

Institute for Child Health Policy  
Five-Year Strategic Plan  
January 2017

**Mission: To conduct and promote rigorous research that leads to impactful solutions for improving the life-long health of children.**

**Vision: To be a transdisciplinary hub for child health research at the University of Florida that improves the health and wellness of children and their families and communities.**

***Goal 1: Capitalize on continued and diverse funding for child health research, especially projects that utilize large and diverse data sets to build new infrastructure and garner broader opportunities***

The Institute for Child Health Policy has a 25-year history of collaborating with teams of researchers across the UF campus and with scientists nationally. Within UF and nationally, there is an emphasis on early childhood interventions, child health outcomes, and a research infrastructure to support pragmatic clinical trials and implementation science studies in community settings. ICHP is poised to play a strategic leadership role in bringing together UF’s efforts across the translational spectrum (T1-T4) to design, test, refine and implement multidisciplinary research studies that improve children’s health and garner additional federal funding. These efforts and infrastructure provide a platform that will position UF to continue to increase its competitiveness for funding in a challenging environment. Moreover, a more centralized and cohesive hub with a strong research infrastructure for improving children’s health at UF will provide a platform to enhance the national recognition of our efforts and our groundbreaking research.

Building upon the past 15 years of developing innovative methods for using big data in support of examining child health outcomes, ICHP will continue to refine its research and administrative infrastructure. In addition, ICHP will play a strategic leadership role in the development of the OneFlorida Child Health Alliance and pediatric components of the OneFlorida Data Trust, which houses linked health care claims, vital statistics, immunization, electronic health record, environmental, geographic, and parent- and child-reported outcomes data for approximately 4 million children in Florida. Having served as infrastructure support in launching the OneFlorida Data Trust, the Institute for Child Health Policy is also well positioned to facilitate obtaining funding for community-based clinical trials through NIH, AHRQ and the Patient-Centered Outcomes Research Institute with UF, statewide and national research partners. Specifically, the institute will expand resources for UF researchers; our university partners, and our national partners through PCORnet for child cohort discovery and study feasibility determination. Through these efforts, ICHP will strive to remain a national leader in child health research infrastructure (Link to Goal #2).

<b>Strategy 1.1</b>	Facilitate the creation of a data governance plan and workflow for accessing data, alongside existing efforts to promote research collaboration and leverage existing infrastructure.
<b>Tactic 1.1.1</b>	Assist in refinement and promotion of an official and clear data access protocol for ICHP members.
<b>Tactic 1.1.2</b>	Given increasing emphasis on leveraging big data in grant applications and national research initiatives, ICHP will hire a new staff person to assist ICHP researchers in navigating access to data sets and clinical settings for research, which will reduce administrative barriers to conducting research and ensure all appropriate protocols are followed to comply with agency policies. This staff member will also serve an educational role for ICHP researchers across the UF campus regarding timelines for data access, agency regulations, etc.
<b>Strategy 1.2</b>	Serve as a hub for research around PCORI, NIH, foundation, and state/federal pediatric research initiatives as well as the strategic “go-to” place for children’s health research on campus. Assist child health researchers campus-wide to learn about grant opportunities.
<b>Tactic 1.2.1</b>	Serve a leadership role in creating and expanding the OneFlorida Child Health Alliance within the

	OneFlorida Clinical Research Consortium to serve as an enduring infrastructure for researchers throughout Florida to conduct pediatric pragmatic clinical trials and implementation science studies.
<b>Tactic 1.2.2</b>	Create pediatric workgroups around PCORnet's pediatric initiatives to apply for funding available only to PCORnet sites.
<b>Tactic 1.2.3</b>	Recruit additional preeminence/senior faculty members to lead substantive efforts in children's health and assist in junior faculty mentorship.
<b>Tactic 1.2.4</b>	Produce a plan to provide pilot funding for innovative translational child health research to position UF research teams to be competitive for additional NIH, foundation, and PCORnet funding using big data.
<b>Tactic 1.2.5</b>	Expand upon the Family Data Center's capacity. For example, its linked birth certificate and other health outcome data can form longitudinal cohorts to examine the health outcomes associated with early childhood interventions.
<b>Goal 2: Catalyze child health research across UF's campus</b>	
<p>ICHP will act as the centralized and cohesive hub at UF given its strong research infrastructure for improving children's health and will provide a platform to enhance the national recognition of our efforts and our groundbreaking research. As a Statewide Institute located at the University of Florida, we have natural connections that should be fostered, with examples including the Department of Sociology, Criminology and Law; the UF Law School; the Diabetes Institute; the Institute on Aging; the Anita Zucker Center for Excellence in Early Childhood Studies; the Institute for Food and Agricultural Sciences; UF rare disease experts, among others. As part of these efforts, ICHP must define what partnership looks like with centers, departments and institutes on campus. Ideas include financial partnerships, research collaborations, shared communications efforts, etc.</p>	
<b>Strategy 2.1</b>	Increase awareness of the Institute for Child Health Policy across the HSC and UF among faculty and clinicians in order to foster collaboration and garner additional research funding.
<b>Tactic 2.1.1</b>	Revamp and expand the institute's affiliate program by more clearly defining expectations/responsibilities and benefits of participation. Ensure the program is mutually beneficial and more inclusive, extending invitations to anyone interested in children's health and beginning a student membership program.
<b>Tactic 2.1.2</b>	Sponsor regular child health research events, including an annual symposium with external participants; informal events around thematic cores to allow people to have touch points with other researchers across campus; a seminar series to provide a forum for discussion and to bring innovative methods to UF. Create a repository of seminars. Serve as educational resource for faculty across UF regarding potential of big data for child health research and the field of biomedical informatics in pediatric research.
<b>Tactic 2.1.3</b>	Complete marketing materials to expand the institute's presence at UF and UF Health events.
<b>Tactic 2.1.4</b>	Raise awareness of research activities among ICHP and campus. Ideas include a roster, regular news updates, forums for quick presentations, publication updates, and grant opportunity emails.
<b>Tactic 2.1.5</b>	Cement and expand relationships with UF Health to develop child health projects that foster the learning health care system, improve quality of care, explore behavioral interventions, and expand the university's capacity to conduct pragmatic clinical trials and implementation science studies.
<b>Strategy 2.2</b>	Provide funding avenues for expanding child health research at UF.
<b>Tactic 2.2.1</b>	Produce a plan to provide pilot funding for promising child health research at UF. Funding should include data support, and support of analyses using I2B2 and the OneFlorida Data Trust.
<b>Tactic 2.2.2</b>	Provide leadership nationally in setting a child health research agenda and promoting opportunities and funding for child community-based trials through federal funders. Leverage the OneFlorida Clinical Research Consortium Child Health Alliance to promote children's health research opportunities at UF.
<b>Strategy 2.3</b>	Systematically seek grant funding opportunities diverse in size, scope, and source.

<b>Tactic 2.3.1</b>	Building upon longstanding federal contracts, and NIH and Agency for Health Care Research and Quality (AHRQ) funding, institute leaders will actively explore opportunities that build upon the mission of ICHP.
<b>Goal 3: Foster the development of careers focused on child health care delivery and outcomes research</b>	
<p>ICHP has demonstrated success in providing junior faculty with a collaborative research environment and quality mentorship, which has led to three K awards in the last six years and subsequent successful research careers for these faculty. ICHP will expand on these successes by taking advantage of its unique and diverse group of researchers and their expertise, as well as its growing collaborations across campus, to continue to foster the career development of child health researchers through interdisciplinary training.</p>	
<b>Strategy 3.1</b>	Leverage existing training opportunities and ICHP's strong research environment to position the institute as a competitive site for a training/career development grant.
<b>Tactic 3.1.1</b>	Promote ICHP affiliate membership benefits as part the development of a researcher's career, including ICHP's seminar series/monthly workshops and child-health-related Translational and Implementation Science Studios.
<b>Tactic 3.1.2</b>	Sponsor methods training, workshops and national meeting attendance for student members of ICHP.
<b>Goal 4: Foster public and stakeholder engagement in child health research throughout Florida and nationally</b>	
<p>Building on its longstanding practice of engaging stakeholders throughout the research process, ICHP will promote public and stakeholder engagement as part of its efforts to serve as a hub for child health research on campus and as experts in child health research in the state and nationally by leveraging existing infrastructure and forging new connections with the community, organizations and patients. These mutually beneficial partnerships will inform research questions, grant applications, recruitment practices and more, positioning UF to be more competitive for prestigious national funding opportunities and strengthening public awareness of UF programs and their impact on society.</p>	
<b>Strategy 4.1</b>	Build public awareness of the work of ICHP members through press releases and other public announcements with a lay audience, crafting a reputation for disseminating evidence-based research with real-world impact.
<b>Strategy 4.2</b>	Connect with targeted community partners, such as schools, the DOH, police, etc. through pilot projects and other endeavors, with the goal of building lasting partnerships that assist in specific research goals, such as cohort discovery and research participant recruitment. These efforts will also engage the community in the academic life of the university.
<b>Tactic 4.2.1</b>	Leverage existing infrastructure with the UF CTSI and OneFlorida, including the Citizen Scientist Program (and its new Teen Citizen Scientist team) and the Translational and Implementation Science Studios, for child-health-related research studies. Connect ICHP members across campus to these resources by raising awareness and connecting interested members of the community with these opportunities to provide input.
<b>Strategy 4.3</b>	Partner with the UF Foundation, donors and other philanthropic organizations to engage the public in ICHP's mission and possibly garner additional funding for research and/or faculty.