

Always Moving Forward

Strategic Priorities
2023 and Beyond



Introduction

As much as the pandemic disrupted the status quo, it also gave us an opportunity to pause, reflect on and now re-imagine the impact that Princess Margaret Cancer Centre at the University Health Network has on advancing cancer outcomes locally, nationally and globally for a healthier world.

Moving forward, we are renewing our focus on an exceptional patient experience while ensuring that our patients, healthcare providers and committed partners are confident in our care and feel valued, engaged and represented. We will accelerate research discoveries beyond the cutting edge, create novel pathways to cure and rapidly advance safer and more effective therapeutics. By focusing on the highest-impact solutions, we will usher in a new era of progress in cancer care worldwide.

Contents

01	Introduction
03	Thanks and Acknowledgements
04	Strategic Approach
06	Ronald's Story
08	Elevate Exceptional Patient Experience Confident and Healthy Workplace
10	Explore Highest-Impact Solutions
12	Inspire Committed Partners Pathways to Cures
14	Foundational Priorities
16	What Success Looks Like
17	Contact

Thanks and Acknowledgements

Significant engagement and collaboration were required to develop our **Always Moving Forward** strategy.

We are incredibly grateful to our patients, staff, Team UHN, Ontario Health, and our healthcare partners around the world for their invaluable engagement in the development of our refreshed strategic priorities.

Sincerely,

Princess Margaret Cancer Centre





Our Strategic Roadmap

This ambitious strategic plan will accelerate our **Always Moving Forward** vision by uniting the Princess Margaret Cancer Centre community around three core themes: Elevate, Explore and Inspire.



Elevate

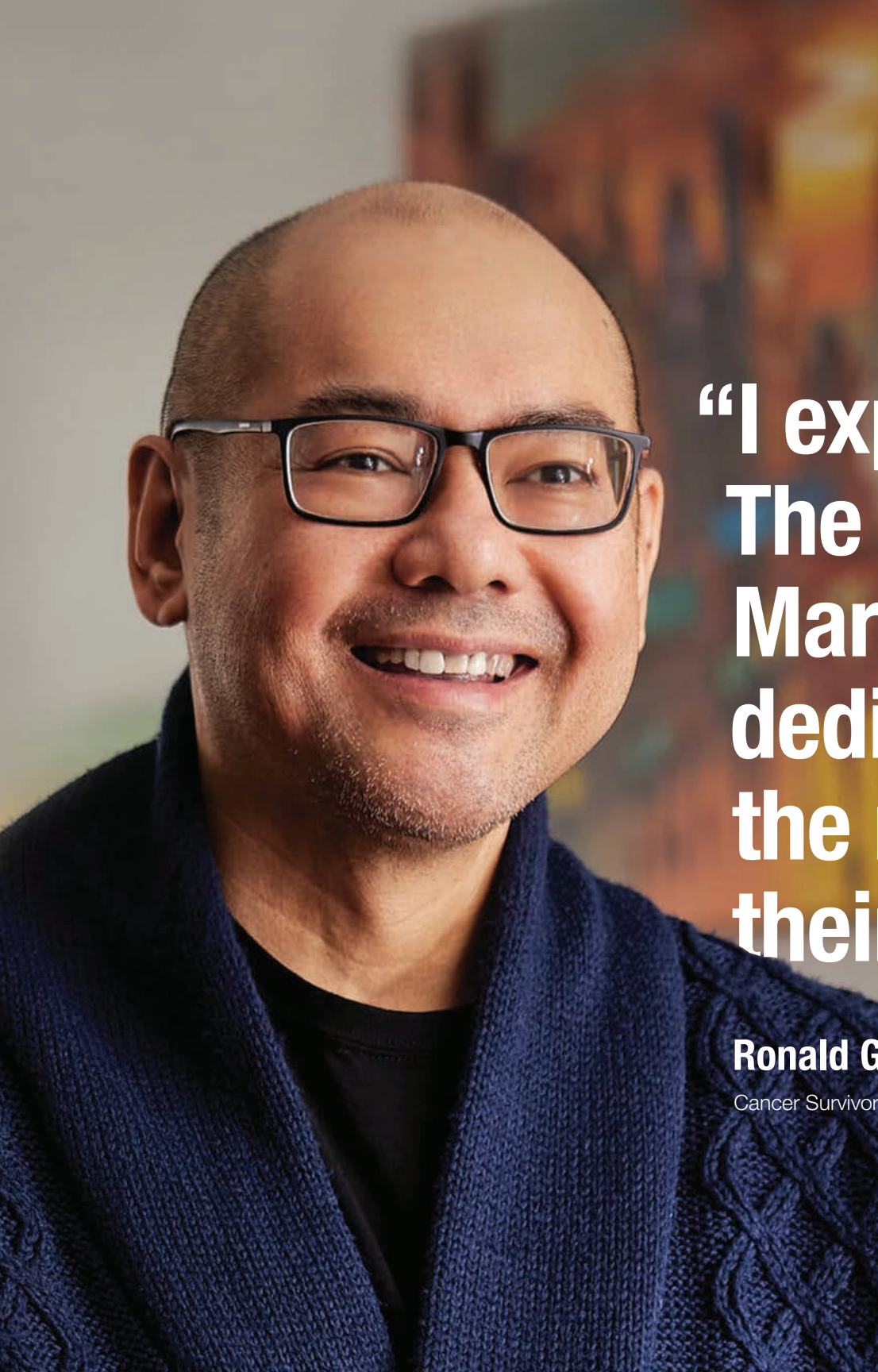
We will Elevate
an **exceptional
patient experience**
and a **confident,
healthy workplace**

Explore

We will Explore the
**highest-impact
solutions**

Inspire

We will Inspire
**committed
partners** and
**pathways to
cures**



**“I experienced
The Princess
Margaret’s
dedication and
the miracle of
their skill set.”**

Ronald Gorospe

Cancer Survivor

Ronald's Story

Ronald Gorospe first learned of Princess Margaret Cancer Centre early in his career as a pharmaceutical accountant. Soon after, he was diagnosed with lymphoma and received radiation therapy. Twenty years later in 2019, the cancer returned. This time, thanks to advancements in treatment, the cancer was removed without radiation.

Ronald pointed out that during his two separate treatments at Princess Margaret Cancer Centre, his healthcare teams were very focused and comforting – he always knew what to expect. Having been treated twenty years apart, he also observed the progress in care. Ronald said, “Although the fight is still going to be long, it is always moving forward at Princess Margaret Cancer Centre.” This outlook has inspired a large part of our strategic approach. Thank you, Ronald.

Elevate

Exceptional Patient Experience

We will **elevate** the patient experience using three pillars of focus:

A Seamless Journey

By ensuring that access, navigation, and transitions between providers occur efficiently and safely in a welcoming and supportive environment, our patients and caregivers will experience a level of service that exceeds expectations.

Your Voice Matters

We will actively engage patients, caregivers, and staff by surveying them frequently in ways that work best for them. This feedback will be shared at the clinic and provider level and will inspire rapid change in care models.

Quality Transformation

We will move from reactive to proactive quality improvement through embedded use of data and systems engineering to continuously enhance safety and outcomes.



Confident & Healthy Workplace

To build a confident, healthy workplace we will focus on:

High-Performance Teams

We will reduce administrative burden, ensure all professions are working at the top of their skillset, enhance opportunities for skill development, and emphasize collaboration, professionalism and respect.

Joy at Work

We will cultivate an inclusive environment that ensures staff feel recognized, engaged, and valued by offering increased peer support, mentorship, social engagement, and a collaborative and welcoming atmosphere.

Workforce of the Future

To future-proof our teams, we will recruit the best talent from around the world, increase our impact in cancer education, and develop training in clinical care and research that surpasses current norms.



**“They made me feel
like I wasn’t just
a cancer patient.”**

Jenny Young

Cancer Survivor



Explore

Highest-Impact Solutions

We are dedicated to **exploring** and creating high-impact solutions through:

Discovery Beyond the Cutting Edge

We will boldly tackle the toughest cancer challenges by leveraging our talent and resources to explore transformational areas of research and incentivize collaborative scientific teams to push the boundaries of understanding. We will prioritize recruitment and diversity in clinical trials and basic research to create more equitable treatments.

Augmented Human Intelligence

By leveraging the power of digital intelligence and data science, we can revolutionize the capabilities of human decision-making in cancer care, propelling diagnostics to faster, more accurate levels and uncovering as yet unexpected paradigms in care.

Particle Therapy

As national leaders in particle therapies and theranostics, we will advance precision treatments that deliver safer and more effective outcomes.



**“Everybody’s
excited to
collaborate...and
that is extremely
powerful in moving
us forward as
a research
community.”**

Dr. Marianne Koritzinsky

Senior Scientist



Inspire

Committed Partners

We will **inspire** progress and innovation with our partners through:

Care at Home

We will expand our ability to deliver complex care outside of the cancer centre, closer to, or at, home, by partnering with patients, communities, technology suppliers and external agencies.

National Care Network

By forming strategic and culturally aligned partnerships with cancer care facilities across Canada, we will advance clinical care, research, innovation and education. These partnerships will encourage care closer to home and improve access to the specialized services we provide.

Global Centres of Experience

We will deepen and broaden international collaborations to share best practices, training and research programs. Together, we can re-imagine cancer care, and in doing so propel Princess Margaret Cancer Centre and UHN as a change agent and global leader.



Pathways to Cures

We will **inspire** safer, more effective cancer treatments by focusing on:

Early Detection

By investing in and leading early detection research, embracing early adoption technologies and developing aligned clinical interventions, we will be a recognized leader in advancing cancer cure rates.

High-Definition Therapeutics

We commit to move beyond conventional cytotoxic treatment and radical surgeries, focusing instead on deep oncology medicine that embraces, for example, multi-omic analysis, immune-harnessing therapies and surgical technology innovation. This transition to high-definition therapeutics will lower treatment toxicity and improve efficacy.

Accelerated Breakthrough Access

By partnering with the private sector, government agencies, and our patients, we will lay the groundwork to rapidly expand access to novel cancer treatments, advanced technologies, and early supportive care intervention - ultimately providing earlier and more equitable care.



**“We take pride
in cultivating
meaningful
relationships with
partners across
the world to bring
us closer to
finding cures
for cancer.”**

Dr. Girish Kulkarni

Surgical Oncologist





Enhanced by our Foundational Priorities



Embed IDEAA

We will ensure that inclusion, diversity, equity, accessibility and anti-racism (IDEAA) are integrated in everything we do. We will be recognized leaders in embedding IDEAA in cancer care, research and education.



Smart Capacity

We will identify and grow clinical areas that best showcase the specialized and differentiating skills available at Princess Margaret Cancer Centre and do so in a financially sustainable way.



Diversified Revenue

We will purposefully and rapidly expand revenue sources outside of traditional public funding that can be re-invested in support of cancer research and education.



Digital and Data Enabled

We will leverage digital technologies and data science to cultivate large clinical and research databases. This will enable us to advance business, clinical and research intelligence at Princess Margaret Cancer Centre — ushering in a new era of progress and innovation.

What Success Looks Like



More Patients Cured



Patient Experience
Re-imagined



Engaged, Confident,
Healthy Staff



Workforce of
the Future Built



Impactful Cancer
Breakthroughs



Safer, More
Effective Therapies



Strategic Partners
in Place



Global Impact
Recognized

uhn.ca/PrincessMargaret

 **[@pmcancercentre](https://twitter.com/pmcancercentre)**

Princess Margaret Cancer Centre  **UHN**