Mission
The mission of the University of Florida Clinical and Translational Science Institute is to improve human health by accelerating the translation of scientific discoveries into practical applications and practices for the diagnosis, treatment, prevention and cure of human diseases.

Vision
We envision the UF CTSI will attract individual and team investigators to amplify their capabilities, to more effectively and more quickly carry out their clinical and translational research. The CTSI will allow improvements in patient care to move from bench to bedside and into the larger community and back through support and coordination of investigator initiatives.

Shared Values and Defining Characteristics
In all its activities, the UF CTSI strives to be open, transparent and clear. The UF CTSI is supportive of investigators, faculty, students, partners and the community in their efforts to improve human health. The UF CTSI seeks collaboration and partnership across all the people it serves.

One Year Strategic Goals and Strategies
The UF CTSI has five strategic goals for its second grant year – April 1, 2010 to March 31, 2011. For each goal, there are three to eight strategies describing efforts to be undertaken to achieve the goal. Following each strategy are tactics and measurement. Tactics are approaches, methods, and activities that will be used to execute the strategy. Measurement describes how we can assess progress. The measures and metrics associated with the goals and strategies will form the basis of a scorecard to be used for continuous assessment and improvement of execution with respect to the plan.

1. Identify, define, offer, measure and promote Services and Resources for clinical and translational science, thereby improving access, efficiency and quality to these services while reducing their costs.
   a. Develop investigator support services including protocol development, research design and analysis assistance, IRB and compliance integration to reduce the complexity and investigator effort required to develop approved protocols and/or grant applications

      Provide necessary support to identify services offered by the CTSI. Use HSC News and Communications to promote services. Execute projects to develop workflow and compliance support infrastructure. Measure results by keeping a count of projects initiated, proposals submitted, investigators served, customer satisfaction, and milestones achieved regarding services and infrastructure created.

   b. Develop, design and implement collaborative operating models for the Clinical Research Units to increase access and use
Work with the CRU directors and staffs to identify operational elements that can be shared. Execute process changes to share these elements. Measure results by keeping count of number of investigators and subjects served, customer satisfaction, creation of shared services and reduced costs of operation.

c. Determine strategic goals for the Translational Technologies and Resources Program, and its cores, including metabolomics, biorepository, genotyping and biobehavior.

Develop strategic goals for each core. Establish a TTRP steering committee to assist cores in the development of their programs. Measure results by milestones.

d. Establish core informatics services including REDCap services for clinical studies, Research Match for subject recruitment, a research portal, an investigator registry and a study registry, including clinical trials

Through the BMIP and in coordination with UF&Shands IT services, develop and promote these new services. Measure results by milestones, access counts and constituents served.

e. Develop and implement processes and tools to measure usage, outcomes and quality of CTSI services

Hire additional staff for tracking and evaluation. Establish processes for capturing measures from existing systems. Establish primary data collection processes including qualitative assessments. Follow the measurement and metrics elements of this strategic plan in preparation of the annual report.

2. Establish, evaluate and refine effective Training Programs for predoctoral students, advanced trainees, junior faculty and research coordinators.

a. Recruit, enroll, engage and mentor the full cohort of trainees for the TL1 program, APPCI, and KL2 program

Identify the appropriate interest groups for each program. Send program announcements -6, -3, and -1 month prior to application deadlines. Require progress reports every 6 months for all trainees and mentors, to be reviewed by the program Advisory Committee. Maintain accurate and up-to-date records of responses to program announcements, applicants, and awardees. Work with departments and divisions to schedule meetings of prospective new faculty hires with CTSI training program directors to ensure that training opportunities are known and negotiated within new-hire packages.

b. Offer new opportunities for trainees at all levels to interact with each other and qualified mentors to refine research plans, including ongoing interactive grant writing seminars

Establish a joint Pepper Center Scholars – KL2 Scholars Professional Development
Seminar Series. Engage non-CTSI trainees in research discussions during core CTSI courses. Publicize the annual CTSI Research Day to encourage broad participation and interaction.

c. Develop mentor training programs

Enlist mentor trainers to conduct annual mentor training workshops. Explore mentor-coaching opportunities to pair new, junior mentors with well-established, effective senior mentors.

d. Enact strategies to ensure appropriate diversity of the recruited scholars and trainees.

Highlight TL1 and CTSI opportunities when recruiting IDP PhD students. Develop detailed, accurate web-based descriptions for each CTSI sponsored program and link them to the primary UF entry portal for potential trainees. Track race/ethnicity for all training program applicants and participants. Engage each advisory committee for strategies to enhance diversity among applicants.

e. Award the first four scholarships for research coordinators to complete the full certification program.

Ensure that four scholarships are available every year for tuition for the Research Methods course. Explore additional funding sources to support research coordinator applicants, particularly those already at work in established clinical trials programs.

f. Critically evaluate each component of the training programs and align with established training competencies.

Conduct a course-by-course assessment of which of the elements of the training competencies are currently achieved with the existing curriculum and coursework. Recommend which new competencies can effectively be incorporated into the existing coursework. Identify which competencies will need new courses or venues to accomplish. Re-administer an assessment of compliance with the training competencies after incorporating changes from the first evaluation.

3. Improve Patient Care and Population Health through development of community-based and comparative effectiveness studies, and application of CTSI into clinical care.

   a. Partner with UF&Shands Research IT to improve introduction of new applications into practice, provide access to care, establish outcome metrics for continuous improvement of care, and alert caregivers and patients to opportunities provided by research protocols.

   Establish a research Epic workgroup in partnership with UF&Shands IT. Identify key elements of Epic support for research. Implement these key elements. Begin efforts to build an integrated data repository. Measure results by milestones.
b. Develop plans for comparative effectiveness research studies and processes to improve the adoption of evidenced-based practices in clinical and community settings.

Measure results by the number of CER projects initiated, the number of CER applications submitted, the frequency of communications describing the current state of evidence, and surveys to determine if practices change in response to the communication.

c. Develop programs in T2 (“findings to practice”) translation

Partner with IFAS to improve and develop community health extension with bottom up (community driven) and top down (healthcare driven) programs. Measure results by programs created, attendance and satisfaction.

d. Establish global health initiatives

Partner with public health and UF research community involved in international research in support of global health initiatives. Add global health to stakeholders group. Measure by milestones.

4. **Engage** internal and external communities in clinical and translational science, building collaborative partnerships for research and patient care to include adults and children.

   a. Explore and establish partnerships with FSU and others for state-wide research

      Create the “UF-FSU Community Collaborative Research Program” to leverage FSU clinical sites and UF research expertise. Measure by protocols in place, physicians and research participant counts.

   b. Strengthen collaborative clinical research relationships with UF College of Medicine and Shands in Jacksonville

      Hire a Duval county outreach coordinator to support community based research in Jacksonville in partnership with research programs in Gainesville.

   c. Build on the strength of nationally recognized pediatric research programs across the state.

      Join the University of Michigan collaborative effort to reply to the NICHD RFP for a Pediatric Clinical Trials Network. Exchange protocols between the University of Florida programs in Gainesville and Jacksonville. Explore possibility of joint research studies with University of South Florida (Dr Krischer, Tampa), University of Central Florida (Dr Daaboul, Orlando) using Type 1 diabetes prevention as a pilot. Measure by protocols in place and research participant counts.

   d. Improve recruitment of pediatric patients into clinical trials from north central Florida
Enhance communications of existing studies, promote ResearchMatch, build and promote a study registry and trials registry. Measure by milestones and by recruitment counts.

e. Support partnership with Moffitt in cancer research

Develop a unified CTSI/Cancer Center-sponsored clinical research unit that brings together the cancer-related research groups under one umbrella. This will allow UF and Moffitt clinical trials to be performed jointly and under appropriate NCI-designated regulations. Measure by joint protocols in place and research participant counts.

f. Develop an integrated UF-VA clinical trials system

Create a more integrated, user friendly environment between the VA and UF clinical research community. A committee will be formed to develop a universal memorandum of understanding to overcome current barriers in patient consent, regulatory challenges, and flow of patient related information /samples between the institutions. Measure by MOU in place, joint protocols , and research participant counts.

5. Foster interdisciplinary Clinical and Translational Science through strategic Program Development.

a. Lead program planning for the new Clinical and Translational Research Building (CTRB) to ensure maximum utility for CTS

Working with expected building occupants, UF Facilities and Planning and their contractors, develop the building program, site plan and design concepts for the new building. Develop proposed clinical research practices for the new building. Measure results by milestones.

b. Develop a draft cost recovery plan for the UF Clinical Research Center

Sunset existing ancillary studies; develop system to apply for ancillary costs. Ancillary cost transferred to investigator grants at discounted rates. Partial Cost recovery for Core Laboratory costs (supplies, technical). Partial Cost recovery for Bionutrition unit. Cost recovery for Core Laboratory supply costs and partial technical cost recovery. Partial Cost recovery for research nursing. Measure by milestones and revenue generated.

c. Provide CTSI services and resources for promising, high impact research initiatives and to promote the formation of such initiatives.

Identify initiatives and build collections of support services for identified initiatives. Measure by initiatives served, services delivered and results (funding, papers, participants) of initiatives.
d. Collaborate with government agencies, patient support groups, and commercial enterprises to advance CTS.

Add advisory personnel as needed to support such interactions. Identify opportunities through the Stakeholders Group. Measure by programs developed and constituents served by new programs.

e. Strengthen interdisciplinary team science and promote scientific collaboration among investigators of diverse expertise

Broaden the scientific and research background of our scientific advisory board to include disciplines in population science, comparative effectiveness research, and expertise from our other active CRUs.

f. Establish a single reimbursement schedule for clinical services for research activities at UF&Shands and within UF clinical practices

Work with UF&Shands IT and Research Administration and Compliance to establish the reimbursement schedule. Establish collaboration between CTSI BMIP and UF&Shands IT to create systems, services, web sites and other support mechanisms for using the new reimbursement schedule. Promote the new reimbursement schedule. Measure results by milestones, awareness and usage of the new schedule.

g. Develop and implement communications and evaluation processes for Pilot and Collaborative Projects Program, to secure further extramural funding. Use such funding to foster translational research that will have the most impact on patient care.

Orient Pilot Program to the strategic goals expressed in this plan. Measure by assessing degree of alignment between awardees proposals and goals of this plan.

h. Enhance participation and assume leadership of appropriate initiatives in the national CTSA Consortium

Encourage participation and leadership in national CTSA activities across all CTSI participants. Assess results by measuring increase in UF participation and leadership over the course of the year.

i. Support development of academic biomedical informatics

Convene existing biomedical informatics faculty members. Execute opportunity hires in departments at the mid-career level. Build informatics collaboratory in partnership with library. Engage BMI faculty in BMIP projects. Measure by milestones.
Future Strategic Plan Development
The planning for year 3 (April 1, 2011 to March 31, 2012) will build on the work done to create this first strategic plan for the UF CTSI. Stakeholder engagement and participation will be increased, and a structured role for governance participants will be included. A new annual strategic planning process will be developed to improve participation at all levels. The goals presented below are a working draft of goals for year three and beyond.

Three Year Strategic Goals
The goals below build on the work of the one-year goals and serve to further the ability of the CTSI to facilitate the development of CTS at UF. The strategic plan of the CTSI is a living document and will be improved each year. Additional goals will be added and some goals may be revised or removed. Tactics and measurement will be developed during the planning process.

1. Provide Effective and efficient Research Services
   a. Design and deliver data coordinating center services
   b. Design and deliver consulting services for clinical research ethics, comparative-effectiveness research, epidemiology, recruitment and retention of research subjects and research participant advocacy
   c. Develop two new CRUs in support of community-based protocols for both adults and children
   d. Provide support for IND/IDE applications
   e. Assist with regulatory (FDA, CLIA) audits
   f. Provide on line support for all steps of protocol development

2. Develop and support highly promising scholars as a new cadre of multidisciplinary clinical translational researchers
   a. By year 3, assure that 50% of current KL2 scholars will have successful grant funding
   b. Place TL1 students in postdoctoral positions which are focused on clinical/translational research
   c. Develop new multidisciplinary research teams with CTSI trainees and graduates as lead researchers
   d. Transition former CTSI trainees into mentoring roles
   e. Identify additional funding sources to expand training opportunities in clinical and translational research
   f. Create a Masters degree program in Biomedical Informatics

3. Improve Patient Care and Population Health
   a. Engage in Epic applications which enhance patient care through adherence with established clinical practice guidelines
   b. Develop linkages between REDCap, other clinical databases, and Epic inpatient and outpatient electronic medical records to facilitate research studies across settings
   c. Begin planning for a comparative effectiveness program of the UF CTSI with the goal of establishing a program before year 5.
   d. Create quality of care dashboards by discipline
   e. Expand T3 translational activities in continuing medical education

4. Strengthen Community Engagement
a. Expand collaborative community engagement and research activities beyond the Northern Tier of Florida to at least two additional regions in Florida
b. Invest in substantial community based programs to add a translational and comparative effectiveness, and health outcomes research dimension
c. Partner actively with the Southeast regional CTSA consortium
d. Expand international activities at UF program sites

5. Support CTS through continuous Program Development
   a. Plan and implement ambulatory research and consulting and support services in the new Clinical and Translational Research Building (CTRB), providing key infrastructure for the development of CTS and to serve as a national model for transformation of research practice
   b. Expand and leverage the investment in the UF CRC and the evolution of the UF CRC to the CTRB as a foundation for the work of all the clinical research units
   c. Consolidate clinical trial resources and standardize clinical trial practices across the academic health enterprise
d. Establish an academic department of Biomedical Informatics
e. Create an enterprise data warehouse for patient care, research and decision support
f. Develop metabolomics core services and partnerships
g. Enhance technology transfer including access to venture capital
h. Establish sustainability models for all CTSI services
i. Increase funding for research from all sources — NIH, industry, advocacy groups
j. Develop programs CTS patient oriented research at Lake Nona in Orlando

**Tactics**
Tactics have been included under each of the year 1 strategic goals.

**Approvals**
_Executive Ops, SAC, Nelson, Leadership._

**Measures/Metrics of Achievement**
Measures, metrics and milestones have been included under each of the year 1 strategic goals.
Resources Required
The table below shows Year 2 CTSI budget allocations to all programs by source of funds. Strategic goals are executed by programs and project teams. Project teams may cut across programs.

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Timeframe
This strategic plan covers year 2 of 5 of the UF CTSA award – April 1, 2010 to March 31, 2011.