



Canadian Uro-oncology Group

# Strategic Plan 2014

FINAL  
JUNE, 2014

CUOG

# Message from the Chair

It is my pleasure to present the new five-year strategic plan for the Canadian Uro-Oncology Group (CUOG). CUOG has existed for over 20 years, starting off as strictly a urology-driven clinical trials organization. However, over the past two decades things have changed, and we evolved into a formal not-for-profit organization taking on new roles, such as advocacy for urologic oncology and scholarship. We now find ourselves in a rapidly changing academic, administrative and fiscal environment, and as such, I felt that formal strategic planning would help us navigate forward with a clear path. Indeed CUOG has never had a formal strategic plan!



# Message from the Chair

The other reason for strategic planning now is new leadership. I have humbly taken over the helm from Dr Fred Saad who performed superbly and indefatigably in the role. I want to formally thank him as well as the prior chairs: Drs Gleave, Klotz, Goldenberg and Fradet.

Strategic planning is often viewed as a waste of time with limited added value, especially in academia. I feel contrary to this. I believe that strategic planning helps the executive come together to map out a common purpose and vision, coupled with renewed purpose and energy.

CUOG



# Message from the Chair

The document reflects the results of a retreat held on February 21st in Whistler, Canada. It would not have been possible without the attendance and participation of the executive; Drs Chi, North, Kapoor, Saad, Rendon, Villeneuve, Loblaw, Hotte, Izawa, Kasouf and So. I would also like to recognize Tiffany Pizioli for attending and participating. I also would like to thank Kim Moffat for administrative support and especially Patty Djan for logistics and facilitation.

Yours truly,



Dr. Neil Fleshner  
Chairman of CUOG



# Introduction

The one day retreat involved executive members, key stakeholders and partners.

The approach was as follows:

1. Identify broad issues relevant to CUOG
2. Develop a Mission, Vision and Values for CUOG
3. Choose strategic priorities
4. Propose actions for addressing these priorities
5. Draft a formal Strategic Plan
6. Implementation of the plan along with Metrics
7. Publish the plan on the CUOG website



# Vision, Mission & Values

## Vision

Global leadership in urologic oncology through innovation that integrates research, education and scholarship

## Mission

We are a non-profit multidisciplinary network of academic and community-based clinicians and researchers focused on genitourinary cancers. Our mission is to promote excellence in clinical care through conduct of clinical trials, support of innovative research, cultivation of young clinicians and patient advocacy via strategic partnerships.



# Vision, Mission & Values

## Core Values

- Innovation
- Collaboration via Teamwork and Partnerships
- Multidisciplinary Care
- Honesty & Integrity
- Scientific Advancement
- Cultivation of Young Talent
- Patient Advocacy





# Strategic Direction #1: Enhancing the Number and Quality of Clinical Trials

One of the ultimate goals of scholarship is the advancement of knowledge. In light of this, as well as our history as a clinical trials organization, we have placed Clinical Trials Enhancement as our first strategic priority. We have a great track record as a clinical trials organization and have participated in numerous practice-altering studies. As the leading multidisciplinary organization in Canada for genito-urinary oncology, we provide significant value to investigators and the pharmaceutical industry in terms of patient accrual, trial fidelity and improved awareness.

*Expected Outcome in five years: At least 1.5 new clinical trials per year*



# Strategic Direction #2: Continuing Medical Education



As the only multidisciplinary genito-urinary oncology group in Canada we feel an expanded obligation to be the major voice for Urologic Oncology In Canada. We recognize that in order to achieve this goal natural partnerships exist and should be leveraged whenever possible. These partners include disease-focused groups such as Kidney Cancer Canada, Bladder Cancer Canada and Prostate Cancer Canada. Other partners include our colleagues in medical and radiation oncology such as GUROC, GUMO, CNUP. Finally, the Canadian Urological Association (CUA) remains a solid foundation and partner for common initiatives.



# Strategic Direction #2: To be the Voice of Uro-Oncology in Canada

This strategic direction has multiple domains.

- a. Advocacy for Patient Access to Technology/drugs
- b. Improving Uro-Oncology Practice in Canada
- c. Measuring the Practice of Uro-Oncology in Canada
- d. Assisting in the Development of Practice Guidelines for the CUA



# Strategic Direction #2: To be the Voice of Uro-Oncology in Canada

## Advocacy for Patient Access to Technology/Drugs

Uro-oncology practice is rapidly changing with faster adoption of novel technologies (e.g. robotics, biomarkers) and drugs. As the voice of Uro-Oncology in Canada, we see ourselves partnering with relevant groups to improve awareness and access to evidence-based products. This may take the form of position papers, guidelines, and public relations.

*Expected outcome in five years: At least 3 instances of partnering with relevant stakeholders to improve access to technology/drugs for patients with genito-urinary cancer.*



# Strategic Direction #2: To be the Voice of Uro-Oncology in Canada

## Improving Uro-Oncology Practice in Canada

As the Voice of Uro-Oncology, we see ourselves co-sponsoring or sponsoring projects that aim to improve the practice of Uro-Oncology in Canada. This may take the form of evidence-based guidelines, position papers, public service addresses, and best-practice conferences and publications.

*Expected Outcomes in five years: At least 3 instances of supporting projects that aim to improve the practice of urologic oncology in Canada*



# Strategic Direction #2: To be the Voice of Uro-Oncology in Canada

## Measuring the Practice of Uro-Oncology in Canada

As the Voice of Uro-Oncology, we see ourselves co-sponsoring or sponsoring projects that aim to measure the practice of Uro-Oncology in Canada. This may take the form of research grant funding, seed funding for registries, support for regionalization of care (when evidence supports) and partnering with relevant stakeholders to measure system performance.

*Expected Outcomes in five years: At least 3 instances of supporting projects that aim to measure the practice of urologic oncology in Canada*



# Strategic Direction #3: Cultivation of Young Talent



As a collective of oncology-based practitioners, we understand that renewal is a key facet of any robust organization, and it is also vital for the health of Canadians with genito-urinary cancer as well as our academic institutions. We thus see cultivation of young talent as a major strategic direction. In many ways, we have done this via our research grant programs, and many of these grants have gone on to fund larger full-scale projects. We therefore are setting as a strategic direction to increase the number of CUOG grants, improve partnerships for grants and to better track the outcome of these projects.



# Strategic Direction #3: Cultivation of Young Talent

*Expected Outcomes in five years:*

- a) Increase our annual output of CUOG-exclusive grants to over 10 per year
- b) Increase partnership with CUA and industry to foster larger-scale projects such as the recent CUOG/CUA/Astellas grant. We will set a goal of \$750,000 over 5 years.
- c) Introduce a system to track and report on grant outcomes by July 2015

# Strategic Direction #4: Continuing Medical Education

In many ways this strategic direction overlaps with strategic direction #2, in that the ultimate goal of continuing medical education (CME) is to improve the health outcomes for patients with GU cancers in Canada. Nonetheless, we felt that this direction deserved its own mention. The CME portfolio takes on two major domains:

- a) *Development of an Annual Meeting*
- b) *Increased Guideline Partnership with CUA*
- c) *Best Practice Papers on All Major GU Cancers*

# Strategic Direction #4: Continuing Medical Education

In terms of an annual meeting, the executive felt that the time was ripe for a true pan-Canadian meeting in GU oncology mirrored after the GU-ASCO model. This meeting will be truly multidisciplinary and bring the major GU oncology organizations into the tent. These include: CUOG CAGMO, GUMO, GUROC, ANZUP and perhaps even our medical imaging colleagues as well. This meeting would have a rotating chair from each of the organizations, but it would be run through the CUA Office of Education.



# Strategic Direction #4: Continuing Medical Education

This meeting will likely be in the fall/winter and take place in a major Canadian city. It was felt that our CUOG scholarship awardees should present their work at this meeting as a condition of award.

*Expected Outcomes in five years: This meeting will be up, running and robust with a tentative start date of 2015*



# Strategic Direction #4: Continuing Medical Education

Guidelines are increasingly relevant to practicing ur-oncologists.  
There is a strong belief that CUOG should become, in partnership  
with the CUA, the guideline provider for the CUA.

*Expected Outcomes in five years: At least 3 additional guidelines to be co-led  
by CUOG for the CUA.*



# Strategic Direction #4: Continuing Medical Education



In some instances a guideline has a topic that is too focused and Position Papers best lay out what is considered best practice in a stage-by-stage fashion. CUOG will aim to develop these for all of the major cancer groups over the next 5 years.

*Expected Outcomes in five years: At least 3 position papers in GU Oncology*



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