



Nicklaus Children's
Health System

Forward for the Children

2021-2023 STRATEGIC PLAN



Vision:

To **CREATE** a healthy future
for every child

Mission:

To inspire hope and promote
lifelong health by providing
the best care to every child

Values:

Collaboration

Responsibility

Empowerment

Advocacy

Transformation

Empathy



Where are we going? And how will we get there?

As we onboarded our new Nicklaus Children's leadership team in 2020, these were questions we posed while preparing to embark on a strategic planning journey to guide us toward the future. As stewards of the region's only freestanding children's hospital – one that has served this community with distinction for more than 70 years – we recognized the critical importance of developing a dynamic strategic plan. Nicklaus Children's is a rarity in today's healthcare landscape: an independent, private, nonprofit children's hospital. It was essential that we build on our longstanding legacy of pediatric leadership, while formulating strategies to make our health system, and the community we serve, even stronger in the years ahead.

Our strategic plan would need to capture what is unique and essential about our health system, while also guiding us toward a future in which we embrace new collaborations and organizational and educational alignments, and enhance access to care to promote a healthier future for children. It would also need to incorporate our passion to care for our caregivers and staff, as well as our enduring aspiration to be the change we want to see in our world through renewed focuses on children's advocacy, social responsibility and protecting the environment. And most important of all, it would need to ensure that patients and families always come first in all that we do.

Our strategic planning process began with what was already working. Our longstanding mission and values statements, as well as our pillars (Amazing Patient Care, Operational Excellence, Focus on Us and Building the Future) introduced in January 2020, still resonate throughout our health system. Only our vision statement seemed in need of a refresh and with that accomplished, we began to build our strategic plan around this framework.

We engaged leaders throughout our health system in the months-long strategic planning process, culminating with the review by our board members in December 2020. I am pleased to share that as we marked the end of the hospital's milestone 70th year of service to the community, and amid the challenges of a global pandemic, we successfully charted our path forward.

I hope you will take a moment to review our strategic plan and reflect upon our priorities as we go forward for the children. We are proud of Nicklaus Children's role in advancing the health and well-being of Florida's children and look ahead to fulfilling our vision to create a healthy future for every child. Nicklaus Children's will always be where your child matters most.



A handwritten signature in black ink that reads "M Love". The signature is fluid and cursive.

Matthew A. Love

President and Chief Executive Officer,
Nicklaus Children's Health System



Theodore "Tad" Hartrick

Why We Do What We Do: For Children Like Tad

When Tyler and Micheleen Hartrick learned they were expecting a baby with special needs, they uprooted their lives in the Florida panhandle to be near Nicklaus Children's Hospital and the specialized care it offers.

Theodore "Tad" Hartrick, who celebrates his third birthday in 2021, was born with half a heart, a cleft lip and palate, and CHARGE syndrome, a rare genetic condition. The family has spent months at a time at Nicklaus Children's where a team of specialists has come together to provide care, including several complex surgeries, ongoing therapy and more. Today, Tad is a happy, playful boy who walks with the aid of a walker and is the light of his parents' lives.

“I don't think Tad would be here with us without Nicklaus Children's. We are so grateful for all the special people who have worked together to help our family.”

Tyler Hartrick



The BIG Picture: Pillars Frame the Focus

Our organizational pillars form the foundations of our strategic plan. Each pillar reflects an essential focus that is key to our continued growth and leadership. Specific goals and strategies have been identified to advance each pillar. Progress will be reviewed within three years so that focuses can be updated and modified as needed.



Amazing Patient Care

Delivering exceptional, high-quality care and remarkable family-centric experiences and customer service.

Operational Excellence

Providing the best clinical care and support services in the most cost-effective way without compromising quality, service or safety. Making a sustained commitment to process improvement and scaling efficiencies.

Building the Future

Identifying and acting on what our patients and families truly care about. Improving and expanding our impact, reputation, community partnerships and philanthropic support. Increasing our capacity for resilience and thriving in a changing landscape.

Focus on Us

Supporting one another, working as a unified team to achieve our priorities, recruiting and retaining the best talent, and being a preferred employer in Florida.



Amazing Patient Care

As a healthcare delivery system, everything we do must start and end with amazing patient care. This is our ability to deliver high-quality care while providing a satisfying customer experience for both the child and family. We want to ensure we are the best so when families need care, there is no question where they will go.

Goal 1:

Creating a Shared Future with Our Physician Partners

Where there is alignment, there is strength, cohesion and consistently amazing patient care. This goal will drive a common philosophy and care standards among our 850 plus medical staff, residents and fellows, and enhance physician satisfaction, engagement and commitment.

Goal 2:

Transform Quality and Safety Programs

Quality and safety are twin pillars of clinical excellence. By solidifying and embedding these focuses, through integration with national quality frameworks and reinforcing and expanding evidence-based strategies, we will advance a culture to promote continuous learning and optimal safety and quality.

Goal 3:

Build a High-Quality Pediatric Care Network

Every patient should have a “home base” or medical home where they have access to high-quality primary care and comprehensive services to manage their care along the continuum. By enhancing medical home services, and aligning with primary care physicians to ensure access to high-quality care, we will be better positioned to manage chronic and complex conditions, resulting in maximized value and improved health within our community.

Goal 4:

Improve Access to Behavioral Health Services

Inadequate availability of behavioral health services is widely recognized as a challenge to the well-being of our nation’s children. We are focused on bridging this access gap in the communities we serve by creating provider partnerships to reduce patient wait lists and by expanding behavioral health offerings within our health system, guided by a commitment to reducing volumes of patients in crisis and offering the children of our community a brighter tomorrow.



Operational Excellence

Operational excellence is the way we measure our delivery of amazing patient care. It is tangible, transparent and measurable – aspirational yet achievable. It always pushes us to be the very best, consistently and at every patient interaction.

Goal 1:

Establish Culture of Operational Excellence

Every successful organization recognizes, at all levels, that better is always possible. A deep commitment to this maxim drives our focus on continuous process improvement, guided by enhanced system-wide tracking and reporting structures to support evaluation and measurement of progress of strategic initiatives.

Goal 2:

Drive Culture of Patients and Families First

Our health system has embraced a culture that places patients and families first. This focus guides us on our course for the future, driving improvements in care access and appointment availability, as well as use of evidence-based practices to support enhancements to the patient and family experience. Our patients-and-families-first philosophy will guide operational improvements and efficiencies to promote enhanced customer satisfaction.

Goal 3:

Transform Key Service Lines into Centers and Institutes

Comprehensive programs offering innovative and integrated family-centered care across the spectrum serve as beacons to consumers and referrers in search of the best possible pediatric care. As we seek to transform our key service lines, we will establish centers and institutes that embrace precision medicine research, provide the most innovative treatment options and clinical trials, and incorporate teaching of the next generation of pediatric specialists.

Goal 4:

Develop Master Facilities Plan

Optimizing use of facilities and creating a plan for future needs is a key measure of good stewardship and operational excellence. Our goal is to maximize the value of all health system physical locations to ensure they meet clinical and operational needs and to create a master facilities plan for the future to ensure we continue to meet the needs of patients, families and employees.



Building the Future

This is about how we grow, both physically with an expanded network and partner affiliations as well as socially by becoming the leader in child advocacy to improve our impact on society. It's about finding the Nicklaus Children's voice for the issues that matter to our community. We want to align with partners in academia, healthcare, philanthropy, public health and the community who will advance our priorities to be the children's champions and commit to creating a healthy future.

Goal 1:

Bring World-Class Care to New Growth Markets

Consumers seek care excellence and convenience. We are committed to bringing world-class care to new communities through an expanded physical footprint and building partnerships with adult-focused health systems within Florida.

Goal 2:

Advance Pediatric Medicine and Health Outcomes by Expanding Academic Partnerships

Robust academic partnerships and graduate medical education programs support health outcomes research infrastructure and faculty development. As we advance our institutes and centers, we strive to expand collaborations to identify academic partners aligned to strategic objectives related to program development, research training and education.

Goal 3:

Be the Children's Hospital of Choice for Philanthropy in Florida

Philanthropy contributes significantly to our health system's support of our community. We aim to build stronger relationships in the community to inspire philanthropy and strengthen grassroots giving. We also want to build an internal culture of philanthropy by activating a sense of shared responsibility, excitement and stewardship among employees, physicians, board members and more so that all serve as ambassadors in the community.

Goal 4:

Serve the Community in a Socially Responsible Way

Social responsibility has special resonance in today's world. Our goal is to become a national healthcare leader in social responsibility and sustainability efforts. We seek to take actionable steps individually and in collaboration with others to support sustainability, decrease our carbon footprint, and increase "green thinking" within our business model.

Goal 5:

Be the Leading Champion and Advocate for Florida's Children

Advocacy for children is embedded within our brand. We have a long tradition of speaking out to support the needs of the region's children and families. We are their voice. We strive to be the leading children's advocate at the local, regional and national levels and to be the trusted partner in South Florida on all issues related to children's health and well-being.



Focus on Us

This is the way we support one another and work as a unified team to achieve all of our priorities. It is the way we embrace our cultural diversity, engage and develop our people to ensure everyone feels welcomed and valued, recruit and retain the best talent, and create and sustain a reputation as being a preferred employer in South Florida. The fact is we cannot provide the best care to every child if we are not taking care of ourselves first.

Goal 1:

Become a Top Employer in Florida

Healthcare is the ultimate people enterprise. Our very future is dependent on our people and their shared dedication to our patients and one another. We are committed to being a leading employer, recruiting and retaining top-tier employees and physicians. We value our workforce, continuously striving to advance trust, loyalty and engagement, while offering competitive compensation and benefits packages to ensure we are always a top choice for employment.

Goal 2:

Embrace Diversity, Equity and Inclusion (DEI)

We are committed to embodying the change we want to see in our world through advancing an inclusive workforce model that embraces diversity, equity and inclusion. We seek to expand our positive corporate culture to ensure every individual is welcomed, supported, valued and respected through a programmatic framework that supports ongoing personal development, growth and education.

Forward for the Children

“The Nicklaus Children’s Health System board is excited to go forward for the children with the NCHS family and our three-year strategic plan. It is invigorating to see the staff and leadership coalesce around this plan and vision for the future of our beloved health system. The plan is a great blend of vision and practicality aimed at ensuring we remain the first choice for children.”

– **Mario Murgado**, *Chairman, Nicklaus Children’s Health System Board of Directors*

