

A close-up portrait of a young child with light skin and blue eyes, wearing a fuzzy tiger hat with orange and black stripes. The child is looking directly at the camera with a slight smile. The background is a soft, out-of-focus light blue.

GARRON FAMILY CANCER CENTRE

STRATEGIC PLAN 2020-2025

Integrating Research | Innovating Care

SickKids®



DIRECTOR'S MESSAGE

Since the development of our last strategic plan in 2012, the Garron Family Cancer Centre (GFCC) has established itself as a major centre for cancer care, research, and education.

This is a time of great innovation and opportunity in cancer, and our founding mission remains as relevant as ever: to strengthen the integration of research, education, clinical care and foster innovation in cancer. As a virtual centre, GFCC aligns multiple groups around shared priorities, with the aim of bringing focus to our efforts internally while providing cutting-edge treatment and care for patients and their families.

Our new plan continues and enhances this work. Developed around a five-year timeline (2020-2025), the priorities in this document are intended to sustain and enhance our efforts for the coming years. We consulted widely through in-depth focus groups, online surveys and telephone interviews, hearing clearly that while we've had tremendous success in leading the direction of paediatric oncology care, research and education, there are opportunities for us to continue to strengthen the Centre and maximize our impact.

Internally, we've heard about opportunities to collaborate more closely with others across the hospital and research institute; to create a more unified home for cancer research in all its forms; and to improve how our clinical trials are conducted.

We also heard about the need to be ready to adapt quickly to new challenges and to seize new opportunities as novel therapies are being developed and investigated; in particular with respect to access to clinical trials for patients from across the province and the country. We are ready and willing to make the investments required to move the GFCC forward in this respect.

Improving the transparency of our decisions, as well as how we communicate our role will be another key initiative for us over the next five years. Our success with this plan depends on improving how we communicate and collaborate, and we know the rewards will be well worth it.

I'm proud to present our 2020-25 plan. I'm looking forward to working closely with you in the months and years to come as we mobilize in support of paediatric oncology patients in Ontario and across the country.

Sincerely,

James A. Whitlock, M.D.
Director, Garron Family Cancer Centre
Division Head, Haematology/Oncology/BMT
Women's Auxiliary Millennium Chair in
Haematology/Oncology/BMT
Senior Associate Scientist,
Translational Medicine Program

PROCESS OVERVIEW

This plan was developed in the summer and fall of 2018 based on a process designed to engage internal and external GFCC stakeholders. An online survey was conducted to provide a broad opportunity for input, while in-depth focus groups and telephone interviews targeted specific segments of GFCC membership as well as key stakeholders from within and outside the Centre.

The results of the consultation process were synthesized and reviewed at a GFCC strategic retreat held September 24th, 2018. Retreat participants used a consensus approach to determine the three priorities and accompanying goals described in the plan, with the final output approved by the GFCC Executive Council. Thank you to everyone who participated in this process!

GFCC EXECUTIVE COUNCIL

- Brent Derry, PhD, Senior Scientist, Developmental & Stem Cell Biology
- Meredith Irwin, MD, Clinician-Scientist, Division of Haematology/Oncology/BMT, Senior Scientist, Cell Biology
- David Kaplan, PhD, Senior Scientist, Neurosciences & Mental Health
- David Malkin, MD, Clinician-Scientist, Senior Staff Oncologist, Division of Haematology/Oncology/BMT, Senior Scientist, Genetics & Genome Biology
- Judy Van Clieaf, RN, BScN, MN, Vice President, Clinical
- James A. Whitlock, MD, Director, Garron Family Cancer Centre, Division Head, Haematology/Oncology/BMT, Senior Associate Scientist, Translational Medicine Program
- Sue Zupanec, NP, MN, Nurse Practitioner, Division of Haematology/Oncology/BMT

EX OFFICIO MEMBER(S)

- Nancy Horvath, Director, Major Gifts, SickKids Foundation

OPERATIONS SUPPORT

- Donna Berry, PhD, Program Manager, Garron Family Cancer Centre & Clinical Research Services
- Katie Breckbill, PMP, Program Manager, Garron Family Cancer Centre and Transplant & Regenerative Medicine Centre

PROJECT CONSULTANT

- Mike Tomlinson, MHA, Strachan-Tomlinson Inc.

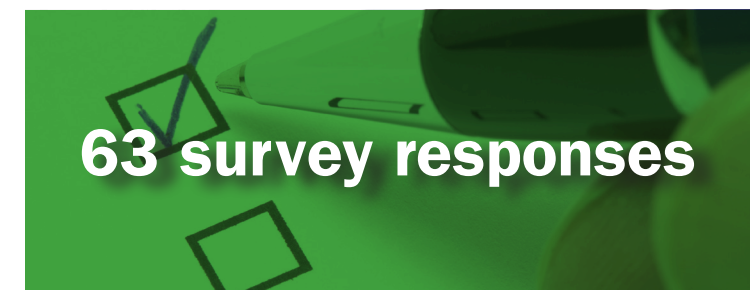
OUR MISSION

The mission of the Garron Family Cancer Centre is to facilitate and catalyze innovation in multi-disciplinary research, clinical care and education. Discovery and translation of new knowledge will transform clinical practice and improve clinical outcomes and quality of life for children and their families affected by cancer.

OUR VISION

Better outcomes for children with cancer through multi-disciplinary collaboration, discovery and innovation.

2020-2025 STRATEGY DEVELOPMENT





GFCC 2020-2025: STRATEGIC PRIORITIES AND GOALS



Cancer in children comes with enormous distress in patients and their families. Providing multiple aspects of support, including physical, emotional and logistical is essential for optimal care. By investing in psychosocial initiatives, the GFCC is providing another integral level of care that will support our patients and families through their cancer journey and beyond.

*Dr. Sarah Alexander
Staff Oncologist
Clinical Director, Division of Haematology/Oncology
Project Investigator, Child Health Evaluative Sciences*

A. IMPROVE THE CANCER JOURNEY THROUGH INNOVATION

A1. Elevate cancer care

- Enhance psychosocial support in collaboration with our partner institutions.
- Cultivate an Adolescent and Young Adult Oncology program.
- Prioritize and strengthen childhood cancer survivorship care.
- Provide a hospital care environment incorporating best practices.
- Support high-quality cancer care closer to home.

What are we doing now:

- Providing funding to support a 2 year psychosocial pilot program at SickKids in partnership with Princess Margaret Cancer Centre.

What we will do:

- Collaborate with institutional partners to identify and implement new strategies to provide better access to psychology and psychiatric services for cancer patients.
- Collaborate with Camp Oochigeas to develop expanded programming space as a part of Project Horizon.
- Develop enhanced transition program to ensure patients are better connected to existing and new transition and mental health resources including psychosocial supports.
- Enhance collaboration with childhood cancer survivors to ensure their voice is heard.
- Investigate lifestyle management program development for cancer survivors including programs with Cardiology and SickKids Team Obesity Management Program (STOMP).
- Renovate our BMT facility to improve air quality, safety and patient experience.
- Collaborate with SickKids senior management to expand the availability of home administration of chemotherapies and supportive therapies to reduce the burden of cancer treatment.

CLINICAL METRICS

SickKids sees a new cancer patient every day

1400+ admissions per year

>80% of children diagnosed with cancer at SickKids will survive

>15 CAR T Cell infusions COMPLETED AT SICKKIDS

20,000+ clinic visits PER YEAR

The Blood and Marrow Transplant/Cellular Therapy program at SickKids performs half the paediatric transplants in Canada and is one of the largest free-standing paediatric programs in the world.



GFCC supports young investigators at SickKids by contributing to start-up packages, providing internal grant opportunities, and co-funding key specialized equipment. This has been absolutely essential for establishing my research program.

*Xi Huang, PhD
Scientist, Development & Stem Cell Biology
Principal Investigator
The Arthur and Sonia Labatt Brain Tumour Research Centre*



Clinical research is vital for translating breakthroughs in the lab into treatments that will improve the outcomes of children, adolescents and young adults with cancer. SickKids is already a leader in Canada in these types of clinical trial. We want to expand this further so that our patients (and those across the country) have access to the most promising new experimental therapies.

*Dr. Daniel Morgenstern, Staff Physician
Director, New Agent and Innovative Therapy Program (NAIT)
Director, Therapeutic MIBG Program
Division of Haematology/Oncology*

A2. Deliver cutting edge innovative cancer therapies

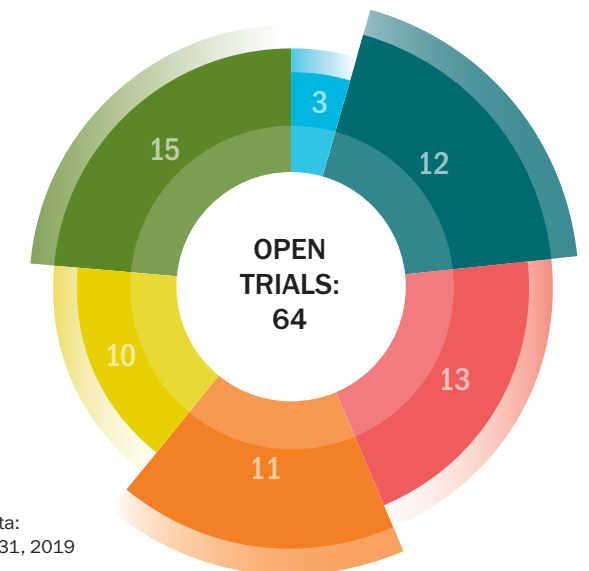
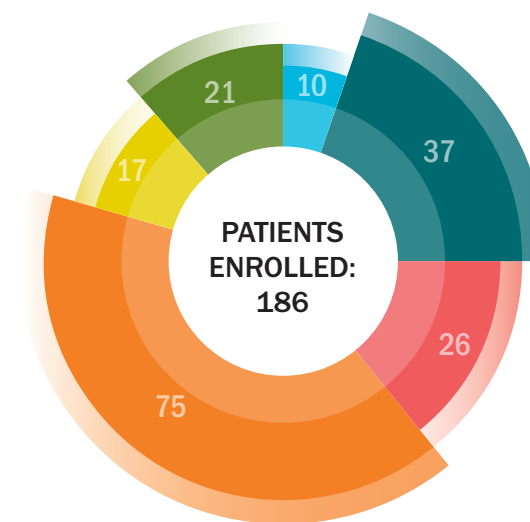
- Establish SickKids as a global leader in innovative paediatric cancer care including immunotherapy and precision medicine.
- Support the translation of basic science discoveries into innovations in care.
- Maximize efficiency and capacity of clinical trial support infrastructure.
- Partner with external centres and institutions to develop innovative state of the art cancer treatment programs for our community.

What are we doing now:

- Collaborating with Health Canada, Ac2orn, C17 and other national partners to modernize and streamline the regulatory framework for the conduct of clinical trials in Canada.
- Working with UHN to establish a state-of-the-art proton therapy facility in Toronto scaled to meet the needs of the Canadian population.
- Partnering with other paediatric cancer programs across Canada within the context of PROFYLE, the Terry Fox Research Institute-funded Canadian paediatric cancer precision medicine program, to develop and expand the clinical trials portfolio for PROFYLE participants who are identified to have targetable somatic cancer mutations.

What we will do:

- Identify sustainable funding for the KiCS precision cancer medicine program.
- Expand the scope of the KiCS precision cancer medicine program to include all newly diagnosed cancer patients at SickKids.
- Expand our portfolio of innovative cancer therapies through new partnerships with academic consortia and additional investigator-initiated clinical trials.
- Develop the capability to manufacture point of service CAR-T cells at SickKids.
- Expand existing infrastructure to support investigator-initiated trials at the institutional, national and international levels.
- Join forces with advocacy and funding partners to identify resources which support access to academic cancer clinical trials at SickKids for children from across Canada.
- Revise our existing institutional agreement with the Ontario Cancer Research Ethics Board (OCREB) to broaden the portfolio of paediatric cancer trials reviewed by OCREB.
- Collaborate with partners across Canada to establish a single pan-Canadian paediatric cancer REB.
- Collaborate with the new Child Health Institute at SickKids to formulate policies which address funding of cancer clinical trials and innovative cancer therapies.



Clinical Trial Data:
April 1, 2018 - March 31, 2019

- Solid tumours
- Leukemia/lymphoma
- Neuro-oncology
- BMT (CIBMTR registry)
- Supportive care
- NAIT

A3. Create a more integrated cancer research community

- Create a thriving intellectual hub/community to facilitate enhanced interactions between people within the Research Institute who focus on cancer research.
- Strengthen links with external stakeholders in support of patient access to clinical trials, and advocacy for excellence in paediatric cancer research.

What are we doing now:

- Develop and pilot new networking formats such as the “Cancer Slam” to build bridges between clinical-translational-basic researchers and front line care providers.

What we will do:

- Collaborate with the Research Institute, other Centres and Hospital leadership to move towards a unified structure for cancer research.
- Explore tighter integration with the Research Institute to achieve shared goals.

A4. Support innovative cancer research

- Support research via grant competitions.

- Develop core facilities to serve the cancer research and cellular therapy communities.

What are we doing now:

- Provide peer-reviewed seed/pilot funding for cancer research through the annual Pitblado Discovery grant competition.

- Recruit and train the next generation of paediatric cancer clinician-scientists through the annual GFCC Cancer Research fellowship competition.

- Co-funding of cancer research trainees through the Restracom program, together with the Labatt Brain Tumour Research Centre and the James Fund.

What we will do:

- Support the rapid implementation of small-scale innovative ideas/methodologies and core facility cost support at the discretion of the GFCC Advisory Councils.
- Build a state-of-the-art cellular therapy facility to support institutional development of cellular therapy and gene therapy products.

RESEARCH METRICS

78 cancer scientists/investigators



GFCC RESEARCH GRANTS - PAST 5 YEARS

7 research programs

30 investigators



39 discovery grants



\$2M GRANTED

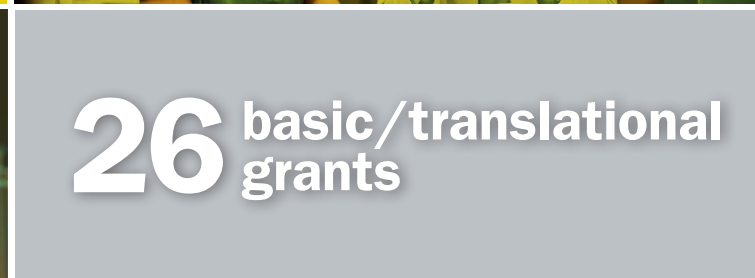
3 functional genomics team grants (\$950K)



13 clinical grants



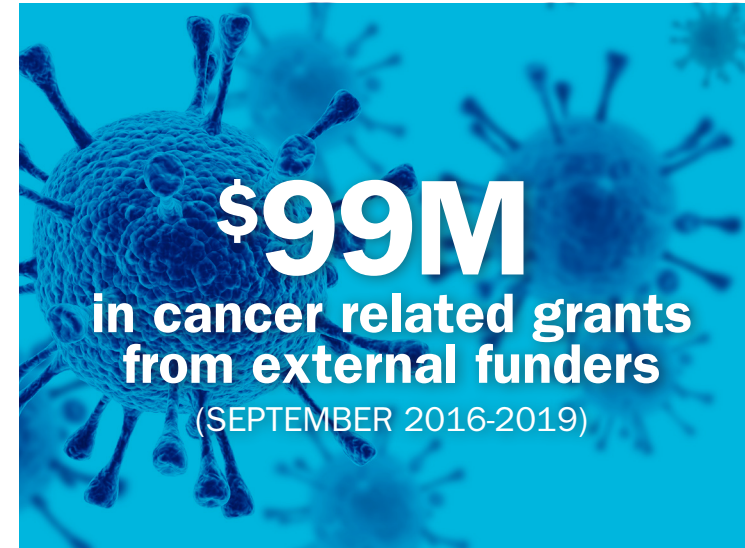
26 basic/translational grants



\$99M

in cancer related grants from external funders

(SEPTEMBER 2016-2019)



781 publications

(2014-2018)



14284 citations



29 investigators focused solely on cancer





B. EMPOWER OUR PEOPLE

B1. Continue to develop excellence

- Support the recruitment of key physicians and scientists to support our centre's goals by providing cancer research start-up funding packages.
- Develop a mentorship program to support career development in priority research and clinical areas.

What we will do:

- Expand and continue to support highly specialized fellowship opportunities at SickKids which leverage our academic strengths, clinical volumes and increasing ability to recruit highly qualified international fellows.
- Develop new specialized fellowships to support evolving care needs including Survivorship Subspecialty Fellowship.
- Recognize and honor our cancer research trainees through the bi-annual Cancer Research Day.

B2. Support and Retain Excellence

- Encourage continuing education to support career growth and retention.
- Collaborate with the SickKids Foundation to establish additional endowed chairs to expand innovative research excellence.

After completing my clinical fellowship in paediatric oncology I aimed to develop my research skills so I could improve care for the children I was seeing in clinic. Salary funding, logistical support, and collaboration from the GFCC made this training possible. I am now in a position to develop my own independent research program investigating novel aspects of childhood cancer. This would not have been possible without support from the GFCC.

*Dr. Jack Brzezinski
Paediatric Oncologist
Transition Clinician-Scientist*

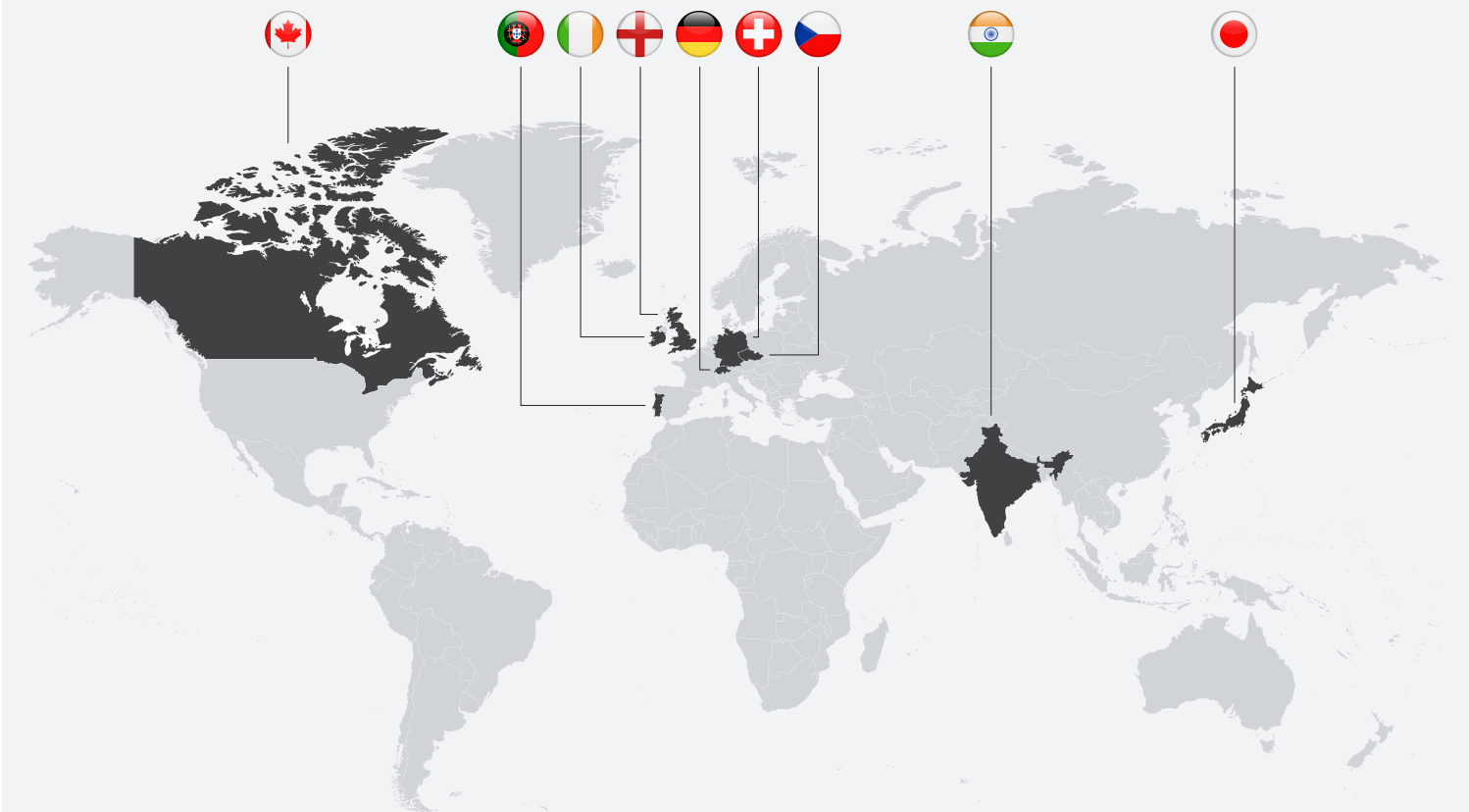


A cancer diagnosis disrupts a teen's journey through adolescence, impacting their physical, emotional and social development. With the introduction of our innovative Photovoice Group for Teens with Cancer, we are meeting a gap in this distinct population. Photovoice provides a space that brings a stronger voice to their experiences, with the potential to influence change in the way that healthcare teams interact with them.

*Sonia Lucchetta and Wendy Shama
Haematology/Oncology Social Workers*

Over \$500,000 per year
provided for trainee funding including
GFCC Research Fellows, Post-Doctoral Fellows
and Graduate Students.

RECRUITING INTERNATIONAL LEADERS IN ONCOLOGY: GFCC RESEARCH FELLOWS 2014-2019



C. OPTIMIZE COMMUNICATION

C1. Strengthen communication with our community

- Develop a transparent communication plan to ensure awareness of funding opportunities, internal and external successes and strategic directions.
- Encourage multi-level cross-talk and collaboration between clinical, translational and basic researchers and across sections/disciplines.
- Foster greater opportunities for patient and family engagement.

What are we doing now:

- Providing financial and logistic support to the GFCC Education Committee for cross-talks and other cancer-relevant multidisciplinary discussions.
- Enhanced internal communications across the institution through a bimonthly GFCC Newsletter.

What we will do:

- Enhance internal and external communication through the redevelopment of our internal and external GFCC websites.

C2. Strengthen partnerships for delivery of care

- Collaborate with system partners including other healthcare centres and networks at the provincial, national and international levels to advocate for paediatric cancer patients, families and caregivers.



Ac2orn is committed to advocating for translational research and effective treatments to realize the goal of curing childhood, adolescent, and young adult cancers. We are pleased to be able to work closely with the Hospital for Sick Children on many initiatives, projects and advocacy efforts with the goal of improving the lives and outcomes of kids with cancer. The GFCC recognizes that working together with patient organizations, through meaningful patient partnerships, results in a stronger collective voice in the fight for world class care for children with cancer.

*Antonia Palmer
Co-Founder at Ac2orn: Advocacy for Canadian Childhood
Oncology Research Network*



THE GARRON
FAMILY
Cancer & Stem Cell Biology



SickKids | Garron Family
Cancer Centre

555 University Avenue, Toronto, Ontario M5G 1X8