

# RADIATION MEDICINE PROGRAM

**STRATEGIC ROADMAP TO 2026:**

**Revolutionizing Radiation Care  
Through Digital Health**



CURE  
COMFORT & CONFIDENCE  
EVOLVE  
CONNECT

# CONTENTS

- 1** A Message from the Chief
- 3** Radiation Medicine Program
- 5** Our Strategic Setting
- 7** Our Strategy
- 9** Strategic Priority 1
- 11** Strategic Priority 2
- 13** Strategic Priority 3
- 15** Strategic Priority 4
- 17** Strategic Implementation
- 19** Our Most Valued Partners
- 21** Acknowledgements

# A MESSAGE FROM THE CHIEF

Since the launch of the Radiation Medicine Program (RMP)'s Strategic Roadmap to 2020, we have made remarkable progress towards our pursuit of delivering world-class precision radiation medicine and personalized care for our cancer patients. I am immensely proud of our dynamic and multidisciplinary team, and I remain inspired by the many ways we have accomplished our mission to advance exemplary radiation medicine through patient care, research, and education in partnership with our patients and community, to achieve our vision of **Precision Medicine. Personalized Care. Global Impact.**

To reflect on the rapid pace of innovation in radiation medicine, as well as the needs and aspirations of our patients, staff and partners, we embarked on an extensive strategic refresh in the fall of 2020. Together with over 250 of our team members, leaders, researchers, patients, families, and key partners, we re-imagined our future cancer patient's journey in RMP. What emerged was a bold mandate to redefine the best cancer care received in RMP by 2026. We co-designed a strategy that will challenge TeamRMP to step into new forms of leadership, drive deeper collaborations with patients, caregivers and partners; leveraging automation and cutting-edge technologies to transform cancer care for our patients.

It is my pleasure to present to you the **RMP Strategic Roadmap for 2026: Revolutionizing Radiation Care Through Digital Health.** Our renewed strategy captures our ambition to become a transformational leader in radiation medicine, while ensuring that our goals and directions are aligned with the strategic plans of the Princess Margaret Cancer Centre (PM), University Health Network (UHN), University of Toronto (UofT) Faculty of Medicine, UofT Department of Radiation Oncology (UTDRO), and Ontario Health - Cancer Care Ontario (CCO).

Over the next five years, RMP will push the boundaries of innovation to advance predictive health and adaptive radiotherapy, transform and personalize each patient's journey through digital technology, and build comprehensive programs of excellence for advanced particle therapy and theranostics; all enabled by systems that will maximize the wellbeing of TeamRMP and drive collaboration and innovation in research, education and clinical care.

The development of our **Strategic Roadmap for 2026** was a remarkable collective effort, and I am deeply grateful to TeamRMP, the RMP Steering Committee, the Potential Group, as well as our valued patients, partners and stakeholders. The ever-changing healthcare landscape will continue to evolve and challenge us in new ways, and it is your unwavering dedication and contributions to RMP that will shape the future of our program. I look forward to all that we can achieve together in the years to come.



A handwritten signature in black ink that reads "F Liu". The signature is fluid and cursive.

**Fei-Fei Liu, MD, FRCPC, FASTRO**  
Chief, Radiation Medicine Program,  
Princess Margaret Cancer Centre  
Chair and Professor, Department of Radiation  
Oncology, University of Toronto

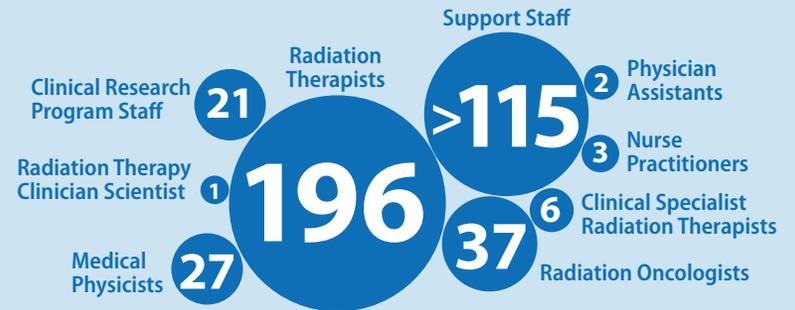
# RMP BY THE NUMBERS

# RADIATION MEDICINE PROGRAM

The Radiation Medicine Program (RMP) in the Princess Margaret Cancer Centre is the largest radiation treatment centre in Canada, and one of the largest single-site treatment facilities in the world ([www.radiationatpm.com](http://www.radiationatpm.com)). The program is organized into the three core disciplines of radiation oncology, medical physics, and radiation therapy, each supported by robust clinical, research, administrative and technical teams. RMP takes pride in our diverse pool of talent, with world-renowned radiation oncologists, physicists, therapists, nurses, allied health professionals, researchers and administrative professionals, dedicated to advancing best practices in radiation medicine through innovative research, education and the uptake of cutting-edge, novel radiation practices and technologies. Together, our multi-professional team of over 450 staff work collectively to deliver high precision and quality treatment using state-of-the-art technologies to over 9,000 cancer patients every year.



TEAM RMP



CLINICAL

9,168 Patient Consultations  
 11,286 Radiation Treatment Courses  
 400 Patients Treated Daily



RESEARCH

\$45.7M Peer-Reviewed Funding  
 272 Peer-Reviewed Publications  
 306 Active Clinical Studies



EDUCATION

21 Radiation Oncology Residents  
 23 Radiation Oncology Fellows  
 6 Medical Physics Residents  
 38 Medical Radiation Sciences Students

# OUR STRATEGIC SETTING

Building on the momentum from our Strategic Roadmap for 2020, RMP undertook a highly extensive and engaging strategic planning process in the fall of 2020. Over 250 voices from TeamRMP, including leaders and members from all disciplines, as well as researchers, collaborators, academic partners within and outside of UHN, government representatives, industry, and most importantly, our patients and families, have helped to shape our **Strategic Roadmap for 2026**.

The strategic refresh process consisted of an extensive internal assessment process (Scoping), followed by engaging various stakeholders within and beyond the RMP community to define “big questions” (Pollination), which guided broader, intensive discussions (Strategy Hives). The refinement of the strategic framework culminated in the development of four strategic priorities (Harvesting).



# STRATEGIC PRIORITIES

1

## CURE

Empower predictive health and accelerate response-driven adaptive radiotherapy

2

## COMFORT & CONFIDENCE

Enhance personalized, equitable, compassionate care through a technology-enabled patient experience transformation

3

## EVOLVE

Establish a centre of excellence in advanced particle therapy and theranostics

4

## CONNECT

Elevate systems to maximize innovation and wellbeing

# OUR STRATEGY

## VALUES

Innovation  
Excellence  
Collaboration  
Accountability  
Integrity

## MISSION

Advance exemplary radiation medicine through patient care, research & education in partnership with our patients & community

## VISION

Precision Radiation Medicine.  
Personalized Care.  
Global Impact.



### CURE

Predictive Health & Adaptive Radiotherapy



### EVOLVE

Advanced Particle Therapy & Theranostics



### COMFORT & CONFIDENCE

Technology-enabled Patient Experience Transformation



### CONNECT

Systems to Maximize Innovation & Wellbeing

RMP remains unwavering in our vision of **Precision Radiation Medicine. Personalized Care. Global Impact.** We are committed to delivering on our mission to advance exemplary radiation medicine through patient care, research and education in partnership with our patients and community.

By 2026, RMP will be sought out by an increasing number of patients, learners and leaders from around the world as the “program of choice” for comprehensive radiation care. Our values, statements of vision and mission, as well as the success metrics of our four-point strategy will define our overall approach.

Our core values remain as the non-technical competencies that support attainment of our vision and guide our decision-making.

### INNOVATION

We are creative, bold and passionate in the pursuit and implementation of new ideas that improve cancer patient outcomes.

### EXCELLENCE

We demonstrate dedication and focused commitment, while leading with respect and civility at the individual, team and program levels.

### COLLABORATION

We engage meaningfully and inclusively with each other beyond traditional practice domains and program boundaries to achieve more together than apart.

### ACCOUNTABILITY

We step forward with a sense of empowerment, personal drive, focus and commitment. We are highly accountable to our colleagues, team members, partners, funders and ourselves.

### INTEGRITY

We conduct ourselves in a fair, transparent and ethical manner at all times. We are highly reliable and are consistently sincere and trustworthy.

## STRATEGIC PRIORITY 1

### Empower predictive health and accelerate response-driven adaptive radiotherapy

RMP envisions a data-driven future where we will propel personalized care to the next level by leveraging advancements in predictive health and adaptive radiation therapy. We will elevate our clinical, research and technological capabilities to tailor each patient's care with greater precision. We will build resources and advance automation to track, monitor and assess each patient's condition and response to treatment, to improve their health outcomes and generate evidence to guide future care and treatment. RMP will lead the development of novel tools and models of care to learn from our patients, and set a whole new standard for personalized radiation medicine.

### GOAL FOR 2026

Build a comprehensive, automated patient-level predictive analysis system that ensures that every RMP patient will receive the right treatment, with the right adaptation, at the right time, for the best possible outcome.

### HOW WE WILL ACHIEVE IT

- Invest in people, digital tools and automation that can treat patients with greater precision, minimize toxicity, with improved outcomes
- Enhance and leverage platforms to collect, connect and curate data to track patient experiences and outcomes, inform research, quality improvement, and predictive care
- Build resources to advance automation, develop tools for predictive metrics, and promote adaptive radiotherapy delivery

# COMFORT&CONFIDENCE



## STRATEGIC PRIORITY 2

**Enhance personalized, equitable, compassionate care through a technology-enabled patient experience transformation**

RMP is committed to providing our patients with the highest quality service, support and care every single day. We will build upon and deepen our current experience of providing compassionate care by creating digital tools and resources that will enable everyone to be their best. We envision for all patients who entrust us with their care to have a five-star experience, where they feel empowered throughout their cancer journey by our dedicated, multidisciplinary team of health professionals.

### GOAL FOR 2026

Create a seamless, digitally-enabled, personalized experience where patients are supported through their cancer journey. We will provide adaptive, compassionate care in every moment, tailored to individual patient needs and preferences, integrated with research and education, delivered by an empowered team.

### HOW WE WILL ACHIEVE IT

- Design an individualized experience for every patient and caregiver
  - Create systems to capture patient needs and preferences comprehensively and efficiently, and support a personalized experience using case experts
  - Create digital tools and resources that link patients and families to the care team with pre-visit virtual tours, virtual assistance, peer support and online booking
- Enhance patient transitions after treatment
  - Patients will receive follow-up calls one week after treatment
  - Seamless discharge planning with follow up instructions and contact numbers
- Ensure all of our programs and services follow best practices for Equity, Diversity, and Inclusion

# COMFORT&CONFIDENCE



# STRATEGIC PRIORITY 3

## Establish a Centre of Excellence in Advanced Particle Therapy and Theranostics

Establishing a particle therapy facility in Toronto is key to our pursuit of delivering equitable and comprehensive cancer care to patients close to home. We will build an Advanced Particle Therapy Program, which will encompass a province-wide vision, as well extensive research and education initiatives to ensure that particle therapy is adopted for appropriate clinical indications, and to develop skilled clinicians and health professionals to match the needs of Ontario's cancer patients. We will also create the first, world-class Theranostic Centre in Canada to support a full spectrum of activities ranging from research, to the design of novel radiopharmaceuticals and clinical testing. We will combine the strengths of radiation oncology with theranostics to expand its clinical applications, and train a new generation of molecular radiation oncologists.

### GOAL FOR 2026

RMP will launch an International Centre of Excellence for Advanced Particle Therapy, and a Theranostics Center of Excellence. We will be a part of a global community of proton/high-energy ion therapy centres and be at the forefront of theranostics to collaborate and generate innovative care, research and education, to deliver the best care for Canadian patients.

### HOW WE WILL ACHIEVE IT

- Identify and engage multidisciplinary stakeholders across the local and global environment to participate in the establishment of these centres
- Develop a master plan in collaboration with critical partners
- Ensure program-wide engagement of activities that will synergize with other RMP priorities
- Undertake a campaign to attract resources to build comprehensive Advanced Particle Therapy, and Theranostic Programs of Excellence

# EVOLVE

# CONNECT

## STRATEGIC PRIORITY 4

### Elevate systems to maximize innovation and wellbeing

A thriving workforce is key to our success as a program. We depend on the full engagement of TeamRMP and their desire to add value to the patient experience by applying their skills and expertise for maximum benefit. We will focus on reducing inefficiencies, enhancing workflows and applying appropriate models to streamline care delivery and improve staff and patient experience. With enhanced connectivity and integration across RMP and UHN, we will ensure that TeamRMP can excel in an environment where they are well informed, and feel safe and supported. We will continue to refine our systems to improve reliability and enable steady flow of information. We commit to modelling best practices in transparency and equity to encourage ownership, contribution and collaboration at all levels.

### GOAL FOR 2026

To further enhance efficiently connected systems and culture, that continually improve quality of care, augment patient and provider satisfaction, enable connectivity, and create space and time for research/innovation and education/training. RMP will continue to be world-leading, where resources meet ambitions, and team members are supported to maximize their potential.

### HOW WE WILL ACHIEVE IT

- Establish a multidisciplinary GROSS (“Get Rid Of Stupid Stuff”) committee
- Apply process models to predict patient volumes and enhance workflow
- Develop automated processes to maximize efficiency and optimize resource allocation
- Refine systems to maximize integration of research and education with clinical care
- Develop and model best practices to actively nurture our collaborative culture

# CONNECT

# STRATEGIC IMPLEMENTATION

Critical to the successful implementation of the **Strategic Roadmap for 2026** is the assignment of accountability, clearly defined milestones and measures, as well as a structured process for monitoring and evaluating the progress towards meeting our strategic aims and objectives.

## ROLES & RESPONSIBILITIES

Leads implementation of the plan; informally and formally provides support and monitors progress; implements performance reviews of leadership group based upon objectives identified in the plan.

Plays a leadership role in determining and implementing strategic priorities, and evaluating progress against milestones and goals; identifies leads for each strategic priority.

Develop and implement a work plan with milestones designed to achieve the priority as identified by Steering; work collaboratively with others to achieve the priorities; provide regular updates to Steering.

Utilize concepts and directions defined in this plan to prioritize work.



## MONITORING & COURSE CORRECTION

Progress against identified goals, objectives and deliverables will be monitored in four ways. With the understanding that change is the only constant, course corrections will be made over the life of this plan in consultation with staff and committees.





# OUR MOST VALUED PARTNERS

Effective collaboration with our patients, families, and partners is key to driving our ambitions forward. In our quest to achieve the best possible outcomes for our patients, we will break down silos and integrate efforts within, across and outside our program. We will continue to impact individual and population outcomes by sharing our knowledge and best practices. We will engage with referring partners, regional cancer centres and global organizations to ensure ready access to our expertise and to enhance existing working relationships. Finally, we strive to grow and deepen our collaborations across RMP, UHN and with our local, national and global community to deliver the best care to cancer patients around the world.

# ACKNOWLEDGEMENTS

## STRATEGIC PLANNING STEERING COMMITTEE

Tim Craig  
Colleen Dickie  
Christine Hill  
David Hodgson  
Emma Ito  
John Kim  
Catarina Lam  
Daniel Letourneau  
Fei-Fei Liu  
Benjamin Lok  
Marianela Lopez  
Michael Milosevic  
Elen Moyo  
Richard Tsang  
Rebecca Wong

## STRATEGIC PLANNING CONSULTANTS

Potential Group

## WRITING

Lisa Chong, Marianela Lopez

## DESIGN & LAYOUT

Lisa Chong

## IMAGE CREDITS

Princess Margaret Cancer Foundation (p. 9), Derek Tsang (p. 13)

Read the [Strategic Roadmap to 2026](http://www.radiationatpm.com) online at [www.radiationatpm.com](http://www.radiationatpm.com)

CURE  
COMFORT & CONFIDENCE  
EVOLVE  
CONNECT





# Radiation Medicine Program

Precision Radiation Medicine. Personalized Care. Global Impact.

Radiation Medicine Program  
Princess Margaret Cancer Centre

610 University Avenue  
Toronto ON M5G 2M9 Canada

[www.radiationatpm.com](http://www.radiationatpm.com)  
[info@rmp.uhn.ca](mailto:info@rmp.uhn.ca)

 @RadMedPM  
 RMPatPM