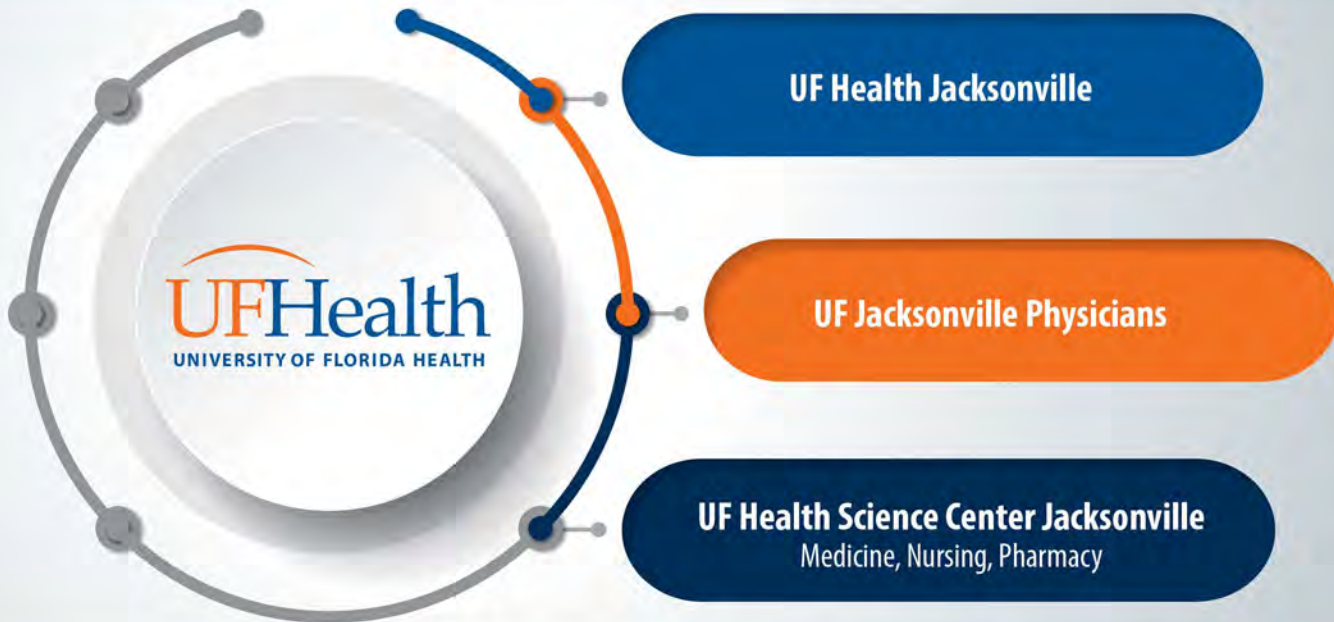


Our Vision
To be the region's
most valued
health care asset.



Strategic Plan



To heal, to comfort, to educate and to discover
through quality health care, medical education, innovation and research.

To be the region's most valued health care asset.

In striving to fulfill our mission, we will be guided by the enduring values of:

- **Excellence** in each and every experience
- **Respect** for the critical nature of our work
- **Compassion** for humanity and one another
- **Stewardship** of the trust and privilege to serve

Strategic Planning Process

Leaders from throughout the organization work together to:

- Identify the type of organization we want to be (guided by our mission, vision and values).
- Identify where we want to go in the short term and in the long term.
- Develop priorities to help us determine where to focus our time, efforts and resources.
- Develop goals based on those priorities.
- Outline the actions we need to take in order to meet those goals.
- Develop performance indicators to tell us if our efforts are successful.

Work teams were created to develop and execute the strategic plan.

Team Leaders:

Clinical – Downtown: Dr. David Vukich and Greg Miller

Clinical – Network: Dr. Nipa Shah and Wayne Marshall

Clinical – Access: Dr. Kelly Gray-Eurom and Rita James

Academic: Dr. Linda Edwards and Tina Bottini

Community: Dr. Mark Hudak and Steve Wylie

Workforce: Dr. Ashley Norse and Lesli Ward

Why It's Important

The landscape of health care is changing, and we must do the same to meet the needs of the community as well as maintain our viability and, ultimately, ensure future growth.

Strategic Priorities

- Meet and exceed customer expectations
- Explore partnerships and other creative opportunities
- Coordinate and collaborate to meet organizational goals and enhance agility
- Plan for the future

Clinical

Develop a regional, integrated health care system that is nimble and ready for the changing health care environment and that provides the highest quality of care.

Particular emphasis will be placed on:

- Growth to the north, from communities in northern Duval County and Nassau County.
- Growth of our satellite network of primary and specialty care practices.
- Optimizing the downtown campus.
- Value proposition.

Academic

Establish ourselves as a recognized leader in academic excellence — promoting research and interprofessional education throughout the Colleges of Medicine, Nursing and Pharmacy.

Community

Improve the health of our patients as well as the health of residents in the communities in which we live and work through strategic partnerships and innovative programs.

Workforce

Create the very best health care workforce through recruitment, retention, engagement and development for UF Health Jacksonville, UF Jacksonville Physicians and the UF Colleges of Medicine, Nursing and Pharmacy.

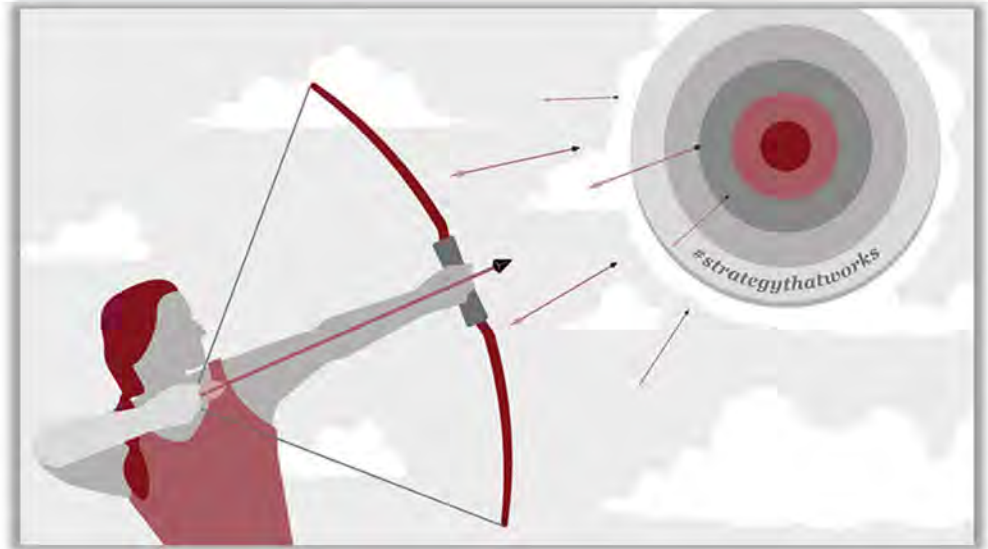
Every person throughout the organization must work toward meeting the goals outlined in the strategic plan. This can be accomplished using the 10 Principles of Strategy through Execution:

1. Aim High
2. Build on Your Strengths
3. Be Ambidextrous
4. Clarify Everyone's Strategic Role
5. Align Structures to Strategy
6. Transcend Functional Barriers
7. Become a Fully Digital Enterprise
8. Keep It Simple, Sometimes
9. Shape Your Value Chain
10. Cultivate Collective Mastery

Aim High

Set a lofty ambition for your strategy — not just immediate success, but sustained value creation — while pursuing excellence in implementation.

Be the region's most valued health care asset.



Build on Your Strengths

Take an inventory of your distinctive capabilities and use it as a starting point for greater success.

- ***UF Health North***
- ***UF brand***
- ***Academic differentiation***
- ***Large multispecialty group***
- ***Primary care network***
- ***Clinical excellence***
- ***Pockets of well-established research***
- ***Commitment to quality and customer service***
- ***Trauma brand within community***
- ***ACGME-accredited training programs***



Be Ambidextrous

Cultivate versatile people and teams who can speak the language of the boardroom and the shop floor.

We will deploy our strategic plan through our work teams and action plans to achieve our vision.



Clarify Everyone's Strategic Role

Make sure people throughout the enterprise know how their work fits with the overall direction.

Each leader must take responsibility to ensure every employee is aware of their contribution toward our vision.



Align Structures to Strategy

Put together cross-functional teams to blueprint, build and roll out your capabilities.

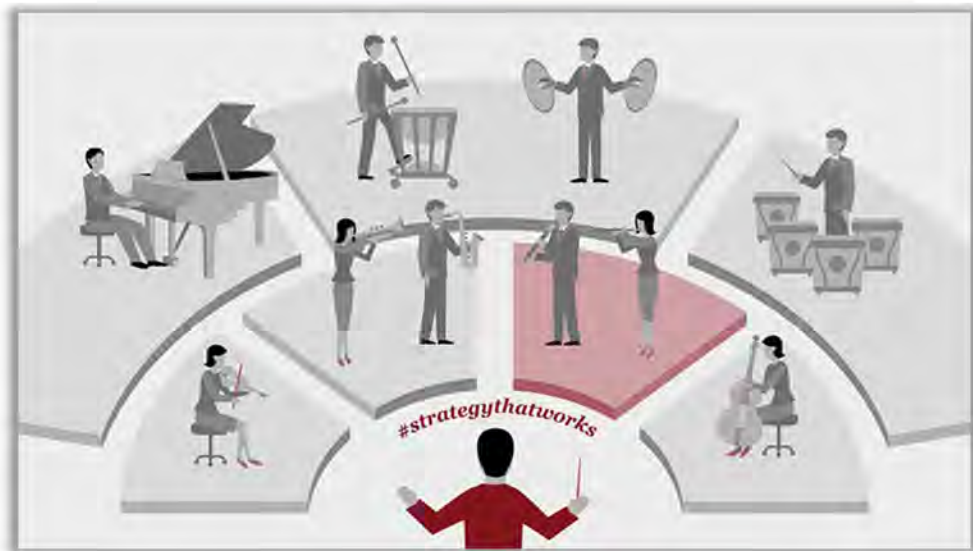
- ***Centers of excellence***
- ***Multidisciplinary teams***
- ***Operation and Business Performance Improvement (Deloitte)***



Transcend Functional Barriers

Set up your hierarchical design, decision rights, incentives and metrics so they reinforce your company's core.

We are moving toward a more integrated organizational structure and will continue to align our decisions to meet our goals and achieve our vision.



Become a Fully Digital Enterprise

Embrace technology's potential to transform your company and to create new experiences for your customers, employees and constituents.

Innovation is key!

- ***Electronic medical records***
- ***Virtual health***
- ***Personal health apps***
- ***And beyond***

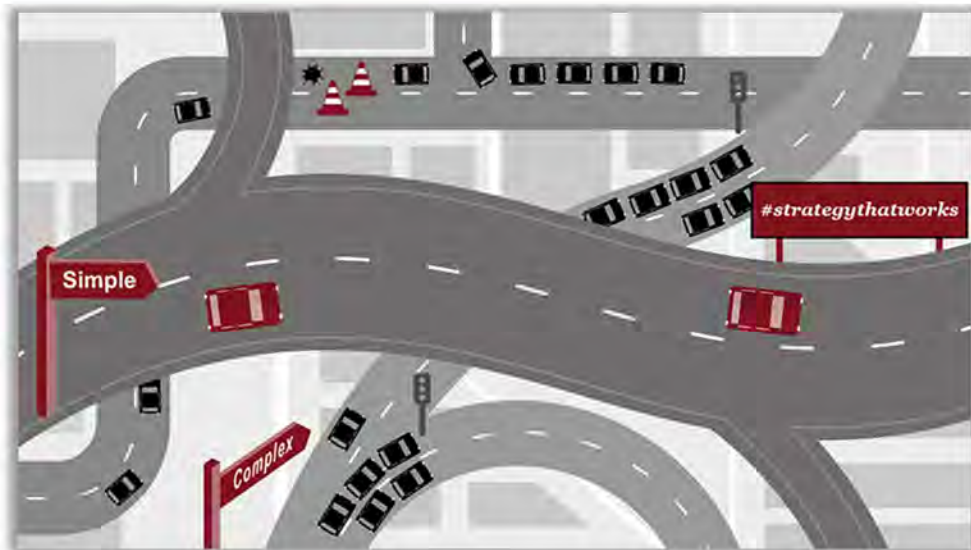


Keep It Simple, Sometimes

When figuring out how much complexity is needed, let the relevance for your company's strategy be your guide.

The patient is our focus!

Our mission is to heal, to comfort, to educate and to discover through quality health care, elimination of health disparities, medical education, innovation and research.



Shape Your Value Chain

Every business relies on other companies in its network to help shepherd its products and services from one end of the value chain to the other. They should be actively involved in your strategy — getting them excited about taking the partnership to a whole new level, and backing up your strategic commitment.

- ***Identify community partners***
- ***Engage the City of Jacksonville***



Cultivate Collective Mastery

Foster a culture where communication is fluid and open and where people have reason to trust each others' decisions.

Capitalize and replicate the culture at UF Health North!

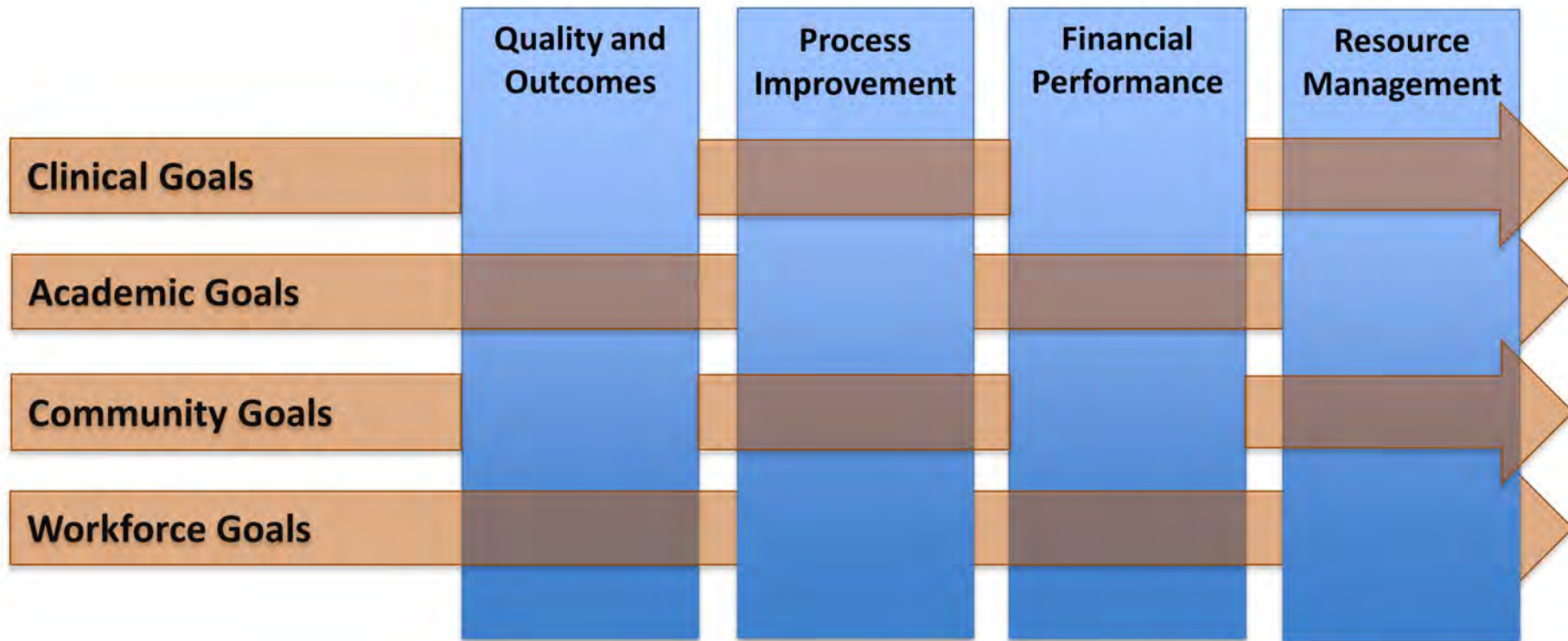
VALUES

- ***Excellence in each and every experience***
- ***Respect for the critical nature of our work***
- ***Compassion through health equity for all***
- ***Stewardship of the trust and privilege to serve***



Operations and Strategic Planning

Operational excellence is woven into strategic planning and is essential to achieving our goals and vision.



Implementation and Execution

- Communicate and Connect
- Develop Commitment and Accountability
 - Leadership responsibility
 - Work teams and action plans
 - Individual excellence
- Identify and Balance Resources
 - Prioritize
 - Budget
- Monitor and Adjust as Needed
 - Stay focused on our vision
 - Be nimble to the changing environment
 - Measure success