



Radiation Oncology
UNIVERSITY OF TORONTO

UTDRO 2022:
REFLECT. TRANSFORM. LEAD.

RADIATION ONCOLOGY



REFLECT.
TRANSFORM.
LEAD.



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MESSAGE FROM THE CHAIR



I was humbled and, at the same time, proud to receive the External Review of UTDRO by the internationally renowned panel on how impressed they were, with the quality and quantity of our academic activities on so many different dimensions. I salute each and every one of you for your contributions, and feel privileged to be able to lead this amazing Department for another five years, taking on the challenge of moving us from great to epic.

I am most appreciative of the time and effort from the members of the Strategic Planning Committee, and particularly that of the Vice Chairs who have been engaged in a number of different and highly valued ways. To faculty, staff, and most importantly, our learners, thank you for your input that helped shape the deliberations of the Steering Committee. To our stakeholders, a big debt of

gratitude for your candour and insights, as well as your ongoing commitment to work together. From these multiple perspectives, the opportunity presented itself to not only dream big but to ensure that we are covering our bases in terms of those important daily activities of supporting learners and faculty members. The process encouraged the use and identification of opportunities for both creativity and efficiency.

The tagline: **“Reflect. Transform. Lead.”** emerged to encapsulate the key themes of shifting from current attitudes and practices to embracing new ways of working. These new ways of working will require us to reflect on our professional aspirations and recognize the role that collaboration and partnership can play in expanding our individual and collective impact. These opportunities for transformation will require us to be

curious, courageous, connected and committed as we collaborate to expand capabilities across the system to achieve improved patient outcomes and quality of life. More specifics with respect to the plan, milestones and action plans are found in this document and on the website.

I look forward to sharing this journey with all of you.

Sincerely,

Dr. Fei-Fei Liu, MD, FRCPC
Chair and Professor
Department of Radiation Oncology
University of Toronto

The Faculty of Medicine at the University of Toronto is consistently ranked in the top 20 medical schools in the world – and we are well on our way to crack the top 10 in the near future. Our success and standing is made possible by the quality and depth of our departments. The Department of Radiation Oncology, as recently confirmed by an external review by sterling scholars, stands among the top departments of its kind. This Department, led with vision and passion by Dr. Fei-Fei Liu, has embraced its charge to use its abilities as a global leader to transform practice around the world.

This strategic plan seeks to harness the strengths of UTDRO in order to have an impact on knowledge generation and training the next leaders in radiation oncology. And it proposes to achieve that by heightening academic excellence

and collaboration as well as improved governance and operations. This is a plan that will secure UTDRO's standing and advance its global influence.

I am thankful for the leadership of Dr. Liu, as well as the talent and dedication of the students, faculty and staff that call UTDRO their home at the University of Toronto. You represent a beacon of academic excellence. I am also thankful to the members of the Strategic Planning Committee and all who contributed to this plan for your thoughtful reflections and deliberations.

In reading this plan, I found myself reminded of a quote from Winston Churchill: “We make a living by what we get. We make a life by what we give.” UTDRO is focused on what it can contribute – by generating knowledge, training new professionals, and through

strategic partnerships – both nationally and internationally. These efforts will win you the admiration of your colleagues, and also the reward of knowing you have improved the lives of people around the world.

Sincerely,

Dr. Trevor Young, MD, PhD, FRCPC, FCAHS
Dean, Faculty of Medicine
Vice Provost, Relations with Health Care Institutions
University of Toronto



MESSAGE FROM THE DEAN

EXECUTIVE SUMMARY

Acknowledged “**nationally and internationally as one of the top academic cancer programs**” by the 2017 External Review Committee, the charge given to the re-appointed Chair was to refresh the existing strategic plan in a way that supported this high achieving department to be positioned as a global player, transforming practice around the world.

Consultation with stakeholders identified a number of opportunities for local, national and international leadership, including the importance of re-defining the role of radiation medicine and radiation medicine practitioners, whilst harnessing all the talent and resources of the department to continue enabling improved access and equity, by fostering convergence across the disciplines and the rapid adoption of new technologies.

In response, UTDRO’s leadership has coalesced around an exciting strategy that will take the Department to new levels of leadership and contribution. This will be achieved by building from individual excellence to embrace the power of the entire department, while leveraging the increasing quest for alignment of vision across the Toronto Academic Health System Network (TAHSN); the opportunities presented by the potential of “big data”; the diversity of expertise within UTDRO; as well as funding opportunities through significant partnerships both nationally and internationally. In setting this high performance bar, UTDRO is also committing to fostering an environment that is supportive and enabling; encouraging all learners, staff and faculty to manage their health and well-being.

With the intention of being known as the home of internationally renowned educators, researcher, thought leaders, innovators and system influencers, five strategic goals have been established, together with outcome measures, key actions, accountability for execution, and monitoring and evaluation.

01

HEIGHTEN CULTURE OF ACADEMIC EXCELLENCE

02

PREPARE THE RADIATION MEDICINE LEADERS OF TOMORROW

03

ACCELERATE UPTAKE OF CUTTING-EDGE KNOWLEDGE IN RADIATION MEDICINE

04

COLLABORATE FOR TRANSFORMATIVE REACH AND IMPACT

05

ENHANCE SUCCESS THROUGH IMPROVED GOVERNANCE AND OPERATIONS

RADIATION ONCOLOGY

SETTING THE STAGE

An External Review of the University of Toronto's Department of Radiation Oncology conducted in March 2017 concluded that UTDR0 is "nationally and internationally recognized as one of the top academic cancer programs", supported the re-appointment of the Chair following a successful first term of continued growth and, in addition, put forward suggestions for improvement as well as a recommendation for the refresh of the current strategic plan: *The Transformative Agenda – Roadmap to 2017*.

Initiated in March and wrapped up in August 2018, the strategic planning process was overseen by a 13-person Steering Committee reflective of the disciplines, geographies and career stages of the membership of the Department. Faculty-wide as well as trainee input was sought by means of three different electronic surveys, tailored to different audiences (126 responses), five workshops attended by 50 members of faculty, and interviews with seven health system leaders (administrators, policy influencers, academics, clinicians, collaborators and innovators).

Analysis of the data confirmed the excellence of UTDR0's performance as well as its inherent innovative qualities. At the same time, a number of challenges were identified as needing to be addressed as part of the strategic planning process:

Be relevant – take charge of evolving the role of radiation medicine and radiation medicine practitioners or others will do it for you: The delivery of radiation medicine must evolve. As a University department that has both global reach and local influence, determine how best to disrupt the status quo. Embrace artificial intelligence (AI) and become world leaders in how radiation medicine and AI together will create breakthrough results.

Contribute to improving accessibility, inclusivity and equity of the healthcare (cancer) system both locally and globally: Ensure the expertise and new knowledge of UTDR0 is made available in a cost-effective manner to all cancer patients, regardless of their socio-economic status, in Ontario and the world. Build upon the Department's strong reputation in knowledge translation.

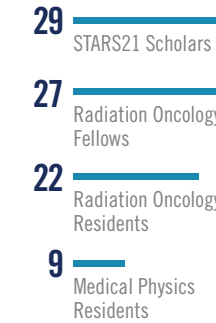
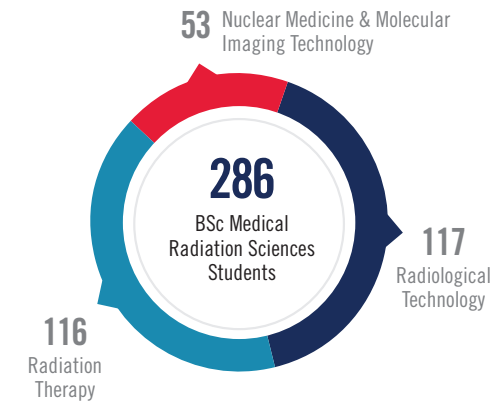
Continue to be innovative: Foster convergence across the disciplines and continue to be a leader in technology. Develop and test new models that are relevant both locally and internationally.

Collaborate to expand reach, impact and cost effectiveness: Leverage TAHSN's shift to greater collaboration. Capitalize on the benefits of one medical school and nine healthcare institutions to create "Team GTA". To address the big breakthrough questions, engender collaboration between and among all affiliated institutions at the individual and department level. Springboard off the scale created by the collaboration of two of the largest programs in the world to attract new partnerships and opportunities.

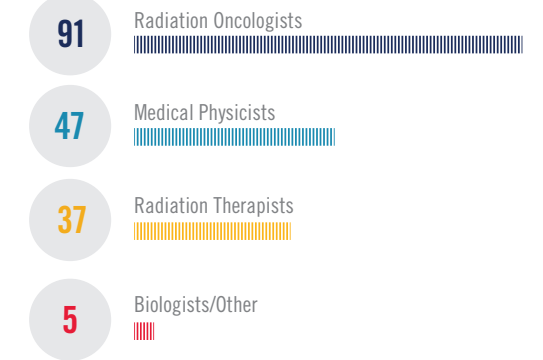
Pay attention to health, wellness and sustainability: Reconcile competitive with nurturing environments, which will require, among other things, redefining excellence and accessing new sources of revenue.

QUICK FACTS

STUDENTS IN 2017–2018



FACULTY IN 2017–2018



RESEARCH

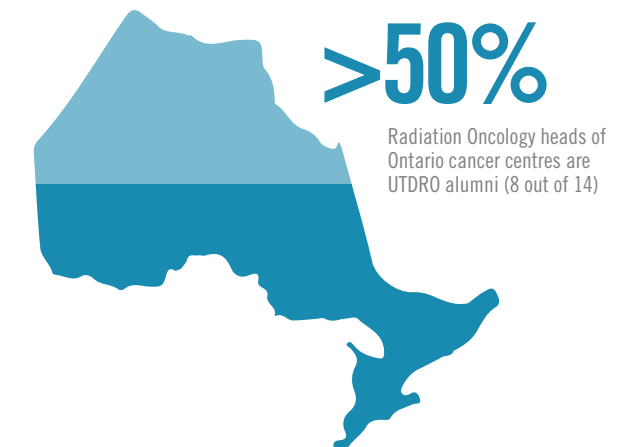
\$168.9 Million
funding from 2013–2017

1333
publications during 2013–2017

NETWORK

>2000
total alumni

RTi3 **901** attendees at RTi3 Conference since 2013



STRATEGIC DIRECTION

The overall strategic direction continues to be defined by the existing mission, vision and values as outlined below, as well as by five goals that integrate the work across the four current strategic areas to achieve maximum impact as demonstrated by a number of outcome measures. In implementing these goals successfully, UTDR0 will be known as the home of nationally and internationally renowned educators, scientists, thought leaders, innovators and systems influencers.

VISION

Global leadership in Radiation Oncology by transforming practice through innovation and excellence in Research and Education.

MISSION

We prepare future radiation medicine leaders, contribute to our communities, and improve the health of individuals and populations through discovery, application, and communication of knowledge.

VALUES

UTDR0's values 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

01

HEIGHTEN CULTURE OF ACADEMIC EXCELLENCE

Increase in number of faculty achieving their academic goals



02

PREPARE THE RADIATION MEDICINE LEADERS OF TOMORROW

Increase in number of graduates occupying local, provincial, national and international leadership roles, including in evolving practice areas such as new technology implementation, quality and safety

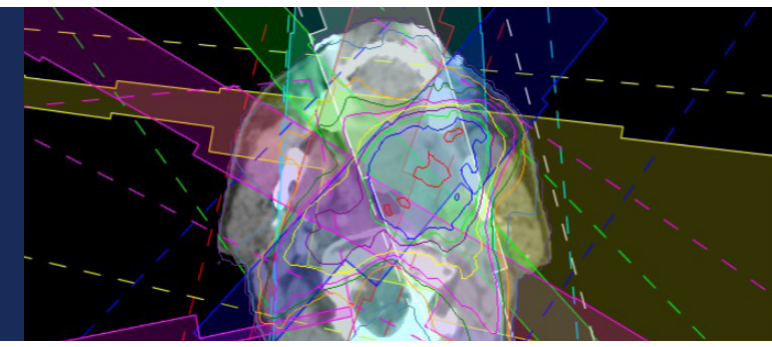
Reputation as “training center of choice” for all professional groups



03

ACCELERATE UPTAKE OF CUTTING-EDGE KNOWLEDGE IN RADIATION MEDICINE

Be known as the “go-to” place by patients, practitioners, and policy developers for thoughtful, up-to-date radiation medicine information



04

COLLABORATE FOR TRANSFORMATIVE REACH AND IMPACT

Be sought out by other system players as the “partner of choice”

Expanded collaboration across GTA and beyond



05

ENHANCE SUCCESS THROUGH IMPROVED GOVERNANCE AND OPERATIONS

Connect with and keep faculty, learners and alumni more informed

Streamlined infrastructure, policies, processes and technology that support collaboration and sustainability



GOAL 1. HEIGHTEN CULTURE OF ACADEMIC EXCELLENCE

UTDRO's faculty members are among the best regarded educators and researchers in the world. They are innately curious and have a passion for sharing their knowledge, whether in the formal setting of a classroom, informally in a clinical setting, or in the research lab. As new learnings about how to be most effective emerge – whether as a researcher, knowledge translator, a teacher, educator or mentor – it is imperative that faculty members have the opportunity to absorb this new information in pursuit of achieving their own academic goals. Supporting them in this quest for excellence, UTDRO will formalize individual teaching and learning expectations, including expectations with respect to mentorship, embedding these in the annual performance management process, and also provide the necessary supports to facilitate achievement of these goals. Award incentives for teaching, educating and mentoring will be reviewed and refined in alignment with this strategic direction.

At the same time, faculty will be encouraged to publish innovative scholarly articles of substance; i.e., focusing on quality over quantity. Publishing a single significant, high-impact work, which will be highly cited, will be more meaningful than multiple smaller papers.

Knowing that performance is enhanced through feedback and evaluation, feedback charters will be implemented with each learner to build commitment to bi-directional, regular and timely feedback. Senior department leadership will provide active guidance and mentorship to other faculty members seeking promotion.

UTDRO has one of the strongest groups of academic radiation therapists provincially, nationally, and internationally. Expanding their research opportunities and contributions is an important part of strengthening their evolving role in the delivery of patient centred and evidence informed radiation medicine.

STRATEGIES

- 1. Clarify roles and expectations with respect to faculty engagement in learning and teaching**
- 2. Strengthen faculty performance management process to include specific academic objectives**
- 3. Engage current faculty in high quality professional development activities aligned with their individual academic goals**
- 4. Extend academic opportunities for radiation therapists**
- 5. Foster a culture of mentorship and academic support**
- 6. Emphasize the importance of high-impact scholarly publications**

INTERMEDIATE OUTPUTS

E O R S

Teaching and research excellence acknowledged through internal and external awards	E	O	R	S
Increasing number of publications in top quartile journals				S
Promotion pathways for all faculty, including radiation therapists, clarified and aligned with strategic direction	E	O	R	S
Regular (2–3 year) academic career path reviews by Chairs of all faculty below level of Full Professor				S
Annual performance evaluation includes statement of academic goals				S
Faculty development programs in place to enable faculty members to strengthen a range of skills linked to their academic aspirations	E	O	R	S
Academic development engagement hours monitored and reported	E	O	R	S
Increased number of faculty evaluations by trainees completed within four weeks	E	O	R	S
Teaching and mentoring ratings improved	E	O	R	S
Radiation therapy contribution to research expanded, including contribution to unique studies				S
Faculty at all stages of career feel supported in achieving academic goals	E	O	R	S
Mentorship processes, including cross-disciplinary mentorship, introduced	E	O	R	S
Increased number of peer-reviewed research grants captured				S

**High level accountability for each of the intermediate outputs has been identified by adding an Education (E), Research (R), System Influence (S) or role of Chair/s, or Operations (O) beside each output to reflect the current strategic theme areas; i.e., where the resources of the Department reside and are managed.*

GOAL 2. PREPARE THE RADIATION MEDICINE LEADERS OF TOMORROW

In preparing future leaders, UTDRO offers programs across the continuum from undergraduate to post-doctoral fellowships with graduates demonstrating expertise as clinicians, clinician scientists, academics, administrators, and system influencers. The term “learner” is used in the plan to include both “learners” referring to novices and “trainees”; i.e., those wishing to extend their expertise. In the same way that there is different terminology, so too are there differences in the extent of training available from UTDRO for each of the three disciplines and even differences in terms of delivery of the programs with one of the “jewels in the crown” (External Review Report, March 2017), the MRS program, being delivered in conjunction with the Michener Institute.

With already high ratings and graduates being in demand, UTDRO has been challenged to create the leaders of the future in a dynamic world while continuing to deliver programs focused on the fundamentals. In formal education offerings, ongoing improvements will continue to ensure that best practices in adult learning are embedded across all program offerings. For consideration is extending the opportunity for Fellowships beyond

12 months to reflect the growing complexity and demands of academic medicine.

Scenario planning, engaging others across the system to identify possible future worlds for each of the three disciplines, will enable identification of skills and expertise that may be required, regardless of the future. Already identified are the need to increase cognitive flexibility and inter-personal skills.

Developing future clinician scientists will require increasing the focus on the research component of education offerings as well as more specifically, designing residency opportunities that include more formal research skills and methodology training.

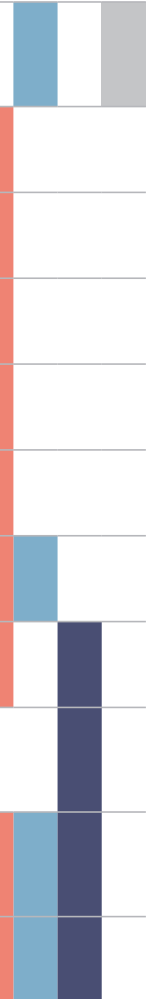
STRATEGIES

- 1. Establish mechanism(s) for cross discipline/ institution dialogue regarding the future role of the radiation medicine discipline with associated professional groups nationally and internationally**
- 2. Create enriched and flexible complementary curriculum for learners in areas such as leadership and management**
- 3. Implement leading edge adult education methods and approaches in the delivery of all educational offerings**
- 4. Nurture research talent across disciplines and career continuum**

INTERMEDIATE OUTPUTS

- 2–5 forums convened and attended by diverse groups of stakeholders to discuss the future of radiation medicine professionals nationally and internationally
- 2–5 content areas/curriculum for the development of future skill requirements
- 1–3 novel CEPD strategies piloted/implemented
- Combined cross disciplinary/cross hospital site fellowships introduced
- Increase in number of radiation therapists with graduate degrees
- Learners report that their needs and expectations are being met
- Increased percentage of training positions filled by top ranking applicants
- Trainees indicate expanded opportunities to conduct/ participate in research
- Increased number of Radiation Oncology and Physicist Residents and Fellows report receiving effective mentorship
- Residency program designed to encourage the option to enroll in an enriched stream that includes: STARS21, MSc or PhD during residency
- Mentorships in place to engage students pursuing enriched training

E O R S



*Education (E), Research (R), System Influence (S) or role of Chair/s, Operations (O)

GOAL 3. DISSEMINATE CUTTING-EDGE KNOWLEDGE IN RADIATION MEDICINE

UTDRO has much to share and wishes to share more broadly using a range of enabling mechanisms to promote knowledge transfer and thus enable changes in practice and policy. The development of a business plan and business model is needed that reflects the breadth of the knowledge translation contribution made by faculty, along with a listing of knowledge translation assets. A strategic marketing and communications plan, based on understanding the different audiences and informed by proven stakeholder engagement frameworks, will support the dissemination of UTDRO's significant knowledge base as broadly as possible *via* innovative platforms and technologies. Resources to develop these plans will be accessed through UofT's expert support groups and innovation funding grants.

Faculty members will engage with Cancer Care Ontario and other policy setting entities provincially, nationally and internationally; sharing their knowledge and insights, including cost effectiveness studies, to guide the development and implementation of practice guidelines and policy recommendations. Partnerships will be identified and sourced nationally and internationally to support leveraging the impact of UTDRO's discoveries and exploring commercialization opportunities.

Identifying future focused opportunities will be accomplished by engaging in scenario planning discussions and capturing the anticipated changes in radiation medicine in a roadmap. With this understanding, UTDRO will be able to identify niche leading-edge education opportunities to develop and market outside of the current degree program structure. Having the resources to design and deliver innovative programs will require an ongoing assessment of current offerings and the sun setting of programs that have proven, over time, to be less successful.

STRATEGIES

- 1. Accelerate the uptake of discovery, which includes defining the economic case and engaging a range of stakeholders**
- 2. Share novel/innovative discoveries widely through social media, and support translation into policy and practice using evidence-informed stakeholder-specific models and best practices**
- 3. Design and deliver future-focused offerings through collaboration with departments across UofT and elsewhere**
- 4. Identify innovative platforms to enable sharing with multiple audiences, including patients and healthcare professionals**

INTERMEDIATE OUTPUTS

	E	O	R	S
Business plan and business model developed, including identification of funding opportunities, to support broader knowledge translation mandate	█	█	█	
Roadmap developed of current and emerging innovation/changes in radiation medicine, particularly in areas that will shape future practice (e.g., advanced imaging, automation, and AI)	█	█	█	
Listing of department-wide knowledge translation assets	█	█	█	
Increased number of UTDRO branded course offerings related to best practices, or novel discoveries	█	█	█	
Increased number of UTDRO offerings repeated beyond initial offering, including to different audiences	█	█	█	
Increased number of applicants for each course	█	█	█	
Target Insight repositioned and attracting positive attention	█	█	█	
Revenue generation expanded	█	█	█	
Partnerships established with at least two UofT departments such as Bioengineering				█
Strategic marketing and communications plan implemented			█	█
Increased number of research proposals that include cost effectiveness studies				█
Increased number of faculty members actively engaged with CCO (e.g., as committee members) or other national/international policy setting organizations				█
Improved citation index and number of publications in high-impact journals				█

**Education (E), Research (R), System Influence (S) or role of Chair/s, Operations (O)*

GOAL 4. COLLABORATE FOR TRANSFORMATIVE REACH AND IMPACT

Working with the right people in the right way in search of a shared outcome has been proven to lead to major discoveries and advancement of practice and patient outcomes. Interdisciplinary care teams, for example, are known to improve the patient experience as well as foster higher levels of competence and the quicker adoption of new approaches. Performance expectations of an already internationally regarded Department continue to rise. The ability to respond to the big questions and contribute at the global level is enabled by the availability of big data and bringing together the appropriately diverse group of researchers. Against this backdrop, adopting a collaborative mindset (including knowing when *not* to collaborate) is of critical importance whether researching or working in interdisciplinary teams; considering novel ways to deliver an education intervention; or designing a research study focused on technology or disease site. Opportunities to collaborate – and to improve collaboration – have been identified at the team, disease site, cross-university, and inter-department levels where geography and history frequently have impeded a patient or learner-focused approach.

Barriers at the system level are well recognized, and the current efforts of TAHSN leadership to increase collaboration will enhance cross-institutional partnerships. At the Department level, the Seed Granting Program has been introduced to provide initial funding support for collaborative research projects. It is time to

evaluate its effectiveness and consider additional mechanisms to support collaborative research efforts.

Fostering collaboration internally and with other university departments could start with an inventory of faculty interests and capabilities as well as current research projects. Incentives to collaborate such as new awards will be introduced. Identifying potentially useful UofT departments with which to connect, for example, on artificial intelligence, or with the Institute of Medical Science on accessing graduate students, sets up the opportunity for relationship building by the Chair/s, undertaken in addition to their ongoing relationship management of funders and other key stakeholders. Major contributions to systems-level initiatives will continue with the expectation that there will be expanded opportunities to work with Cancer Care Ontario.

A new focus of UTDRO's collaboration efforts will be enabling enhanced equity and accessibility for patients across the system, building from the Department's robust and well-regarded knowledge translation program. More specifically, by re-designing parts of such programs as the Radiation Oncology residency, education opportunities will be made available for health practitioners in rural and remote areas across Ontario and possibly internationally, to join programs that previously were not available to them.

STRATEGIES

- Catalyse collaborative research through joint funding models**
- Influence processes that facilitate cross-institutional collaboration such as a common REB, or data sharing capabilities**
- Strengthen relationships with key academic and system partners (e.g., FoM and UofT, Graduate Departments)**
- Support enhanced equity and accessibility of patient care across the healthcare (cancer) system**
- Continue to provide leadership and support to provincial, national and international system initiatives**

INTERMEDIATE OUTPUTS

E O R S

- Seed granting fund evaluated and resultant action plan implemented
- Increased access of patients at community affiliates to research opportunities
- Government funders have increased appreciation of role and contribution of UTDRO
- Mechanisms in place to enable greater sharing of data
- Increased number of requests to collaborate/for support; i.e., demonstration of UTDRO value to broader community
- Physicists gain access to increased number of graduate students
- Expanded venues/opportunities in place for social and learning events
- Two novel education opportunities introduced for learners from, or working in, rural and remote communities
- Increased number of faculty engaged in system level projects provincially, nationally and internationally
- UTDRO Award in place for peer-reviewed collaborative publications between various institutional departments

**Education (E), Research (R), System Influence (S) or role of Chair/s, Operations (O)*

GOAL 5. ENHANCE SUCCESS THROUGH IMPROVED GOVERNANCE AND OPERATIONS

Achievement of transformational change as well as every day deliverables is enabled by infrastructure, policies and technology that are closely aligned with the strategic direction. This includes supporting collaboration and sustainability, both financially through revenue growth and cost savings, but even more importantly, the health and wellbeing of learners and faculty.

More specifically, strategic success will require resource alignment, including alignment of the decision-making processes and structures, together with significantly enhanced outreach to all stakeholders (both within the department and faculty as well as those across the university and the system) to share the many exploits of faculty members. Stronger marketing resulting in a bigger footprint should facilitate building relationships with donors and patrons leading to greater philanthropic support.

Given that having a collaborative mindset will be fundamental to success, the Department will continue to find ways to encourage and foster connecting and partnering, including supporting the streamlining of collaborative initiatives whenever possible by

reducing bureaucracy and making resources more accessible. Currently, helpful information and tips about cross-institutional collaborations can be gathered only from other faculty members. Over time, UTDRO will develop a resource repository for such information within the Department.

STRATEGIES

- 1. Continuously improve and align departmental (including governance) structures, processes and technology to support strategic execution**
- 2. Promote Department brand and achievements through enhanced communication strategies (e.g., newsletters, website, social media)**
- 3. Strengthen efforts to obtain philanthropic funding and sponsorship**
- 4. Facilitate the creation of a centralized departmental resource repository to support collaborative research initiatives**
- 5. Continue to explore novel mechanisms and incentives to encourage collaboration**
- 6. Continue to support health and wellbeing across the Department as a critical enabler of high performance**

INTERMEDIATE OUTPUTS

- Internal and external marketing and communication plans developed and implemented
- Philanthropic plan, including alumni and faculty, developed and implemented
- Enhanced administrative support for education, including specialized roles in alignment with the strategic direction (e.g., site education liaisons)
- Shared research resource in place to encourage interdepartmental and inter-professional collaboration (e.g., determining appropriate funding sources)
- Repository established of information regarding cross-departmental collaboration
- Repository established of shared education/teaching resources
- Bi-annual report developed on the health and wellbeing of the Department, together with associated action plan

E O R S



*Education (E), Research (R), System Influence (S) or role of Chair/s, Operations (O)



CONCLUSION

The next five years present the opportunity for UTDRO to magnify its presence both in terms of knowledge generation and knowledge dissemination. The external environment is more supportive than it has been in some time with the TAHSN leadership committed to closer working relationships and more streamlined decision making, stakeholders actively encouraging UTDRO to be more visionary and future-focused in delivering on its education mandate, and a granting environment that is encouraging larger, partnership-based applications. Against this backdrop, the key to UTDRO's success will be leadership's ability to encourage new levels of innovation and excellence in a collaborative and enabling environment that supports members to achieve their individual education and research ambitions, leading to higher levels of local, regional, national and international contribution.

ACKNOWLEDGEMENTS

STRATEGIC PLAN STEERING COMMITTEE

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Read the Strategic Plan 2018–2022 online at <http://radonc.utoronto.ca>

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