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
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

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