPIRE* · *INFLUENCE*:
THE HEALTH PRODUCTS AND FOOD BRANCH STRATEGIC PLAN 2016-2021

Health Canada is the federal department responsible for helping the people of Canada maintain and improve their health. We assess the safety of drugs and many consumer products, help improve the safety of food, and provide information to Canadians to help them make healthy decisions. We provide health services to First Nations people and to Inuit communities. We work with the provinces to ensure our health care system serves the needs of Canadians.

Également disponible en français sous le titre :
LANCER—Comment nous allons mettre en œuvre Innover · Inspirer · Influencer :
le plan stratégique de la Direction générale des produits de santé et des aliments 2016–2021

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Publication date: June 2016

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Cat.: H164-44/2-1-2016E-PDF
ISBN: 978-0-660-05676-0
Pub.: 160064

OVERVIEW

HPFB's strategic plan, *Innovate·Inspire·Influence*, describes **how** HPFB will approach its work in the next five years and identifies four priority areas: Openness and Transparency, Collaboration, Our Organization and People, and Innovation. It will help us to harness our strengths as a team and continue the progress we are already making to become a more agile and innovative health regulator. *INITIATE* is about **what** we will do to get there. It provides a framework for coordinating, tracking and reporting our progress through integrated activities that align with the vision behind *Innovate·Inspire·Influence*.

INITIATE is divided into three sections. The first is about the “Kick-Starters”, which are initiatives that can be accomplished in the short term and serve to set the stage for longer-term success. The second comprises four major, long-term projects, called “Signature Projects”, one for each of the four priority areas, that are being created explicitly to help HPFB achieve the goals set out in the strategic plan. The third, “The Bigger Picture”, explains how, through your daily work, *Innovate·Inspire·Influence* can help shape HPFB operations in the coming months and years.

AS AN HPFB EMPLOYEE, WHAT IS MY ROLE?

As an HPFB employee, you are at the heart of this effort. *Innovate·Inspire·Influence* was built from the ground up with your ideas, and your continued engagement is what will help make its vision a reality. To turn your ideas into action, we are seeking broad collaboration among HPFB staff at all levels and from all disciplines to bring *INITIATE* to life.

Here is what you can do:

- keep an eye out for call-outs on the *Innovate·Inspire·Influence* GCpedia page and in the HPFB Bulletin as work begins on specific projects, and seek out opportunities to become involved and have your say;
- become involved in the implementation of Signature Projects by volunteering to join the task teams established by DG champions;
- work with your manager to determine the best way for you to contribute to initiatives through participation in a task team or other means.

As priorities and initiatives evolve, staff at all levels are invited to draw attention to key projects, and to take ownership of maintaining the momentum of projects underway.

Do you have an **idea**, big or small, that is not included in this framework? We encourage you to discuss it with colleagues and your manager to explore ways to make it happen.



KICK-STARTERS

Five years may sound like a long time, but we have big plans, and we are getting started right away. The Kick-Starters are stand-alone activities that are first steps toward HPFB’s broader goals, or respond directly to concerns that were commonly raised during staff engagement. Some of them already exist within single Directorates and are now being rolled out across the Branch. They will all contribute to incremental changes in how we work, including helping us connect with each other and providing avenues to discuss and resolve challenges. The Kick-Starters below are just some examples of how HPFB is hitting the ground running and working toward the long-term goals of *Innovate·Inspire·Influence*.



**HAVE A KICK-STARTER IDEA YOU DON'T SEE HERE?
PLEASE WORK WITH YOUR MANAGER TO BRING IT TO LIFE!**



**ALL KICK-STARTERS TO BE COMPLETED
WITHIN THE 2016-2017 FISCAL YEAR**

SIGNATURE PROJECTS

Based on HPFB employee feedback, each of the four priority areas will have a major project championed by a Director General within the Branch, to help us attain our vision. The scope and plans for each Signature Project will be determined by task teams in order to get these projects off the ground, and the descriptions below will serve as a rough guide.

OPENNESS AND TRANSPARENCY

CREDIBILITY AND CONNECTIONS

Building our reputation as a source of timely, relevant and useful information

- Tracking and analysis of dialogue in the public domain
- Showcasing in-house expertise, science
- Training spokespeople with mainstream and social media presence
- Ongoing, dedicated resources
- Investing in proactive relationships with Canadians and stakeholders

WAY FORWARD:

- Expand on Regulatory Transparency & Openness Framework and Open Government
- Project proposal by Spring 2017

COLLABORATION

PARTNERSHIPS

Cultivating strong partnerships for a stronger overall system

- Focusing on what we do best, leveraging partnerships to fill gaps
- Ongoing resources to coordinate and enhance HPFB's collaboration with key partners
- Leverage ongoing work on strategic external engagement

WAY FORWARD:

- Establish task team Spring 2016
- Project proposal by Winter 2017
- Potential project through new HPFB Innovation Centre

OUR ORGANIZATION AND PEOPLE

BRANCH CULTURE

Empowering our People to Lead Change

- Feeding innovation, exchanging information and ideas
- Investing in our people and in our organizational agility
- Ongoing review of HPFB processes to make them work better for staff (e.g., reporting/approvals, etc.)

WAY FORWARD:

- Begin implementation right away
- Build on People Management Strategic Plan
- Develop approach by late Fall 2016

INNOVATION

HPFB INNOVATION CENTRE

Making HPFB a thought leader in Health Policy

- "Incubator space" for new ideas
- Ongoing, dedicated resources
- Project management, tracking, evaluation

WAY FORWARD:

- Establish task team Spring 2016
- Build on principles of Investment Planning
- Project proposal by June 2016
- Begin implementation summer/fall for official launch in fall/winter

THE BIGGER PICTURE

In addition to our Kick-Starters and Signature Projects, HPFB staff at all levels will need to help advance our Strategic Priorities. Just as we have shaped our vision together, we must tap into our shared strength as an organization to bring that vision to life. Here are just a few examples of the initiatives we will bring forward to fulfill the commitments in *Innovate·Inspire·Influence*.

To build on and improve our OPENNESS AND TRANSPARENCY, we will:

- support public release of more regulatory information of interest to Canadians by developing policy to address requirements regarding confidential business information;
- enhance the public record of stakeholder meetings, including records of decision as appropriate;
- Internally post agendas and summaries of discussions for BEC and BEC Sub-Committees.

To improve our international and domestic COLLABORATION, we will:

- pursue greater international harmonization by building upon the International Strategy, and exploring opportunities for broader regulatory cooperation and harmonization with other jurisdictions (including with the US FDA through expansion of the Common Electronic Submissions Gateway);
- seek out partnerships to tie funding to HPFB priorities;
- strengthen our approach to external engagement, including patient engagement;
- collaborate with healthcare delivery and digital health software industries on development and validation of open data and supporting tools.

To support OUR ORGANIZATION & OUR PEOPLE, we will:

- develop a visible brand for our science expertise to showcase and connect our experts, internally and externally;
- update our review processes to ensure Canadians get more timely and safe access to new products;
- increase regular internal communication around IT initiatives and plans;
- harmonize shared drives and databases as much as possible to help streamline communication with stakeholders and between directorates;
- invest in infrastructure maintenance and improvements (e.g., HPFB-related components of the Health Canada Laboratory Equipment Strategy 2016–19).

To build our capacity for INNOVATION, we will:

- invest in our capacity to collect, analyze and communicate Big Data in support of regulatory decision making and health promotion (including tools for work units to rapidly prototype software tools, and options for analyzing nutrition habits);
- proactively assess new health technologies and make recommendations on how they should be regulated in support of positive health outcomes;
- undertake transformational efforts to modernise the frameworks for Submission Intake and Review, Surveillance, Monitoring of Product Safety, Efficacy and Quality, and expanded publication of drug and health product information.

STAYING INVOLVED

There is a lot of work planned through *INITIATE*, some of which will take the next five years to complete, some of which will be done sooner, and all of which relies on you being an active participant. As initiatives are completed, we will re-evaluate where we stand with respect to our priorities, and establish next steps to continue to strive for our goals on a regular, ongoing basis. This will lead to the ongoing evolution of work that is built into *Innovate·Inspire·Influence*

What this means in practice is that we will have an online resource centre, where progress reports on the *INITIATE* framework and upcoming work will be posted regularly to ensure trackability by all staff. With that knowledge, and from having participated in these initiatives as appropriate, staff can meaningfully contribute to ongoing planning of next steps at the branch level. In this way, we will go beyond simply accomplishing the specific tasks that were prioritized in 2016, to continuing to feed back into, and lending internal expertise to, our projects. Over time, with your help, this plan can evolve as we head toward 2021, enabling us to be increasingly responsive to our environment and our stakeholders as we undertake annual priority setting and planning exercises.



To track updates on *INITIATE*, and to find out how you can put your ideas into action, please visit the *Innovate·Inspire·Influence* GCpedia page.



For feedback or to make enquiries, please contact the PPIAD strategic plan team at ppiad-dppai@hc-sc.gc.ca.

