



Nicklaus Children's  
Health System

Where Your Child Matters Most

# Forward for the Children:

Building the Future for  
Children's Healthcare

2023-2025 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

It's been three years since the Nicklaus Children's leadership team created its original strategic plan in the midst of a global pandemic. Despite the uncertainties of the time, this new leadership team understood the urgent need for the organization to build on our unique and longstanding legacy of pediatric leadership, with the goal of making our health system, and the community we serve, even stronger in the years ahead.

Having fulfilled the goals of the original plan, leadership has recalibrated to embrace a new set of goals. We have framed these around our existing mission and values, as well as our four key pillars (Amazing Patient Care, Operational Excellence, Focus on Us and Building the Future). These elements continue to define our health system.

Our new three-year plan takes into account the fact that we are in the midst of a radical healthcare transformation.

Fertility, birth rate, and demographic shifts will eventually limit the growth of the pediatric patient population, impacting clinical program scale and increasing competition for patients. Children's health systems may not be well positioned to withstand downturns related to policy or reimbursement, and will likely continue to be challenged by economic pressures due to their high-cost structures and cost trends.

As a result, healthcare providers are moving away from inefficient, unaffordable, and episodic "Moment in Time" care and moving toward integrated care that empowers patients in their healthcare journey.

This has spurred a shift from volume to value.

As the champion for children's health and wellness in Florida, Nicklaus Children's is proud to be recognized among the nation's leading children's health systems. We are stewards of the region's only freestanding children's hospital, one that has served this community with distinction for more than 70 years, and one that has always been driven by innovation.

Leading children's hospitals like ours have long recognized the need for innovation — not only to compete with new players disrupting traditional healthcare delivery, but also to provide care differentiated on the quality, outcomes, cost, and experience that today's tech-savvy parents expect and demand.

At the core of our new strategic plan is a single north star: We must innovate with a goal of making the impossible possible for every child. No child should ever have to leave home to seek care, and other parents from around the world should be able to get answers from us they cannot find elsewhere. We must — and will — take the lead in radically redesigning our pediatric care pathways to meet the needs of children and families in the digital age.

I hope you will take a moment to review our strategic plan and reflect upon your part in helping us achieve our key 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 of creating a healthy future for every child for generations to come. Nicklaus Children's will always be **where your child matters most.**



A handwritten signature in black ink that reads "M Love".

**Matthew A. Love**

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



## Hope and Healing for Noah

When a fragile newborn is struggling with an unknown illness, parents and caregivers alike want answers. And they want them fast.

So it was with baby Noah. Soon after his 2019 birth at 33 weeks, the tiny neonate was struggling with a persistent high bilirubin count. He underwent numerous tests at the hospital where he was born to try to determine the cause. High bilirubin is common among premature babies, yet standard treatments did not help Noah, suggesting an unusual diagnosis.

When no source of the illness could be identified, the family came to Nicklaus Children's in search of hope.

Fortunately for Noah and his family, Nicklaus Children's was then leading a pilot project to evaluate the benefits of rapid whole genome sequencing (rWGS) for children hospitalized with undiagnosed illnesses. RWGS has the potential to identify countless genetic disorders, with a single test, reducing the diagnostic odyssey for affected children.

Thanks to rWGS, Noah was quickly identified as having Neimann-Pick C disease, a rare, inherited disorder that affects the body's ability to metabolize fat (cholesterol and lipids) within cells. Niemann-Pick can affect the brain, nerves, liver, spleen, bone marrow and, in severe cases, lungs.

With the rapid diagnosis, Noah was able to travel to participate in a clinical trial of an investigational treatment that the family believes was helpful. Today, Noah continues to come to Nicklaus Children's for ongoing treatment.

What's more, Noah is thriving. After working through some developmental delays with therapy, he will be attending school in a regular classroom when he starts prekindergarten in the fall of 2023.

"We are so grateful for Nicklaus Children's for helping us identify Neimann-Pick quickly so that we could begin receiving treatment," said Noah's mother Larissa. "We are so proud of how well he is doing and have high hopes for his future."

And there's good news for other children and babies, too. Thanks to the impact of the Baby Manatee pilot project, which demonstrated the clinical and financial value of rWGS, this diagnostic test is now the standard of care in Florida for undiagnosed children and newborns in an intensive care units.





## The BIG Picture: Pillars Frame the Focus

Our organizational pillars form the foundation 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.



### 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.

# How We Will Get There: *Goals and Strategies*

## Amazing Patient Care

No child, including those in the most vulnerable and at-risk patient populations, should ever have to leave South Florida to seek amazing patient care delivered in a remarkable, family-centric setting. Nicklaus Children's will always strive to be the champion — and the standard of excellence — for children's health and wellness in Florida and beyond.

### Goal 1: Quality and Safety Excellence

Continuously position Nicklaus Children's as the standard of excellence for quality, safety, and patient and family experience.

### Goal 2: High-Complexity Care

Position Nicklaus Children's as the children's health system of choice and the leader in high-complexity service offerings to meet the needs of children in Florida and beyond.

### Goal 3: Ambulatory Design

Redesign Nicklaus Children's ambulatory model to serve pediatric patients in a healing and family-centric environment capable of meeting a broad array of needs and designed to create greater patient access while also supporting the growth of Nicklaus Children's.

### Goal 4: Health Disparities

Build toward a holistic approach to delivering seamless patient care across Nicklaus Children's, ensuring equitable access, and mitigating health disparities among vulnerable and at-risk patient populations, with a particular focus on outcomes addressing the physical, mental, and emotional well-being of children.



# How We Will Get There: *Goals and Strategies*

## Operational Excellence

At Nicklaus Children's, we will settle for nothing less than operational excellence when it comes to providing the best clinical care and support services — and we will provide them in the most cost-effective way without compromising quality, service, or safety. We will place a premium on investing in innovative programs, services and facilities that drive unmatched performance and support superior clinical outcomes.

### Goal 1: Operational Effectiveness

Redesign, simplify, and innovate operational processes to drive top-tier performance and support high-quality clinical outcomes.

### Goal 2: Experience-Inspired Operations

Transform operations to create the ideal Nicklaus Children's experience, with innovative and consumer-focused systems, processes, and workflows.

### Goal 3: Space Asset Management

Evaluate real estate and space needs. Allocate resources in ways that maximize the ROI of space, align with market-share growth goals, and support the consumer experience.



# How We Will Get There: *Goals and Strategies*



## Building the Future

At Nicklaus Children's, our focus is on building the future by identifying and acting on what our patients and families truly care about, and by always striving to improve and expand our impact, reputation, community partnerships, and philanthropic support. The effort we put in today to sustain and strengthen our academic and economic standing will allow us to care for generations of children and families who need us.

### Goal 1: Strategic Partnerships

Design strategic relationships that will drive generational impact across the areas we serve through engagement with our communities and civic leaders, other healthcare organizations, corporate affiliates, and our committed philanthropic community.

### Goal 2: Academic Advancement

Strengthen Nicklaus Children's academic standing through focused investments in research infrastructure and development of professional education programs that provide our community with life-saving treatments, innovative clinical programs, and the next generation of pediatric clinicians.

### Goal 3: Population Health

Build the fundamental infrastructure for population health and value-based care, with an emphasis on reducing the total cost of care and ensuring strong outcomes through managing appropriate access, utilization, and care coordination, while also enhancing the health status and well-being of the population.

### 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 mode.

### 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.

# How We Will Get There: *Goals and Strategies*

## Focus on Us

Nicklaus Children's will always maintain a focus on us by recruiting and retaining the best talent, supporting one another and working as a unified team to achieve our priorities. We will strive to be a preferred employer in Florida by fostering a culture in which our uniquely talented employees are engaged and feel a sense of ownership and pride in our organizational mission.

### Goal 1: Sustainable Talent Pipeline

Develop a robust and viable talent pipeline that supports our mission through early engagement in the mission and organization, resulting in employment opportunities for both clinical and nonclinical personnel.

### Goal 2: Workforce Engagement and Development

Stabilize the workforce and mitigate industry challenges through innovative means and build upon a culture in which employees are engaged and feel a sense of ownership and pride in the organizational mission. Utilize formal succession planning to promote internal development and support the professional growth of the Nicklaus Children's workforce.

### Goal 3: Employee Health and Well-Being

Foster a supportive culture that prioritizes caring for the caregiver and stresses the importance of employee well-being through the seven dimensions of wellness..







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