UF Health Cancer Center

Strategic Plan: 2017-2022

Vision 2022

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OVERVIEW

The UF Health Cancer Center (UFHCC) serves as the nucleus of strength for the diverse institutional programs of research, education, and clinical approaches necessary to improve cancer outcomes. UFHCC promotes a coordinated culture facilitating scientific discovery of the causes and biology of cancer. UFHCC develops and delivers important transdisciplinary scientific advances in prevention, screening, detection, treatment, cure, survivorship, and palliative care to the population we serve, while training new generations of scientific and clinical leaders. In concert with the UF Health strategic plan “The Power of Together,” UFHCC provides new opportunities to strengthen and expand our transdisciplinary collaborations across research laboratories, diverse health care settings, classroom and community. Membership includes research and clinical faculty from 11 colleges, 69 departments, and health care facilities across the University of Florida and UF Health Gainesville. Cancer care by multidisciplinary teams supports growing translational programs incorporating state of art patient- and family-centered clinical services and innovative clinical trials incorporating bench to bedside research, drug discovery, and pragmatic clinical trials to test innovations in community settings. Basic science research focuses on increasing our understanding of the biological mechanisms of cancer with the goal of using those discoveries to develop and test new clinical therapeutic strategies. We conduct discovery endeavors to better understand and address unique challenges of the cancer burden in our community. Our research is increasingly focusing on prevention and screening, health service delivery, and outcomes studies, with a particular emphasis on the needs of the distinctive rural and underserved populations within of our catchment area. We offer a full range of educational and training opportunities for trainees and cancer center members at all levels of career development. Further, we provide opportunities to foster diversity in our workplace through career development and training efforts. We provide a variety of services to cancer center members, including access to shared resources and collaborative research initiatives, to promote and support added-value to our members’ research endeavors and to strengthen the scholarly goals of the institution.

As we move forward, we will build our interdisciplinary basic discovery and translational research as well as grow scientific endeavors that have near-term clinical applications. We are committed to reduce the burden that cancer and cancer treatments create for patients and their families in our catchment area, specifically by conducting studies to understand and mitigate access barriers and streamline screening, treatment and testing processes. We will increase and augment our multidisciplinary disease-specific programs to maximize input from all clinical specialties and foster greater collaboration between clinical investigators and basic researchers in the care of patients with cancer types commonest in our catchment area. Due to the high burden of cancer in our catchment area, we will work to increase our understanding of the unique challenges faced by our patients with respect to risks, access to care, and challenges facing rural populations.

Our overarching goal is to improve cancer outcomes. We will accomplish this by promoting research in the drivers of cancer, by developing and conducting interventional clinical trials addressing the most prevalent cancers that affect our patients, and improving our understanding of the determinants of cancer outcomes in rural, underserved and elderly patients. Increasing our efforts in education and outreach will bring us closer to the community, increase cancer awareness and promote positive health behaviors.

Vision 2022 identifies the principal goals for the next 5 years with emphasis on goals to sustain, enrich, and expand the transdisciplinary programs of the cancer center to achieve optimal impact.
on reducing cancer burden. Additionally, we expect to make progress toward their individual goals in each of the component programs during this period. In particular, *Vision 2022* encompasses the plans for development of an NCI Cancer Center Support Grant (CCSG) application. We will evaluate and revise *Vision 2022* on a regular basis during the next 5 years.
OUR MISSION

Our mission is to prevent, detect, treat, and ultimately cure cancer while addressing the unique challenges of the cancer burden faced by the population we serve.

We will accomplish this through basic discovery, research innovations in cancer prevention, screening, and treatment, while educating and training the next generations of cancer scientists and experts.
OUR VISION

Our vision is to lead nationally in elucidating novel insights into cancer biology, and developing creative prevention and treatment strategies, while providing outstanding care that serves our rural and diverse population.

We will achieve this by:

- Growing creative collaborative and transdisciplinary cancer biology research;
- Conducting transdisciplinary cancer prevention and treatment research;
- Leveraging world class, diverse expertise within the university to create new technologies and novel educational programs;
- Meeting the need of our diverse community for high-quality patient-centered and family-focused care and innovative clinical research;
- Reducing cancer deaths and improving outcomes in our community.

*Achieving these goals is essential in our quest to become a NCI-designated cancer center.*
OUR VALUES

- **Discovery**: Encourage the creativity of our members engaged in research focused on:
  - The basic causes and biology of cancer to produce novel treatments based on the biology of specific tumor genetics and interactions of cancer with the associated microenvironment inclusive of commensal and exogenous microbes.
  - Testing of novel therapeutics in multiple patients settings and cancers
  - The development of novel, multi-level cancer prevention, treatment, and palliative care interventions addressing individual, family, community and health system factors to reduce cancer burden and improve outcomes of care.

- **Education and Professional Development**: Create a culture of learning, positioned to train and support the next generation of leaders in the field of basic, clinical and population cancer research. Create educational opportunities and expanded professional options across all levels of faculty to create the most effective and diverse cancer research workforce possible.

- **Innovation**: Foster a culture of creativity and encouraging intellectual curiosity among our members.

- **Teamwork and Collaboration**: Promote transdisciplinary approaches to discovery making use of colleges and departments across the whole of the University of Florida. Optimize the effectiveness of our collaborative research teams. Maximize the quality and safety of patient care with thorough and timely interaction between and among multidisciplinary teams of researchers and clinicians to deliver comprehensive care for patients while also fostering both clinical and translational research collaborations. Promote discovery through engaging patients, families, and community members in the identification of research topics of importance to them, recommendations about study design to facilitate research participation, and dissemination of findings to communities to enhance knowledge about cancer prevention and treatment.

(1) **Cancer Care Delivery Learning Health System**: Align research and clinical operations to systematically improve health care and outcomes in real world clinical settings using data science and dissemination, implementation, and improvement science (DII) methodologies in accordance with the 2007 Institute of Medicine (IOM) learning health system (LHS) model for integrating clinical operations, research, and stakeholder engagement with health information technology to continuously create, use and disseminate generalizable knowledge to improve quality and outcomes of health care (Institute of Medicine, 2007). Leverage the information from the UF Health Integrated Data Repository and integrated Tumor Tables, through patient, family, and clinician engagement, combined with patient reported outcome data to address cancer related outcomes of importance to patients and families.

- **Respect**: Honor and welcome diversity of talents and ideas of our members.

- **Integrity**: Act honestly in our interactions with our colleagues, our patients, and our community.

- **Professionalism**: Maximize quality and safety, accessibility, and organization of patient care.
• **Accountability:** Build and strengthen relationships with cancer center members, patients, families, donors, volunteers, and other constituencies through transparent, effective, efficient and honest practices.

• **Compassion:** Ensure our actions are people-centered and compassionate.

• **Service and Outreach:** Ensure effective engagement, collaboration and communication with the community we serve.

• **Organization:** Create a dynamic organization that attracts, sustains, and retains the highest quality faculty, trainees, and staff, develops individuals as leaders, creates a collaborative culture, and fosters development of transdisciplinary approaches to discovery and implementation.
GUIDING PRINCIPLES

The guiding principles for establishing our principal objectives are to:

1) Advance innovation and excellence in cancer research, care delivery, and education, moving UFHCC to national leadership,

2) Build and expand existing UFHCC strengths to create renowned research programs,

3) Use knowledge of the major cancer problems in our catchment area to shape our research, outreach and care delivery initiatives,

4) Promote education of the next generation of scientific and clinical leaders; and,

5) Reduce the burden of cancer in our catchment area.
MAIN OBJECTIVES OVER THE NEXT FIVE YEARS, 2017-2022

1. Increase the effectiveness of our research programs.
2. Launch more investigator-initiated therapeutic trials and boost accrual to interventional trials
3. Develop and test novel strategies to improve cancer outcomes
4. Foster and mentor future cancer research and clinical leaders
5. Attain NCI designation
6. Provide nationally recognized cutting-edge patient- and family-centered clinical care