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 the common practice of good health and health care.

Vision
The UF CTSI will enable new research and build new research capacity in partnership with UF&Shands, UF investigators in all colleges, universities and health care systems and communities across the state, and the CTSA consortium nationally. The UF CTSI serves to accelerate the work of investigators across the translational spectrum, creating outcomes that matter for care and health.

Shared Values
The work of the UF CTSI is guided by the following values:

- **Transformation:** The UF CTSI strives to be a visionary problem-solver working to ensure the state of Florida has the infrastructure, expertise and workforce required to speed the translation of scientific discoveries into health advances.

- **Collaboration:** The UF CTSI understands collaboration is essential to achieving its mission and serves as a hub connecting people, resources and ideas.

- **Service:** The UF CTSI is committed to being accessible, responsive and respectful to all of the research teams, partners and communities it serves.

- **Trust:** The UF CTSI seeks to earn the trust of its many stakeholders through transparency, accountability and openness in its decision-making.

Year Three Strategic Goals and Strategies
The UF CTSI has five strategic goals for its third grant year – April 1, 2011 to March 31, 2012. For each goal, there are four to nine strategies describing efforts to be undertaken to achieve the goal. Following each strategy are tactics and measures. Tactics are approaches, methods, and activities that will be used to execute the strategy. Measures describe how we assess progress. The measures and metrics associated with the goals and strategies form the basis of program evaluation for continuous assessment and improvement of execution with respect to the plan.

The plan was developed beginning with a retreat held on January 14, 2011 at the UF Hilton and Conference Center<sup>1</sup>. More than 150 people participated in sessions seeking input on shared values, strategic goals and strategies. Work groups were convened to review retreat materials and make recommendations. A draft plan was circulated to the CTSI Executive Operations group for comment and review. The draft plan will be reviewed by retreat participants and stakeholders. Following revision, the plan will be reviewed by UF&Shands and CTSI leadership and adopted for use in year 3.

An overview of the plan showing the five strategic goals and 31 strategies is shown in the figure below.
1. Identify, define, offer, measure and promote measures to **increase research capacity** — the ability of the University of Florida and its partners to compete for resources and create new knowledge for application to health care and health.
   a. Establish cost-recovery practices for nurse and research coordinators, biorepository, study design and analysis, and other research services to support growth of these services in proportion to the growth of research. Scaling research support using cost recovery allows services to grow as funded research grows. We have had substantial cost recovery in clinical services (Shands), laboratory services (ICBR) and informatics (CTRI) for years. The UF Clinical Research Center (UF CRC) grew its cost recovery from $0 to $180,000 in the second year of the UF CTSI. Measure by dollars converted from CTSI/institutional funding to grant supported funding.
   b. Create a new department of Epidemiology spanning the colleges of Medicine and Public Health and Health Professions to consolidate activity, improve competitiveness, improve support, and develop new lines of inquiry. Measure faculty output of this new department, collaborative efforts, grants written and papers published.
   c. Develop Health IMPACTS for Florida, a UF/FSU practice based research network (PBRN) initially focused in Orlando, Jacksonville and Gainesville to foster the conduct of research in practice settings and to facilitate participant recruitment. In addition, there are opportunities to expand health IMPACTS to other sites in Florida. Measure by
funding obtained by the network, physician and research participants enrolled, and by papers resulting from protocols executed in the network.

d. Create a new department of Biostatistics spanning the colleges of Medicine and Public Health and Health Professions to consolidate activity, improve support, and improve competitiveness. A national search for chair is underway. Assess by faculty productivity.

e. Grow research and design support by adding imbedded faculty support and broadening that support to multidisciplinary participation in the design of new studies. Measure by productivity of imbedded faculty in collaboration with host department faculty.

f. Grow the UF CTSI pilot award\(^5\) program by incorporating resources from other programs, providing more opportunities to more investigators able to leverage pilot funding into external funding. Use consistent NIH scoring and review to prepare investigators for external funding processes. Measure by papers and external funding of pilot investigators.

g. Continue to grow and transform the clinical research units\(^6\) (CRUs), adding capacity, bringing additional support, broadening mission. Assess by protocols, research participants, funding and papers conducted using the clinical research units.

h. Establish a grant writing support team to improve the number and quality of proposals being submitted by UF CTSI investigators. Assess by number and success of these proposals.

i. Grow the biobehavioral core\(^7\) in support of major research programs. Assess by productivity of faculty using the core.

j. Launch HealthStreet, a satellite office of the Dept of Epidemiology and the community engagement program, to link underrepresented populations to medical and social services, and opportunities to participate in research and create a research incubator for CTSI investigators. Measure by community members engaged, research participants in studies.

2. **Streamline processes** for the conduct of clinical and translational research. By streamlining processes while improving patient safety and regulatory compliance we encourage participation, develop new opportunities and improve our competitive position.

   a. Streamline protocol development, review and approval. Includes many sub-efforts – Institutional Review Board process improvements via Click Commerce\(^5\), Research Administration and Compliance activities, improvements in on-line forms and support, confirmation of service, study budgeting, workflow, and scientific review. Measure before and after time from concept to approval.

   b. Streamline protocol execution. Includes startup, REDCap\(^9\), clinical trial management systems, recruitment. Improvements in recruitment can be measured by time to goal and percent of studies achieving goals.

   c. Streamline protocol closeout. Includes financial and regulatory reporting, as well as clinicaltrials.gov\(^10\). Measure by milestones.

   d. Create a voucher program to provide access to cost recovery services for pilot investigations. Assess by external funding and papers by these investigators.
e. Improve support processes, including internal communication, project management, tracking, systems analysis, reporting, billing, budget and governance processes to support transformational initiatives and accelerate growth of research services. Measure by milestones.

3. **Strengthen collaboration** across the university, state and nation to improve health care and health. Clinical and translational science (CTS) requires strong collaboration – bringing people together to solve problems. The UF CTSI serves as an activation agent to generate and strengthen collaboration between and among investigators, health care practitioners, trainees and the general public.

   a. Construction of the Clinical and Translational Research Building\(^{11}\) (CTRB) will provide state-of-the-art facilities and a consolidated home for clinical and translational research at UF. Building construction will begin in Year 3 and is scheduled for completion in the spring of 2013, UF CTSI year 4. The building provides a unique opportunity for patient oriented research collaboration. Measure by pre-post productivity of CTSI investigators.

   b. Expand collaboration venues, creating opportunities through partnerships with Orlando Regional Medical Center (ORMC), the Moffitt Cancer Center, the South Georgia North Florida Veterans Administration, the Sanford Burnham Institute, the Institute for Food and Agricultural Sciences (IFAS), and community-based programs. Measure by investigators with protocols in these partnerships.

   c. Develop information resources regarding on-going research and collaboration to assist in finding collaborators. Establish a comprehensive human study registry of all approved studies from all IRBs. Use VIVO\(^{12}\) as a standard for research discovery. Measure by milestones.

   d. Continue to open the annual planning process to engage community, identify strategic needs, establish strategic priorities to facilitate accelerated growth of research and translation. Measure by level of participation and satisfaction with the planning process.

   e. Launch the Sentinel Network here at UF to join with 5 other CTSI sites around the country, to build capacity for community health workers.

4. **Create new capabilities** for clinical and translational science opening new avenues for research and improvement of care and health.

   a. Establish an enterprise-wide Integrated Data Repository\(^{13}\) (IDR) for clinical and research use, along with data flows from Epic, laboratory, biorepository and additional strategic information resources. The IDR opens up new avenues of research as well as new collaborations between the clinical and research activities of the academic health center. Measure by investigators who wrote papers using the IDR and pursued and obtained funding as a result of the IDR.

   b. Establish a program in personalized medicine, demonstrating the use of pharmacogenomic results to improve care. Leverage consent processes, lab processing, informatics, IDR, and Epic to create physician alerts based on genomic features. Measure by prescriptions altered and changed, papers generated, funding obtained.

   c. Create new processes for Consent for Research Use of Tissue and Data in in-patient, out-patient, research and community settings to support various transformational
initiatives. Measure by milestones, rate and number of consent and improvements in recruitment of subjects for future research.

d. Create a new department of Biomedical Informatics in the College of Medicine to open new avenues of research, establish a teaching program, engage in new opportunities for information use in health care and health practice. Measure by output of new faculty members.

e. Epic for Research – identify targeted opportunities for the use of Epic in in-patient and out-patient settings in Gainesville and Jacksonville. Epic provides a fundamental new platform for conducting research in care settings. Focus on specific activities to open up new lines of research based on Epic – personalized medicine, data extraction, trial alerts, research order sets. Each enables new lines of inquiry. Document papers and grant awards that would not have been done without Epic research capability.

f. Build out the biorepository to provide scalable, cost-recovery services for major research programs, integrated with sample processing and targeted metabolomics. Measure by new research created by tissue banking.

g. Establish an imaging core, capitalizing on existing resources and personnel. Open new avenues for research using imaging. Assess by productivity of faculty using the core.

h. Establish a global metabolomics core. UF has particular strength in this emerging area. Identify applications and opportunities. Invest in resources and personnel. Assess by productivity of faculty using the core.

i. Establish the Communications Research Program creating a nucleus of communications researchers in collaboration with the College of Journalism. Identify and create new collaborations. Measure by faculty output of the program.

5. **Develop our Human Capital**, investing in training, retention, and development of opportunities for all to participate in the development of new knowledge and the application of that knowledge to improved health and health care.

a. Create a mentoring program for junior faculty establishing research careers. Assist with community-based research, clinical research, basic research. Measure by papers and proposals and funding of these junior faculty.

b. Create a program for clinical faculty interested in pursuing research. Leverage APPCI, seminars, mentors, grant writers and other services. Measure by papers, proposals, protocols, and funding of these clinical faculty.

c. Convert KL2 scholars to funded investigators. Measure by number converted and funding obtained.

d. Develop an Certificate in Protection of Human Subjects, providing advanced training and recognition upon completion. Measure by number of investigators completing the program.

**Tactics**

Tactics have been included under each of the strategies.
Approvals
The UF CTSI strategic plan is developed in concert with the community, through an open process of participation and feedback.

Once reviewed by community and stakeholders, the plan will go to Dr. Nelson, Dr. Good, Dr. Guzick and Dr. Phillips for final approval.

Measures/Metrics of Achievement
Measures, metrics and milestones have been included under each of the strategic goals.

Timeframe
This strategic plan covers year 3 of 5 of the UF CTSA award – April 1, 2011 to March 31, 2012.
Resources Required
The table below shows Year 3 CTSI budget allocations to all programs by source of funds. Cost recovery is estimated for the year. Administrative supplements are included under NIH funds. Strategic goals are executed by programs and project teams. Project teams may cut across programs.

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<th>NIH</th>
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Future Strategic Plan Development
The planning for year 4 (April 1, 2012 to March 31, 2013) will continue to open the planning process, engaging additional stakeholders across our partnerships. We will begin holding focus groups in the fall of 2011, with active planning in the spring, leading to a fourth year plan. We are always looking for ideas to help improve clinical and translational science. Please feel free to contact Dr. Nelson, Dr. Conlon or the CTSI office at info@ctsi.ufl.edu. We look forward to hearing from you.

Future Strategic Goals and Strategies
As the only CTSA in the state of Florida, UF has a unique opportunity and responsibility to develop and accelerate CTS across the state. To that end we anticipate the development of a state-wide biomedical research collaboration network facilitated by the UF CTSI.

Additional strategies and goals serve the development of CTS at UF. The strategic plan of the CTSI is a living document and will be improved each year. The ideas below will be refined and considered in future planning processes. The ideas are numbered for reference purposes only. Numbering does not represent prioritization for future consideration.

1. Design and deliver data coordinating center services
2. Design and deliver consulting services for comparative-effectiveness research, recruitment and retention of research subjects and research participant advocacy
3. Develop new CRUs in support of community-based protocols for both adults and children
4. Assist with regulatory (FDA, CLIA) audits
5. Place TL1 students in postdoctoral positions which are focused on CTS research
6. Develop new multidisciplinary research teams with CTSI trainees and graduates as lead researchers
7. Transition former CTSI trainees into mentoring roles
8. Identify additional funding sources to expand training opportunities in clinical and translational research
9. Create a Master’s degree program in Biomedical Informatics
10. Engage in Epic applications which enhance patient care through adherence with established clinical practice guidelines
11. Develop linkages between REDCap, other clinical databases, and Epic inpatient and outpatient electronic medical records to facilitate research studies across settings
12. Begin planning for a comparative effectiveness program of the UF CTSI with the goal of establishing a program before year 5
13. Create quality of care dashboards by discipline
14. Expand T3 translational activities in continuing medical education
15. Expand collaborative community engagement and research activities beyond the Northern Tier and Central Florida to at least two additional regions in Florida
16. Invest in substantial community based programs to add a translational and comparative effectiveness, and health outcomes research dimension
17. Partner actively with the Southeast regional CTSA consortium
18. Expand international CTS activity at UF
19. 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
20. Consolidate clinical trial resources and standardize clinical trial practices across the academic health enterprise
21. Enhance technology transfer including access to venture capital
22. Establish sustainability models for all CTSI services
23. Develop programs CTS patient oriented research at Lake Nona in Orlando

References
1 http://www.ctsi.ufl.edu/about/uf-ctsi-overview/strategic-planning/2011-strategic-planning-retreat/
2 http://icbr.ufl.edu
3 http://www.ctsi.ufl.edu/research/clinical-research-units/uf-clinical-research-center/
4 http://healthimpactsflorida.org/
5 http://www.ctsi.ufl.edu/research/research-support/pilot-and-collaborative-program-funding/
6 http://www.ctsi.ufl.edu/research/clinical-research-units/
7 http://www.ctsi.ufl.edu/research/laboratory-services/biobehavioral-core/
8 http://www.ctsi.ufl.edu/about/projects/click-commerce-for-irb/
9 http://www.ctsi.ufl.edu/research/research-support/redcap/
10 http://clinicaltrials.gov
11 http://www.ctsi.ufl.edu/about/projects/clinical-and-translational-research-building/
12 http://vivoweb.org and http://vivo.ufl.edu
13 http://www.ctsi.ufl.edu/about/projects/integrated-data-repository/