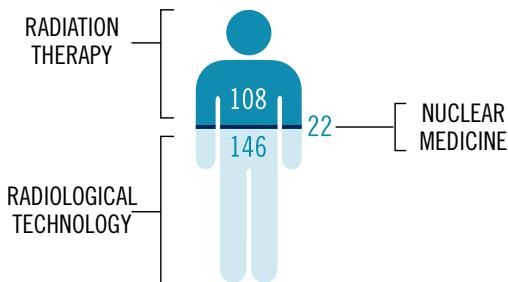


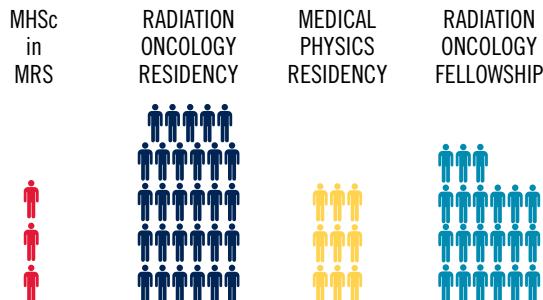
THE TRANSFORMATIVE AGENDA ROADMAP TO 2017



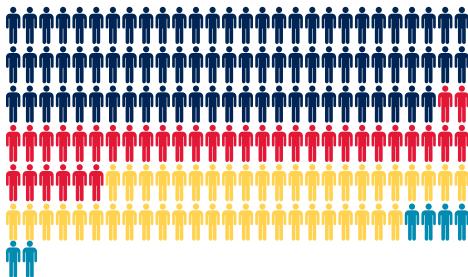
Radiation Oncology
UNIVERSITY OF TORONTO



MRS STUDENTS IN 2013 - 276 TOTAL



NUMBER OF POST-GRADUATE TRAINEES IN 2013



FACULTY MEMBERS IN 2013 - 170 TOTAL



PUBLICATIONS FROM 2009 TO 2012



6 / 14

RADIATION ONCOLOGY HEADS IN ONTARIO CANCER CENTRES ARE UT DRO ALUMNI

733

RT13:
5 YEAR
ATTENDANCE



884

TARGET INSIGHT:
5 YEAR
ATTENDANCE

CONTINUING EDUCATION



It's time to

ATRACT

CATALYZE

TRANSFORM



3 LETTER FROM THE CHAIR

4 STRATEGIC OVERVIEW

5 OUR STRATEGY

7 EDUCATION

8 RESEARCH, KNOWLEDGE TRANSLATION AND EXCHANGE

9 SYSTEMS INFLUENCE

10 OPERATIONS

11 IMPLEMENTATION OF THE STRATEGIC PLAN

12 STEERING COMMITTEE

CHAIR'S WELCOME



I am delighted to present the Roadmap to 2017 – the Department of Radiation Oncology's extension and implementation plan for The Transformative Agenda.

The Transformative Agenda was launched in 2010 as the Department of Radiation Oncology's strategic plan to guide the Department until 2015. Now at the midpoint of this plan, we are assessing

our progress and evaluating the feedback from our faculty members. Based on this analysis, we are launching the Roadmap to 2017, a blueprint that will guide us through the next three years of our strategic plan.

This Roadmap is the culmination of a six-month planning exercise where we met with stakeholders to evaluate the challenges and successes of our three main strategic directions: Research, Education, and Systems Influence. After consultation with our faculty members, trainees, and staff, we have arrived at a tagline for this Roadmap – Attract, Catalyze, and Transform. This tagline aligns with the Faculty of Medicine's core principles of Integration, Innovation, and Impact.

In this document and the accompanying website, you will find our aspirations for the Department and how we intend to strive toward them

over the next three years. Working together across the Department, we will use this Roadmap to guide our activities and achieve excellence in the realms of Research, Education, and Systems Influence.

I am grateful to the Strategic Planning Steering Committee and our consultant, Dr. Jane Cooke-Lauder, for all of their work on developing this Roadmap to 2017. I am also grateful to the Department of Radiation Oncology community for providing feedback on this plan, every step of the way.

By focusing on our strengths together, we can Attract, Catalyze, and Transform Radiation Medicine, and fulfill our potential as global leaders.

*Fei-Fei Liu
Professor and Chair
Department of Radiation
Oncology*

STRATEGIC OVERVIEW

Roadmap to 2017 is an extension and elaboration of *The Transformative Agenda*, a strategic framework designed for the University of Toronto - Department of Radiation Oncology (UT-DRO) to follow from 2010 to 2015. *The Transformative Agenda* was developed based on both internal assessment and input from internationally renowned experts. With support from an outside consultant, the Strategic Planning Steering Committee confirmed that its assumptions and key directions continue to resonate today and extended the plan into 2017.

In building the *Roadmap*, the Strategic Planning Steering Committee clarified and defined the role of the Department as follows:

UT-DRO (1) has a leadership role to play in Education; (2) catalyzes and facilitates Research, as well as Knowledge Translation and Exchange in concert with partner hospitals; and (3) influences and adds value to the Radiation Medicine community, the cancer network, as well as the broader health and public policy systems.

The *Roadmap* thus challenges faculty to commit to teaching and to strengthening the Department's education offerings in order to impart the latest knowledge and to develop the next generation of Radiation Medicine leaders. It also calls for higher levels of individual and collective engagement by Department members

and more collaboration among individuals, across the Department and with stakeholders. Specifically, the *Roadmap* contains statements of strategic aspiration for each of the three core remits of the Department: Education, Research, and System Influence, as well as for Department Operations. The statements are further described in terms of the strategies that will be pursued and targets for 2017.

To make this a dynamic and responsive action agenda, roles and responsibilities for implementation, monitoring, and course correction have been identified. Quarterly report cards will be issued by the Executive Committee and an annual updating process will take place annually in late spring. The detailed targets, status updates and reports from the Chair will be shared with the community through ongoing postings on the DRO website.

GLOBAL LEADERSHIP IN RADIATION ONCOLOGY BY TRANSFORMING PRACTICE THROUGH INNOVATION AND EXCELLENCE IN RESEARCH AND EDUCATION.

VISION



STRATEGIC
DIRECTIONS

OPERATIONAL EXCELLENCE

INNOVATION RESPECT LEADERSHIP EXCELLENCE PARTNERSHIPS AND COLLABORATION

VALUES

WE PREPARE FUTURE RADIATION ONCOLOGY LEADERS, CONTRIBUTE TO OUR COMMUNITIES AND IMPROVE THE HEALTH OF INDIVIDUALS AND POPULATIONS THROUGH DISCOVERY, APPLICATION AND COMMUNICATION OF KNOWLEDGE

MISSION

OUR STRATEGY

The overall strategy is defined through statements of vision, mission, and values, as well as statements of aspiration and success metrics in four strategic areas:

1. Education
2. Research and Knowledge Translation and Exchange
3. Systems Influence
4. Operational Excellence

UT DRO's values or guiding principles identify the behaviours valued by the Department, and describe the behaviours that will enable success moving forward, namely:

- ***Proactive, transformative leadership:*** stepping forward with a sense of empowerment and urgency to improve patient care and outcomes
- ***Innovation:*** seeking new ways to improve, share and leverage change, driven by the moral obligation to innovate
- ***Excellence:*** demonstrating drive, focus and commitment at the individual level, across the Department and when working with others
- ***Partnerships and collaboration:*** working with others in the Department, across the University, TAHSN and beyond to advance Radiation Medicine
- ***Respect:*** making the Department a great place to work by appreciating and acknowledging the diversity, efforts and achievements of all members and partners

EDUCATION

UT DRO will create the environment for the practitioners, scholars and leaders of tomorrow to develop expertise, creativity, initiative, independence of thought, flexibility, and collaborative approaches. This will be accomplished by engaging talented teachers to deliver personalized curricula that combine inter-professional and interdisciplinary training with the development of excellent foundational skills; designing programs that are relevant, current, and inclusive of new practices and new technologies; and executing in an integrated manner that draws on the respective strengths of all sites.

STRATEGIC ASPIRATION

TO BE KNOWN AS THE EDUCATOR OF CHOICE INTERNATIONALLY FOR RADIATION MEDICINE PROFESSIONALS AND RESEARCHERS

STRATEGIES

- ✓ Foster mastery in teaching
- ✓ Integrate medical education from undergraduate to residency to fellowship
- ✓ Introduce streaming, sub-specialty, and enriched training
- ✓ Evolve existing programs to reflect the inter-professional clinical care environment
- ✓ Engage the learners
- ✓ Extend education reach, efficiency and effectiveness

TARGETS

- ⊙ An increase of 5-10% in learner application numbers
- ⊙ Foster mastery in teaching by broadening faculty commitment to teaching
- ⊙ Integrate and expand education delivery through an increase in external funding of education innovation
- ⊙ Introduce streaming, sub-specialty and enriched training by designing an inaugural Certificate in
- ⊙ Special Competence and submitting it to RCPSC for accreditation
- ⊙ Enhance medical education by redesigning the Radiation Oncology Residency Program to be competency-based
- ⊙ Engage UT DRO learners to increase participation and engagement to levels equal to or greater than standard benchmarks. Extend the educational reach, efficiency and effectiveness through a pilot of an electronic collection of education content intended to be useful to multiple programs

RESEARCH, KNOWLEDGE TRANSLATION & EXCHANGE

The Vice Chair of Research, with support from the Chiefs of the different sites, will provide leadership to the creation of synergistic and innovative collaborations across the Department; the recruitment and development of talented researchers and innovators in all disciplines willing to adopt new methodologies and form new relationships; and the fostering of breakthrough research across the spectrum from basic to clinical to patient outcomes and survivorship. Critical to success will be the development and implementation of a robust and transparent communication strategy that will enable cross-Department engagement.

STRATEGIC ASPIRATION

TO BE KNOWN FOR BEING THE HOME FOR CRITICAL MINDS AND INNOVATORS, FOR LEADING THE EXPLORATION OF THE NEXT FRONTIERS IN RADIATION MEDICINE, AND FOR APPLYING FINDINGS TO CLINICAL PRACTICE, EDUCATION, AND POLICY

STRATEGIES

- ✓ Support research endeavours that involve collaboration across multiple sites
- ✓ Encourage research across the full spectrum
- ✓ Create UT DRO branded collaborations
- ✓ Integrate research findings into education programs
- ✓ Support the adoption of common approaches to organizing data and samples and the adoption and integration of 'big data' and informatics

TARGETS

- ⊙ Increase average publication impact factor by 5%
- ⊙ Achieve a 10% increase in grant funding annually
- ⊙ Achieve a 10% increase annually in leadership roles in multi-site clinical trials and research alliances
- ⊙ Improve interconnectedness by increasing by 5% the number of invitations to address prestigious national and international conferences

SYSTEMS INFLUENCE

Moving forward, UT DRO will build out its own brand and reputation. This will include fostering stronger connectivity with alumni; growing an academic community around Radiation Medicine in Canada that is connected, supportive and influential; and developing an international network of influencers. UT DRO will require strong relationships with decision makers and innovative, evidence-informed innovative propositions to strengthen the healthcare system and to improve health outcomes.

STRATEGIC ASPIRATION

TO BE KNOWN AS A GLOBAL PACESETTER FOR MOBILIZING AND INFLUENCING CHANGE FOR RADIATION MEDICINE

STRATEGIES

- ✓ **Strengthen the profile and reputation of the Department**
- ✓ **Broaden and deepen the reach of the Department**
- ✓ **Develop international best practices for clinical practice, research and education**
- ✓ **Position UT DRO as the primary information source on all Radiation Medicine matters**

TARGETS

- ⊙ 10% increase in alumni engagement
- ⊙ Increase in brand awareness through the development and dissemination of position, discussion, white, and policy papers
- ⊙ Increase the profile of UT DRO in the Greater Toronto Area (GTA)
- ⊙ Design, evaluate, and propose innovative models of care

OPERATIONS

A department-wide survey in 2014 indicated that Operations is relatively invisible to many in the Department, and where there was some exposure to Operations, minimal progress was noted. This was attributed in part to changes in staffing and raised the need to clarify accountabilities, provide opportunities for engagement, and increase transparency within the Department.

The assessment also noted some progress with respect to alumni engagement, but this was also described as having somewhat of a social flavor. Further assessment highlighted the need to raise the profile of alumni engagement portfolio activities intended to generate alternative revenue streams. The current focus is on students and developing support for education programs such as scholarships and bursaries - in the longer term, efforts should also be devoted to funding an Endowed Chair for faculty.

STRATEGIC ASPIRATION

TO BE NIMBLE AND RESPONSIVE TO THE DEPARTMENT'S NEEDS AND EMBODY A CULTURE OF CONTINUOUS QUALITY IMPROVEMENT IN THE EXECUTION OF PROCESSES AND DELIVERY OF SERVICES

STRATEGIES

- ✓ Support the Department's core activities
 - Including promotions, appointments, student enrollment and services, reporting and accountabilities, human resources, finance and communications
- ✓ Adopt a systematic approach to departmental operations and process orientation
- ✓ Create capacity through efficiencies, ongoing monitoring, and continuous improvement
- ✓ Be nimble and respond to changing needs
- ✓ Adopt a customer service focus
- ✓ Use evidence to inform decision making
- ✓ Be transparent and sustainable

TARGETS

- ⊙ Realign departmental resources to strategic needs
- ⊙ Decrease processing time of administrative processes, e.g. financial reimbursements and appointment processing
- ⊙ Formalize and document departmental operating procedures
- ⊙ Redesign communications strategies, including UT DRO website

IMPLEMENTATION OF THE STRATEGIC PLAN

Critical to success in executing the Roadmap to 2017 is the assignment of accountability, the identification of milestones and measures, and the development of a monitoring and review process. Taking these steps will also enable a successful transition from plan into action.

ROLES AND RESPONSIBILITIES

Executive Committee

The Executive Committee will oversee the implementation of the plan as a whole. They will monitor the progress and follow up with the individuals involved in each target. They will produce quarterly report based on the planned activities and progress made.

Chair

The Chair will lead the implementation of the plan, monitor progress, provide support where needed, review the funding requirements; and allocates resources where needed. The Chair will also provide updates on the progress through internal communications.

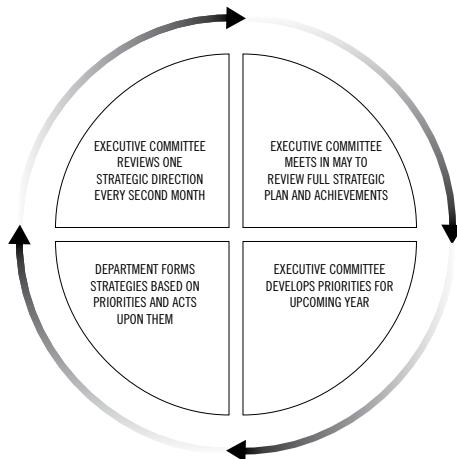
Leads

The Leads will be accountable for achieving the targets and deliverables of the plan. They will be chosen by the Executive Committee and will develop their own plan outlining their strategic priority, tactics, deliverables, and timelines. The Leads will focus on collaboration and find commonalities with other strategic priorities.

Faculty and Staff

The Faculty and Staff will implement the directions and priorities outlines in this plan, and create their own objectives and targets.

IMPLEMENTATION AND MONITORING PROCESS



UT DRO LEADS THE WAY IN PERSONALIZED CANCER MEDICINE RESEARCH



UT DRO faculty members Drs. Bradly Wouters, Robert Bristow and Gregory Czarnota receive a combined total of \$8.6 million (of a \$14.6 million investment) from the Terry Fox New Frontiers Program to support innovative research to develop new and more personalized treatments in radiation medicine

STRATEGIC PLANNING STEERING COMMITTEE

David Jaffray, Princess Margaret Cancer Centre
(Chair, Steering Committee)

Fei-Fei Liu, Princess Margaret Cancer Centre
(Chair, UT DRO)

Lisa Barbera, Odette Cancer Centre

Jean-Pierre Bissonnette, Princess Margaret Cancer Centre

Anthony Brade, Princess Margaret Cancer Centre

Robert Bristow, Princess Margaret Cancer Centre

Pamela Catton, Princess Margaret Cancer Centre

Patrick Cheung, Odette Cancer Centre

Caroline Chung, Princess Margaret Cancer Centre

Peter Chung, Princess Margaret Cancer Centre

Jane Cooke-Lauder, Bataleur Enterprises, Inc.

Greg Czarnota, Odette Cancer Centre

Laura Dawson, Princess Margaret Cancer Centre

Lisa Di Prospero, Odette Cancer Centre

Evan Donohue, UT DRO

Marisa Finlay, Trillium Health Partners

Caitlin Gillan, Princess Margaret Cancer Centre

Meredith Giuliani, Princess Margaret Cancer Centre

Nicole Harnett, Princess Margaret Cancer Centre

David Hodgson, Princess Margaret Cancer Centre

Harry Keller, Princess Margaret Cancer Centre

Anne Koch, Princess Margaret Cancer Centre

Marianne Koritzinsky, Princess Margaret Cancer Centre

Daniel Letourneau, Princess Margaret Cancer Centre

Patricia Lindsay, Princess Margaret Cancer Centre

Stanley Liu, Odette Cancer Centre

Jonathan Livergant, UT DRO Residency Program

Matthew Mason, UT DRO Fellowship Program

Claire McCann, Odette Cancer Centre

Thomas McGowan, Trillium Health Partners

Andrea McNiven, Princess Margaret Cancer Centre

Barbara-Ann Millar, Princess Margaret Cancer Centre

Michael Milosevic, Princess Margaret Cancer Centre

Gerard Morton, Royal Victoria Regional Health Centre/ Odette
Cancer Centre

Doug Moseley, Princess Margaret Cancer Centre/Southlake
Regional Health Centre

Jean-Phillipe Pignol, Odette Cancer Centre

Tom Purdie, Princess Margaret Cancer Centre

Arjun Sahgal, Odette Cancer Centre

Michael Sharpe, Princess Margaret Cancer Centre

Katarina Sixel, Lakeridge Health

Hany Soliman, Odette Cancer Centre

Marcus Sonier, UT DRO Physics Residency Program

Christiaan Stevens, Royal Victoria Health Centre

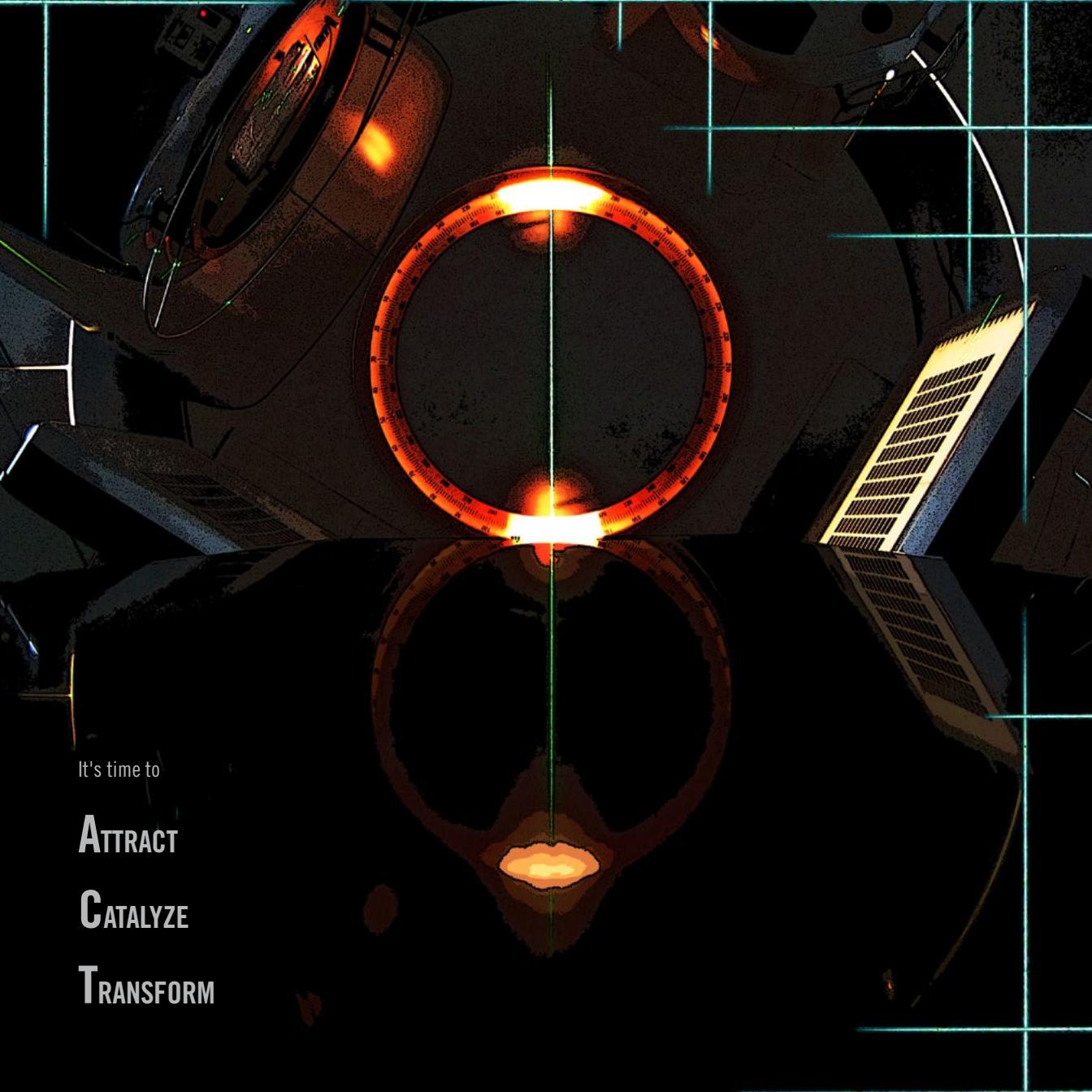
Danny Vesprini, Odette Cancer Centre

Woodrow Wells, Southlake Regional Health Centre

Rebecca Wong, Princess Margaret Cancer Centre

Shun Wong, Odette Cancer Centre

Bradly Wouters, Princess Margaret Cancer Centre



It's time to

ATRACT

CATALYZE

TRANSFORM

WWW.RADONC.UTORONTO.CA/ROADMAPTO2017

 @UofTDRO

FOR INFORMATION, CONTACT UT DRO:

SUITE 504, 149 COLLEGE STREET, TORONTO ON M5T 1P5 | RADIATION.ONCOLOGY@UTORONTO.CA | 416.978.4516

Front Cover: Emma Ito, Back Inside Cover: Emma Moseley

© University of Toronto, September 2014