



***INAHTA***

## 2026 INAHTA Congress

***HTA Agencies, Artificial Intelligence and Lifecycle HTA:  
Challenges and Opportunities***

10-11 June 2026

Istanbul, Turkey

*In-person & virtual*

## Congress Program

Confidential - For Members Only

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# WELCOME FROM THE BOARD CHAIR



Dear INAHTA Members, Colleagues, and Friends,

It is my great pleasure to welcome you to the INAHTA Congress Meeting 2026 in Istanbul. Whether you are joining us in person or virtually, I am delighted that we can come together once again as an international community committed to strengthening Health Technology Assessment (HTA) and supporting evidence-informed healthcare decision-making worldwide.

Over the past year, INAHTA has undergone several important developments and transitions. One of the most significant milestones has been the transition of the INAHTA Secretariat. While this transition is not yet fully completed, I am very pleased that we are on a highly positive path forward. I would like to sincerely thank everyone involved for their dedication, professionalism, and collaborative spirit throughout this process. Their efforts have ensured continuity and created a strong foundation for the network's future activities. In particular, I would like to express my special gratitude to Tara Schuller, Executive Manager of the Secretariat, for her outstanding commitment, tireless efforts, and continuous support during this important period for INAHTA. Her work has been invaluable in ensuring stability, continuity, and progress for the network.

At the same time, INAHTA has continued to expand opportunities for exchange and collaboration among members. Our webinar activities have grown considerably, providing valuable forums for discussion on emerging HTA topics and strengthening engagement across regions and organizations. In parallel, the continued development of the [INAHTA website](#) has improved access to resources, member activities, and shared knowledge, helping to increase the visibility and connectivity of our network.

Another major achievement this year has been the establishment of our workplan aligned with [the INAHTA Strategic Plan 2025–2027](#). This strategic direction reflects our shared commitment to collaboration, innovation, methodological excellence, and global partnership in HTA. It also provides a framework for addressing the rapidly changing environment in which HTA agencies operate.

This year's Congress Meeting focuses particularly on two highly relevant and evolving topics: artificial intelligence in HTA and lifecycle HTA. Both themes raise important opportunities and challenges for HTA organizations worldwide. Across the two days, we will hear international perspectives, share practical experiences, discuss governance and responsible use of AI, and explore how lifecycle approaches may shape the future of HTA production and reassessment.

Equally important, however, is the opportunity this meeting provides for personal exchange and networking. INAHTA has always been more than a professional network — it is a community built on trust, openness, and long-standing collaboration across countries and regions. The discussions during sessions, informal conversations during breaks, and social events such as the Friendship Dinner are invaluable opportunities to strengthen existing partnerships, develop new collaborations, and exchange experiences with colleagues facing similar challenges around the world.

What makes INAHTA especially valuable is the openness and willingness of its members to learn from one another. I encourage all participants to actively contribute to the discussions, exchange experiences, and help identify areas where international collaboration can further support our agencies and healthcare systems.

I would like to warmly thank all speakers, facilitators, organizers, and participants for their contributions to this meeting. I am confident that our discussions in Istanbul will provide important insights and help shape INAHTA's future activities and collaborations.

I wish you an inspiring and productive meeting and also hope you will have the opportunity to enjoy the unique atmosphere and hospitality of Istanbul.

Equally important, however, is the opportunity this meeting provides for personal exchange and networking. INAHTA has always been more than a professional network — it is a community built on trust, openness, and long-standing collaboration across countries and regions. The discussions during sessions, informal conversations during breaks, and social events such as the Friendship Dinner are invaluable opportunities to strengthen existing partnerships, develop new collaborations, and exchange experiences with colleagues facing similar challenges around the world.

What makes INAHTA especially valuable is the openness and willingness of its members to learn from one another. I encourage all participants to actively contribute to the discussions, exchange experiences, and help identify areas where international collaboration can further support our agencies and healthcare systems.

Yours truly,

A handwritten signature in black ink, appearing to read 'Alric Rüther'.

Alric Rüther, Dr. med (IQWiG, Germany)  
Chair, INAHTA Board of Directors



## ZOOM CONNECTION INFORMATION

For participants connecting to the INAHTA Congress on Zoom, the secretariat will send you via email the connection codes in a calendar invitation. **Please note the times in the agenda are Istanbul time (TRT). To convert to your time zone, you can use a conversion tool such as [timeanddate.com](http://timeanddate.com)** If you have any questions, please contact Tara Schuller at the INAHTA secretariat ([inahta@ihe.ca](mailto:inahta@ihe.ca)).

## ADVANCE NOTICE OF WEBINAR ZOOM RECORDING

**Participants are informed that the Congress plenaries will be recorded on Zoom.** However, the table discussions and world café groups will not be recorded.

**The recordings will be made available to members after the Congress.** These recordings will be posted securely in the members area of the INAHTA website. If participants share their video on the webinar at the Congress, their image may be included in the recording. Should any participant of the Congress prefer **not** to have their video recorded they are asked to keep their camera turned off. If you have any questions, please contact Tara Schuller at the secretariat ([inahta@ihe.ca](mailto:inahta@ihe.ca)).

## GOLDEN RULES FOR SOCIAL MEDIA

INAHTA is the global network of not-for-profit agencies that assess health technologies in support of regional and national governments. The INAHTA Congress is a unique space where agency representatives can speak freely about a range of issues including some of the scientific and policy challenges agencies face. The Board encourages members to share on other social media about the Congress to help promote awareness of INAHTA, one of the strategic objectives of the network. **However, to maintain the comfort of everyone to share and learn, the Board requests the following rules be followed for social media use:**

### *Golden Rules for Social Media*

#### **DO Tweet/Share:**

- Congress Theme: HTA Agencies, Artificial Intelligence and Lifecycle HTA: Challenges and Opportunities
- Titles of sessions, speakers

#### **DO NOT Tweet/Share:**

- Screen captures/photos, except the title slide (no content of a presentation)
- Anything said or shared during the Congress

In Twitter/X, please tag and follow the INAHTA Twitter account **@INAHTA\_Network**

## LOCATION OF THE INAHTA CONGRESS

The location of the INAHTA Congress is:

### [Barcelo Istanbul Hotel](#)

Kocatepe Mah Abdulhak Hamit, Cad No 25 Beyoglu

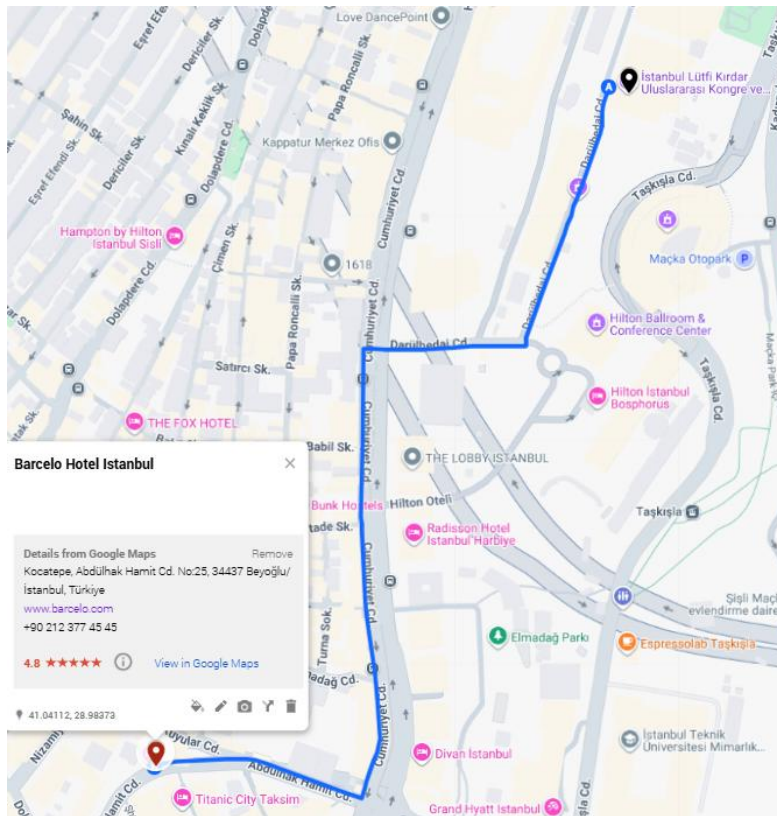
Phone: +90 212 377 45 45

The Barcelo is a 15-minute walk from the HTAi venue (Lütfi Convention Center). See map below or [click to view in browser](#).

Participants are free to walk on their own the Barcelo, or they can take a charter bus that has been organized by the secretariat bring members to the Congress venue quickly after the close of the HTAi conference.

Whichever transport option chosen, all participants should be at the Barcelo Hotel for lunch starting at 2:15pm on 10 June. The timeline (in TRT) is as follows:

- 2:00pm Close of HTAi conference
- 2:00pm Board bus to go from Lütfi Convention Center to Barcelo Hotel  
**Or**, participants walk on their own to the Barcelo
- 2:15pm All participants arrive (by bus or on foot) at the Barcelo for lunch
- 3:30pm Congress program starts



# 2026 INAHTA CONGRESS AGENDA

## HTA Agencies, Artificial Intelligence and Lifecycle HTA: Challenges and Opportunities

### DAY ONE

3:30 - 6:00pm TRT, Wednesday, 10 June 2026 [convert time](#)

Location: Barcelo Istanbul Hotel, Ballroom

Kocatepe Mah Abdulhak Hamit, Cad No 25 Beyoglu. Phone: +90 212 377 45 45

TIME (TRT)	ITEM	LEAD
2:00pm 2:00pm 2:15-3:30pm	<i>HTAi Annual Meeting ends</i> <i>Congress participants go to the Barcelo Istanbul Hotel (INAHTA Congress venue) by charter bus or on foot</i> <i>Congress participants group lunch</i>	
3:30-3:40pm	<b>1. Welcome (virtual &amp; in-person), overview of program</b>	Alric Ruether (Chair)
3:40-4:00pm	<b>2. Ice breaker table discussions – open exchange</b> Guiding questions: <ul style="list-style-type: none"> <li>• What is your opinion on AI use and/or lifecycle HTA?</li> <li>• Did a session at the HTAi conference change how you think about AI and/or lifecycle HTA?</li> </ul>	Alric Ruether (Chair)  All tables (virtual & in-person)
4:00-5:00	<b>3. International panel on perspectives and activities in AI in HTA</b> <ol style="list-style-type: none"> <li>a) Opening comments &amp; snapshot of INAHTA activities in AI</li> <li>b) Presentations from MOU partners about approaches to AI in their organizations <ul style="list-style-type: none"> <li>• HTAi</li> <li>• GIN</li> <li>• RedETSA</li> <li>• HTAsiaLink</li> <li>• iHTS</li> </ul> </li> </ol>	Alric Ruether (Chair)  Ann Single Roberta James (virtual) Alexandre Lemgruber Grace Li-Ying Huang Hans-Peter Dauben
5:00-5:25	Refreshment & networking break	
5:25-5:55	<b>4. Plenary exchange, Q&amp;A, discussion on AI in HTA</b> Guiding questions: <ul style="list-style-type: none"> <li>• Do you have any questions for panel presenters?</li> <li>• What do you hear as common priorities around AI in HTA across the organizations/regions?</li> <li>• Do you see regional differences in approach to AI and what are these?</li> <li>• How do we work more collaboratively in AI across international organizations?</li> </ul>	Alric Ruether (Chair)  All (virtual & in-person)
5:55 - 5:57	<b>5. Closing comments, look ahead to Day 2</b>	Alric Ruether
5:58 - 6:00	<b>6. Housekeeping</b>	Tara Schuller
6:00 pm	~ ADJOURN ~	
~7:30pm	<i>Friendship Dinner - board buses for departure.</i>	

## DAY TWO

9:30am - 5:30pm TRT, Thursday, 11 June 2026 ([convert to local time](#))

Location: Barcelo Istanbul Hotel, Ballroom

TIME (TRT)	ITEM	LEAD
	<i>Participants breakfast on their own (no group breakfast); note later start time. Sit at different tables to mix groups for discussions.</i>	
9:30 - 9:45am	<b>1. Welcome (virtual &amp; in-person), review Day 1, look ahead to Day 2</b>  Warm-up exchange: What do you hope to learn about today regarding AI or lifecycle HTA?	Alric Ruether (Chair)
9:45-10:00	<b>2. Setting the scene on AI use among INAHTA members</b> Scientific Program Committee's early activities on AI and the key lessons learned, informing about current AI practices among members	Irena Guzina, Scientific Program Committee Co-Chair
10:00-10:30	<b>3. AI use in rapid and early evidence synthesis – a closer look</b> An overview of how AI being used to support early rapid evidence synthesis and horizon scanning.  <b>Plenary exchange and Q&amp;A</b>	Dawn Craig, NIHR
10:30-11:00	<i>Refreshment break</i>	
11:00-11:30	<b>4. Perspectives, use cases, and guidance on AI use in INAHTA member agencies:</b>  a) Beyond the Hype: AI Use Cases and Lessons from Malaysian HTA b) Position statement on the use of AI in HTA c) AI approaches at SBU	Syaquirah Akmal, MaHTAS Nicole Mittmann, CDA-AMC Susanna Olavsdotter, SBU
11:30-12:00	<b>5. Plenary exchange and Q&amp;A for INAHTA member case presenters</b> Guiding questions: <ul style="list-style-type: none"> <li>How are these perspectives, use cases, and guidance helpful for your agency?</li> <li>How can we balance the use of AI with trust and rigour?</li> </ul>	Alric Ruether
12:00 - 12:15 12:15 - 1:30	<i>Group Photo: In-person and online</i> <i>Lunch</i>	
1:30-1:35	<b>6. Introduction to the world café process and 3 topics</b>	Alric Ruether
1:35-2:35	<b>7. World café on different member perspectives on AI in HTA processes</b>  <b>Topic 1-Application/use cases in HTA production</b> <ul style="list-style-type: none"> <li>Which AI use cases show the most promise? What are the top use cases HTA agencies should consider adopting? Which to consider avoiding?</li> </ul> <b>Topic 2-Risks to agencies in the use of AI</b> <ul style="list-style-type: none"> <li>What are the top risks around using AI that HTA agencies should be thinking about?</li> </ul> <b>Topic 3-Governance &amp; responsible use of AI in HTA production</b> <ul style="list-style-type: none"> <li>What are the top AI governance and responsible-use issues that HTA agencies should be thinking about?</li> </ul>	3 facilitators online 3 scribes online  3 facilitators in-person 3 scribes in-person

TIME (TRT)	ITEM	LEAD
2:35-3:00	<b>8. Plenary report back &amp; discussion - World café highlights</b> Report back on key points identified in the 3 World Café stations: <ul style="list-style-type: none"> <li>• Which AI use cases show the most promise? What are the top use cases HTA agencies should consider using? Which to consider avoiding?</li> <li>• What are the top risks or governance issues HTA agencies should be thinking about?</li> <li>• What might INAHTA focus on to support best members in the appropriate and optimal use of AI in their production of HTA?</li> <li>• What does the international HTA community need to focus on regarding AI to best support public HTA bodies in doing good HTA?</li> </ul>	Alric Ruether  All (virtual & in-person)
3:00-3:25	<i>Refreshment &amp; networking break</i>	
3:25-4:05	<b>9. Exploring lifecycle HTA, key issues, experiences and opportunities:</b> <ol style="list-style-type: none"> <li>AI for lifecycle HTA</li> <li>Developing a whole lifecycle approach to guidance</li> <li>Health technology reassessment as part of the legal process of HTA in Korea</li> </ol> <b>10. Q&amp;A for presenters</b>	Alric Ruether (Chair)  Suchitra Ayer, AHRQ (virtual) Zoe Garrett, NICE (virtual) Jae Kyung Suh, NECA (Virtual)
4:05-4:35	<b>11. Table discussions: Is lifecycle HTA supporting HTA agencies, or is it causing harm or a distraction?</b>  Guiding questions: <ul style="list-style-type: none"> <li>• Is lifecycle HTA used at your agency? If yes, how is it conducted? If not, is the concept/model relevant to your agency?</li> <li>• What challenges or limitations are experienced in lifecycle HTA?</li> <li>• What would you see as the main barriers to adopting the approach?</li> <li>• How do you think AI can be used in lifecycle HTA?</li> <li>• Whose interests is RWD serving – universal healthcare systems or other (private) interests?</li> </ul>	Alric Ruether  All tables (virtual & in-person)
4:35-4:45	<b>12. Plenary wrap-up: Bringing it together &amp; considering how INAHTA might support agencies regarding LC-HTA</b>	Alric Ruether
4:45-5:00	<b>13. What is coming up for INAHTA? Information for members</b> <ul style="list-style-type: none"> <li>• Update on secretariat transfer</li> <li>• Governance update:               <ul style="list-style-type: none"> <li>▪ Development of next Strategic Plan</li> <li>▪ Workplan priorities for 2026-2027</li> </ul> </li> </ul>	Alric Ruether
5:00-5:10	<b>14. Post-Congress evaluation (online, in-person)</b>	All (virtual & in-person)
5:10-5:14	<b>15. Closing comments/thank you/adjourn</b>	Alric Ruether
5:14-5:15	<b>16. Housekeeping</b>	Tara Schuller
5:30 pm	~ ADJOURN ~	
~7:30 pm	<i>Goodbye reception – Location TBC</i>	

# CONGRESS PROGRAM DESCRIPTION

## DAY ONE, 10 JUNE 2026

### 1. Welcome & Introductions (virtual & in-person)

Alric Ruether, INAHTA Board Chair, is the host and emcee for the Congress and he will welcome all in-person and virtual participants to the 33<sup>rd</sup> annual INAHTA Congress. Representatives of INAHTA's [MOU partners](#) (those organizations with which INAHTA holds a Memorandum of Understanding) are invited to attend day 1 of the Congress and the Friendship Dinner, and they will be introduced and welcomed.

### 2. INAHTA ice breaker table discussions – What do you think about AI and LC-HTA?

This first session of the Congress is an informal exchange in table groups (or virtual breakout groups) that will allow members to meet people at their table and 'warm-up' in a general discussion of the following guiding questions:

- What is your opinion on AI use and/or lifecycle HTA?
- Did a session at the HTAi conference change how you think about AI and/or lifecycle HTA?

### 3 & 4. International panel and plenary exchange on the topic of AI use in the HTA ecosystem

The highlight of day 1 of the Congress is the panel of special guests from INAHTA's MOU partners who will briefly share an overview of how their respective organizations are approaching the issue of artificial intelligence. Participants can look forward to hearing updates from:

- Health Technology Assessment International ([HTAi](#))
- Guidelines International Network ([GIN](#))
- HTA Regional Network of the Americas ([RedETSA](#))
- HTA Regional Network of Asia, Oceania ([HTAsiaLink](#))
- International HealthTechScan ([iHTS](#))

The aim of the panel is to allow for a cross-sectional view on considerations relative to AI and to share knowledge with the potential to help avoid duplication of effort. Many aspects of the topic might be explored, with special consideration to:

- Sharing about activities planned or underway related to AI use
- Any upcoming plans to develop guidance, policies, or tools on AI
- Generally, what the perspective is of the organization or its members: if there is enthusiasm, caution, or avoidance around AI use

INAHTA members participating in the Congress are invited to consider these points and come ready to contribute to the plenary discussion about what is happening in their agency.

After a refreshment and networking break there will be a plenary exchange with the panel presenters to discuss together and build a shared understanding of the various approaches to AI use. The plenary discussion may go in any direction, but to help initiate the exchange some guiding questions have been prepared to help feed discussion, as below:

- Do you have any questions for panel presenters?
- What do you hear as common priorities around AI in HTA across the organizations/regions?
- Do you see regional differences in approach to AI and what are these?
- How do we work more collaboratively in AI across international organizations?

## 5. Closing comments, look ahead to Day 2, and housekeeping

As the program winds to a close, Alric will provide some brief reflections and comments, and he will provide an overview of what to expect on day 2 of the Congress. Tara Schuller will then provide information about the housekeeping items to organize the transportation to the Friendship Dinner and starting of Day 2.

### Day 1 Evening: Friendship Dinner

The INAHTA Friendship Dinner will take place at ~7:30pm TRT on 10 June. A charter bus has been organized to pick up participants from the INAHTA Congress venue (the Barcelo Istanbul Hotel) to go to the annual Friendship Dinner. The details of the dinner location are being finalized and will be provided to participants at the Congress. After dinner, the bus will return participants to the Barcelo with a few additional stops to drop participants closer to their hotels.

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## DAY TWO, 11 JUNE 2026

### 1. Welcome (virtual & in-person) and review of Day 1 and look ahead at Day 2

Alric Ruether, INAHTA Board Chair, continues as the host and emcee for the Congress. He will welcome participants and start the program with a brief review of the previous day and a look ahead at the agenda for day two. To help kick-off the day, Alric will ask participants some initial thoughts about the day. Participants can expect to be asked to provide a comment about what they hope to learn about during the day's discussions of AI and lifecycle HTA.

### 2. Setting the scene for AI use among INAHTA members

This first session will help set the scope of the AI discussions for the day. Irena Guzina, co-Chair of INAHTA's Scientific Program Committee, will provide an overview of what the Committee has been doing to help connect members and to understand how each is using AI and to identify areas where INAHTA may take a leadership role.

The Scientific Program Committee recently delivered two webinars to INAHTA members on the use of AI in HTA. [The webinar recordings are available for members only on the INAHTA website](#) (login required<sup>1</sup>).

- The webinar in March 2026 focused on AI use cases and approaches to AI in INAHTA four member agencies:
  - Susann Conrad (G-BA, Germany)
  - Carlos A. Sánchez-Piedra (AETS-ISCIH)
  - Lesley Dunfield (IHE, Canada)
  - Michael Merchant (NICE, UK)
- The webinar in October 2025 had special guest, Rebecca Trowman, Scientific Secretary of the HTAi Global Policy Forum (GPF), share insights from the GPF discussion about using AI in the HTA process.

Furthermore, the Scientific Program Committee is preparing a short manuscript that summarizes key points from the webinars to provide a snapshot of the current state of AI use in INAHTA member agencies. The paper will be based on thematic analysis of the scribe notes of the October webinar and the four case studies of the March webinar as vignettes. Irena will provide an update on the manuscript as part of her presentation. Congress participants are encouraged to [preview these webinars](#) (login required<sup>1</sup>) ahead of the Congress for some background information.

### 3. AI use in rapid evidence synthesis – a closer look

Dawn Craig from the NIHR Innovation Observatory will share some of the latest thinking about and applications of AI in rapid/early HTA and horizon scanning. Congress participants will have the opportunity to ask questions of Dawn

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<sup>1</sup> Note: All staff at INAHTA member agencies can access the private members-only space of the INAHTA website. If you require assistance with website access, contact Tara Schuller at the secretariat (INAHTA@ihe.ca)

and to exchange information to enhance understanding of the issues.

#### **4. Presentations: Perspectives, use cases, and guidance on AI use in INAHTA member agencies**

After the morning refreshment break will be a set of presentations from INAHTA members to share approaches to AI or how they are using AI tools in their HTA work. The presentations will come from the following INAHTA members:

- Health Technology Assessment Section, Ministry of Health Malaysia (MaHTAS, Malaysia)
- Canada's Drug Agency – L'agence Des Médicaments Du Canada (CDA-AMC, Canada)
- Swedish Agency for Health Technology Assessment and Assessment of Social Services (SBU, Sweden)

The presentations will highlight some of the different ways that INAHTA members are dealing with the pressures, risks, and opportunities around AI use in the production of HTA.

#### **5. Plenary exchange and Q&A for AI presentations by members**

Following the agency presentations, a plenary session will allow the opportunity for participants to ask questions of those who shared their agency experiences with AI. Participants are encouraged to come ready to add their own observations or accounts of how AI is being incorporated (or not) into their agency work. Some guiding questions are provided to help stimulate reflections and discussion:

- How are these perspectives, use cases, and guidance helpful for your agency?
- How can we balance the use of AI with trust and rigour?

#### **6 & 7. Introduction & Launch of the INAHTA World Café**

After lunch, Alric will provide a brief orientation to the objectives and process of the World Café, which will be an engaging activity for participants to talk directly with each other about key issues in AI relevant to agency work and at the same time build some shared knowledge about this important topic.

The three topic stations for the World Café are as follows:

- 1. Identifying appropriate use cases of AI for HTA agencies/HTA production**  
Which AI use cases show the most promise? What are the top use cases HTA agencies should consider adopting? Which to consider avoiding?
- 2. Identifying risks to HTA agencies in the use AI tools**  
What are the top risks around using AI HTA agencies should be thinking about?
- 3. Identifying key topics in the governance and responsible use of AI in HTA production**  
What are the top AI governance and responsible-use issues that HTA agencies should be thinking about?

The INAHTA World Café starts with three topic stations that are set up in the meeting room (or in virtual rooms), each to address one of the three topic areas listed above. Each of the three stations will have a flipchart (or Word template for virtual groups) and a pre-assigned facilitator and scribe. Next, to start the World Café, Congress participants will be randomly assigned to one of the three stations. A timer will start and participants will have 20 minutes to discuss the topic together. The facilitator will help keep discussion moving, and the scribe will note down some of the main points on the flipchart (or Word template). A comprehensive recording is not required, just some main points are to be noted so the general direction of the discussion is understood as the notes will be included in the Congress proceedings report that is shared with all INAHTA members after the Congress.

#### **8. Plenary report back – Key points from the World Café**

After the World Café, participants will return to plenary for some reporting and reflections on the main points noted during on the three topics: appropriate use cases, risks to agencies, and good governance and responsible-use issues. Alric will lead the plenary exchange to explore opinions and additional observations about the different aspects of

AI use relevant to agencies. To help inspire discussion, some guiding questions are provided for reflection on the world café:

- Which AI use cases show the most promise? What are the top use cases HTA agencies should consider using? Which to consider avoiding?
- What are the top risks or governance issues HTA agencies should be thinking about?
- What might INAHTA focus on to support best members in the appropriate and optimal use of AI in their production of HTA?
- What does the international HTA community need to focus on regarding AI to best support public HTA bodies in doing good HTA?

## **9 & 10. Exploring lifecycle HTA, key issues, experiences, and opportunities**

Returning from the afternoon refreshment and networking break, the Congress program will switch over to a new, but related, topic of discussion: lifecycle HTA (LC-HTA). Alric will introduce speakers from three INAHTA member agencies who will share experiences and approaches to LC-HTA, namely:

- Agency for Healthcare Research and Quality (AHRQ, USA)
- National Institute for Health and Care Excellence (NICE, UK)
- National Evidence-Based Healthcare Collaborating Agency (NECA, Korea)

The presentations will be followed by a Q&A moment for the presenters and then proceeding on to further discuss the topic in table (or online) groups. To prepare for this session, participants may wish to preview some related publications for an overview of LC-HTA:

- Stoelinga J, Hollack CEM, Timmers L, Goettsch W, Leopold C. [Changing Policies to Manage Uncertainties Associated with Reimbursement of Medicines](#). **NOTE: LOGIN REQUIRED TO VIEW SLIDES:** INAHTA members are asked to hold these slides in confidence as a manuscript being published on the material. If you require assistance with accessing them contact Tara at the secretariat ([INAHTA@ihe.ca](mailto:INAHTA@ihe.ca)).
- Pichler FB, Boysen M, Mittmann N, et al. [Lifecycle HTA: promising applications and a framework for implementation. An HTAi Global Policy Forum Task Force report](#). *International Journal of Technology Assessment in Health Care*. 2024;40(1):e50. doi:10.1017/S0266462324000187

## **11. Table discussions: Is lifecycle HTA supporting HTA agencies or is it causing harm or a distraction?**

After the presentations to set the scene of what LC-HTA means for HTA agencies, table discussions (or online groups) will allow an opportunity for participants to exchange viewpoints about LC-HTA and what this means to them and their agency work. Table discussions can address whatever is of interest to participants, and some guiding questions are offered to help stimulate reflection and exchange:

- Is lifecycle HTA used at your agency? If yes, how is it conducted? If not, is the concept/model relevant to your agency?
- What challenges or limitations are experienced in lifecycle HTA?
- What would you see as the main barriers to adopting the approach?
- How do you think AI can be used in lifecycle HTA?
- Whose interests is RWD serving – universal healthcare systems or other (private) interests?

## **12. Plenary wrap-up: Bringing it together & considering how INAHTA might support agencies regarding LC-HTA**

After the table discussions, Alric will lead a short plenary discussion to share some of the main reflections from the table exchanges on LC-HTA. The participants may also wish to consider if and how INAHTA might help support member agencies to more effectively meet the pressures, opportunities, and risks around lifecycle HTA.

### 13. What is coming up for INAHTA?

As the Congress program nears the close, Alric, as INAHTA Board Chair, will update members about some ongoing INAHTA business of interest, including an update on the transition of the INAHTA secretariat from the Institute of Health Economics (IHE) in Canada to the Institute for Clinical Effectiveness and Health Policy (IECS) in Argentina. Additional business items such as an update on the strategic planning and work plan priorities will be shared.

### 14. Post-Congress evaluation

One of the final activities of the program is the post-Congress evaluation. This is an important opportunity for members to provide feedback on what worked well, or not so well, in the delivery of the Congress this year. Time will be allocated during this session for participants to complete the post-Congress evaluation on paper (virtual participants will be provided a link to complete the survey electronically).

### 15. Closing comments/thank you/housekeeping

With much fanfare and applause, Alric will close the Congress with some closing comments, reflections and look ahead to the INAHTA Congress 2027. Information about the evenings Goodbye reception and other housekeeping matters then will be provided by Tara.

### Day 2 Evening - Goodbye Reception

The INAHTA Goodbye Reception will take place at ~7:30pm TRT on 11 June at a location near the INAHTA Congress venue (the Barcelo Istanbul Hotel). The details of the reception location will be provided to participants at the Congress.

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*The INAHTA Board warmly thanks the members of the 2026 Congress Committee  
for their work developing the Congress program:*

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# APPENDIX. INAHTA WORK PLAN 2025-2027

CONFIDENTIAL – FOR INAHTA MEMBERS ONLY

## INAHTA Work Plan 2025-2027

Date: May 2026

### NOTES:

- The work plan is derived from the [INAHTA Strategic Plan 2024-2027](#)
- The table header rows:
  - column 1 = the Board’s assigned priority
  - columns 2-4 = Activities by year
  - column 5 = Lead responsible and who they report to (ultimately always the Board of Directors)
  - columns 6-10 = Indication of which goal in the Strategic Plan that activity satisfies, as below:

<b>Strategic Goals -- Overview</b>	
<b>1. INAHTA advances the practice and impact of HTA within member agencies</b>	<ul style="list-style-type: none"> <li>a. Enhance the identification of members’ needs and priorities to enable delivery of programs and services/tools tailored to meet these needs.</li> <li>b. Design and deliver programs and services/tools to enable members to produce contemporary HTA that is effective, efficient, and scientifically sound.</li> </ul>
<b>2. INAHTA advocates and advances the interests of member agencies in the broader HTA and public policy ecosystem</b>	<ul style="list-style-type: none"> <li>a. Represent the perspectives of INAHTA’s diverse membership to external stakeholders</li> <li>b. Be recognized as the global voice for public HTA agencies and pursue opportunities for visible leadership and participation in HTA activities around the globe.</li> </ul>
<b>3. INAHTA remains a strong and sustainable network</b>	<ul style="list-style-type: none"> <li>a. Enable the successful execution of the strategic plan through an active participation of the members, appropriate secretariat structure, and measurement of performance, with appropriate financial management and oversight.</li> </ul>

### LEGEND FOR WORK PLAN

PRIORITY	DESCRIPTION
1	Most urgent
2	Next to start/initialize
3	Ongoing programs
4	Not yet active
COLOUR CODING OF TEXT	
Yellow highlights = underway	
Blue text = not yet started	
Black text = completed	

COLOUR CODING OF TEXT
Yellow highlights = underway
Blue text = not yet started
Black text = completed



**INAHTA Work Plan 2025-2027**

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2	SP3
									a+b	a
1	Congress (& post-evaluations)	Design Buenos Aires Congress program  Organize Congress logistics	Design Istanbul Congress program  Organize Congress logistics	Design Congress program  Organize Congress logistics	Congress Committee > Board  Secretariat > Board	1	1	1		
1	Finding new Secretariat host	Prepare and distribute call for proposals from members to host the secretariat  Review proposals and select new secretariat host	IECS proposal accepted by members at 4 March IBM.  Contract IECS as secretariat host, agree transition plan	Develop 2027 work plan & budget as situation develops re: staffing model.	Secretariat > Board  Members vote					1
1	Incorporation exploration	Establish Task Group  Task Group underway	Task Group underway  Task Group completes work							1
2	Identification of members needs		Establish Member Needs Identification Process Task Group.  Develop member needs ID process	Implementation of needs assessment process and integration of priorities into activities.	NEW Member Needs ID Task Group > Board	1	1		1	1
2	HTAi Annual Meeting – Official INAHTA sessions	INAHTA workshop & panel design and delivery  Oral presentation on INAHTA white paper on environmental sustainability	INAHTA workshop design and delivery (panel rejected)	INAHTA workshop & panel design and delivery  Develop workshops for HTAi (in addition to impact workshop)	Members > Board  Secretariat > Board				1	
2	Deliver INAHTA publications to external/public audiences	Underway or completed publications: <ul style="list-style-type: none"><li>Impact story sharing paper in IJTAHC released (Dec/24)</li></ul>	Planned publications: <ul style="list-style-type: none"><li>Preparation of journal article to promote the ES white paper (submitted to IJTAHC Jan/26)</li></ul>	Planned publications: <ul style="list-style-type: none"><li>? TBC</li></ul>	Various author groups > Board				1	

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2 a+b	SP3 a
		<ul style="list-style-type: none"> <li>Update of D. Hailey publication on 30 years of INAHTA in IJTAHC (Jan/25)</li> <li>INAHTA white paper on environmental sustainability released on INAHTA website</li> <li>Patient Involvement position statement publication ("Perspectives" in IJTAHC)</li> </ul>	<ul style="list-style-type: none"> <li>Publication in IJTAHC or another journal to promote the database (drafting underway)</li> <li>Publication of AI manuscript by Sci Prog Cttee (underway)</li> </ul>							
2	Annual Business Meeting	Virtual (25 September 2025, 2-4pm CET)	Virtual (23 September 2026, 2-4pm CET)	Virtual (TBD September 2027)	Secretariat > Board	1	1	1		1
2	Impact story sharing competition	Impact story sharing paper in IJTAHC released (Dec/24)	<p>Establish Impact Story Sharing Review Task Group</p> <p>Evaluation of impact story sharing and formulate recommendations on what will be done going forward.</p> <p>Implement changes to impact story sharing</p>	Implement changes to impact story sharing	Secretariat > Board  <b>NEW</b> Impact Story Sharing Review Task Group > Board	1		1	1	
3	Conduct Board elections	Call for nominations, oversee elections  Administer elections	Call for nominations, oversee elections  Administer elections	ominations, oversee  er elections	Nominations Committee > Board Secretariat > Nominations Committee					1
3	Scientific program for INAHTA members	Organize and conduct webinars, other virtual activities for members only	Organize and conduct webinars, other virtual activities for members only  Publication of AI manuscript	Organize and conduct webinars, other virtual activities for members only	Scientific Program Committee > Board	1	1	1		

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2 a+b	SP3 a
			Install a process for defining scientific focus and means (yearly main topic)							
3	Learning groups (RWE, qualitative evidence, patient engagement, environmental sustainability)	Facilitate LGs	Facilitate LGs  Establish AI LG  Sci Committee to create simple guide for starting/managing LGs.	Facilitate LGs  Implement process to evaluate learning groups	Co-facilitators > Board  NEW Learning Group Review Task Group > Board	1	1	1		
3	Financial administration (invoicing, membership applications & administration)	Financial administration	Financial administration	Financial administration	Secretariat > Board					1
3	Listserv	Administer listserv	Administer listserv	Administer listserv  Establish Listserv Review Task Group  Review/evaluate listserv	Secretariat > Board  NEW Listserv Review Task Group > Board	1		1		
3	Deliver the International HTA Database	Maintain/ administer database	Maintain/ administer database  Develop proposal for database improvements  Publication to promote the database (see Publication section)  Implement improvements	Maintain/ administer database  Implement improvements	Secretariat > Database Steering Committee  Database Steering Committee > Board  Database Steering Committee > Board	1		1	1	
3	Deliver the HTA Glossary (with HTAi)	Revitalize the Glossary Steering Committee and language Editorial Boards	Deliver the HTA Glossary terms and translations	Deliver the HTA Glossary terms and translations	Glossary Steering Committee > INAHTA Board & HTAi Board  Secretariat > Glossary Steering Committee	1		1	1	

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2 a+b	SP3 a
		Maintain platform and administer invoices with vendor and HTAi	Maintain platform and administer invoices with vendor and HTAi	Maintain platform and administer invoices with vendor and HTAi						
3	Lead the GINAHTA Steering Committee and Working Group (with G-I-N)	Re-engage the GINAHTA Steering Committee  Develop and deliver joint work plan	Deliver joint work plan	Deliver joint work plan	GINAHTA SC > INAHTA Board & G-I-N Board	1		1	1	
3	Monitor and maintain relationships with MOU partners, consider new MOUs	Revitalize External Partnerships Committee	Maintenance and development of MoUs and joint activities.  Devise a process to identify and participate in MOU partner forums or initiatives of strategic importance to INAHTA.  Implement process to identify and participate in MOU partner forums or initiatives of strategic importance to INAHTA.	Maintenance and development of MoUs and joint activities.  Implement process to identify and participate in MOU partner forums or initiatives of strategic importance to INAHTA.	External Partnership Committee > Board				1	
3	Deliver and update INAHTA Position statements		Develop new statements?  Review cycle of existing statements, according to schedule	Develop new statements? And review cycle of existing statements, according to schedule	Secretariat > Board	1	1	1	1	
3	Maintain handbook for members	Update handbook (November)	Update handbook (November)	Update handbook (November)	Secretariat > Board	1		1		
3	INAHTA website	Maintain contents and administer users	Maintain contents and administer users  Establish Website Redesign Task Group	Maintain contents and administer users  Redesign website	Secretariat > Board  <b>NEW</b> Website redesign task group > Board	1		1	1	

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2 a+b	SP3 a
3	INAHTA representatives participate in external global or regional activities to voice the perspective of public HTA agencies on matters that are scientifically, strategically, and socially significant.		<p>Establish External Events Monitoring &amp; Outreach Task Group</p> <p>Identify global or regional forums or initiatives (aside from MOU partners) that are of strategic importance to INAHTA.</p> <p>Conduct outreach to engage with these forums/initiatives.</p> <p>Participate to voice the public HTA agency perspective at: <i>[listing activities here once they are identified]</i></p>	<p>Identify global or regional forums or initiatives (aside from MOU partners) that are of strategic importance to INAHTA.</p> <p>Conduct outreach to engage with these forums/initiatives.</p> <p>Participate to voice the public HTA agency perspective at: <i>[listing activities here once they are identified]</i></p>	<p><b>NEW</b> External Events Monitoring and Outreach Task Group (for non-MOU partners) &gt; Board</p> <p><b>TBD</b> &gt; Board <i>[Depending on the activity, different task groups/committees are involved]</i></p>				1	
3	Maintain/Reinforce INAHTA social media (Twitter/X) and website news feed	Post news items according to social media guideline	<p>Post news items according to social media guideline</p> <p>Establish Social Media Guideline Review Task Group</p> <p>Review and update social media guideline, including determining the frequency, process, etc.</p>	Post news items according to updated social media guideline	<p>Secretariat &gt; Board</p> <p><b>NEW</b> Social Media Guideline Review Task Group &gt; Board</p>				1	
3	External requests guideline		Develop a guide on how to manage/respond to external requests for survey input, event invitations, etc.			1				1
4	Evaluate current strategic plan and develop new strategic plan			<p>Strategic plan 2025-2027 to be extended to 2028. (decided by Board 5 May/26)</p>	Members > Board	1	1	1		1

STATUS	Activity	2025	2026	2027	Leader > Reporting	SP1	1a	1b	SP2 a+b	SP3 a
4	Develop INAHTA publication guidelines for presentations, panels/workshops, white papers, position statements, etc.		<p>Establish Publication Guidelines Task Group.</p> <p>Develop a guideline for INAHTA publications (e.g., who can identify and propose topics, what formats are possible, how publication preparation is managed to ensure quality and consistent INAHTA branding)</p>	Implement publications guideline	<b>NEW</b> Publication Guidelines Task Group > Board	1	1	1	1	
4	Explore new revenue streams			<p>Establish Revenue Generation Task Group</p> <p>Development of proposal for possible revenue streams for Board consideration</p>	<b>NEW</b> Revenue Generation Task Group > Board					1