

**University of Florida**  
**College of Public Health & Health Professions Syllabus**  
**HSA6188 Strategic Management in Health Administration**  
Fall 2021  
Delivery Format: On-Campus  
Course Website: Canvas

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Instructor Name: Ara Jo, PhD, MS  
Room Number: HPNP 3116  
Phone Number: 352-273-6539  
Email Address: ara13j@phhp.ufl.edu  
Office Hours: By Appointment

**Course Schedule: Wednesday 3pm-6pm**  
**Classroom: HPNP1101**

Preferred Course Communications (e.g. email, office phone): **Direct UFL email.**

Email Policy: Response within 24 hours to emails received on weekdays (M-F) and 48 hours to emails received over the weekend.

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**Prerequisites**

None.

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**PURPOSE AND OUTCOME**

**Course Overview**

The purpose of this course is to better understand and apply modern concepts of strategic planning, marketing, and strategy in health systems: to adapt skills and techniques necessary to interpret often ambiguous strategic situations, to distinguish stakeholder needs and aspirations, to evaluate component internal and external structures and influences, to envision appropriate and a practicable strategic responses, to persuasively articulate a desired state and to participate and influence the successful implementation of strategy across a health care systems or within a major organizational component or subsystem.

**Relation to Program Outcomes**

This course is designed to facilitate the pivot from categorical and knowledge-based learning to a more emergent and synthetic understanding of the behavior of complex health organizations. Multiple systems, structures, processes and cultures will be considered in the context of a whole situation. The course is positioned within the curriculum to build on background and techniques acquired in first year courses in Health Policy, Finance, Basic Management and other categorical studies and to prepare students for job placement in a practical working environment.

**Course Objectives and/or Goals**

Upon completion of the course, students should be able to:

- Evaluate Organizational Culture and Structural Strengths and Weaknesses
- Interpret Impacts of Technology, Cultural Change and Evolving Practice on Organizational Strategy
- Elaborate a High Level Directional Plan for a Medium to Large Organization
- Demonstrate Basic Formal Business Planning Skills and Presentation Techniques
- Recognize Newly Evolving Trends in Strategic Theory from Academic and Popular Sources
- Assess the Influence of the External Environment (Markets, Regulators, and Competitors)
- Understand the importance of a systems view of planning and other complex problems
- Explain and apply the fundamental principles, concepts and analytic techniques of strategic management, marketing, and business planning in general and with specific application for healthcare organizations

- Explain strategy formulation and evaluation processes that apply to healthcare organizations.
- Identify and apply appropriate management and marketing tools used in plan implementation.
- Conduct and present an analysis of the environment of a healthcare organization, a business plan appropriate for the environment, and implementation plans.
- Collaborate effectively with a work team to prepare and present a strategy plan created for a health services organization.

## DESCRIPTION OF COURSE CONTENT

### Topical Outline/Course Schedule

Week	Date	Topic(s)	Readings
1	8/25	<b>Overview</b> Team Selection	
2	9/1	<b>Strategic Mindset and Strategic Failure</b> Round table 1: Analyze strategic failure	Collis. 2021. Why do so many strategies fail? HBR. Porter. 2013. The strategy that will fix health care. HBR
3	9/8	<b>Understanding the Health Care Market and Market Segmentation</b> Round table 2: Healthcare market trends	Berkowitz. Chapter 6. Moseley. Ch. 4 Hussein and Collins., 2016. Why big health systems are investing in community health.
4	9/15	<b>Internal and External Assessments I</b> Round table 3: Internal audit for readmission rates in UF Shands	Moseley. Ch. 2-3
5	9/22	<b>Internal and External Assessments II</b> Round table 4: New external forces in post-pandemic era	Moseley. Ch. 5 Porter. 2008. The Five competitive forces that shape strategy. HBR. Dafny and Lee., 2016. Health care needs real competition. HBR.
6	9/29	Quiz 1	
7	10/6	<b>Buyer Behavior and Consumer Loyalty</b> Round table 5: Consumer decision making	Berkowitz. Ch. 4 &7 Pearl and Madvig., 2020. Managing the most expensive patients. HBR
8	10/13	<b>Healthcare Marketing</b> Round table 6: Branding healthcare service <b>Due: Ethnography, 10/13, 5pm</b>	Moseley. Ch. 16 Berkowitz. Ch. 1
9	10/20	<b>Guest Speaker:</b> Scott Mullen, Senior Project Manager at UF Health Shands	
10	10/27	<b>Strategic Planning Options</b> Round table 7: Analyze recent strategic planning example	Moseley. Ch. 11-14
11	11/3	<b>Formulating and Implementing</b> Sharing individual ethnography (No posting needed)	Moseley. Ch. 7-9
12	11/10	<b>Ethical Consideration in Strategy and Marketing</b> Round table 8: Rating and ethics. <b>Due: Case study presentation deliverable, 11/10, 5pm</b>	Berkowitz. Ch. 16 Livingstone et al., 2020. How to promote racial equity in the workplace. HBR.
13	11/17	<b>Case Study Presentation</b> <b>Due: Peer evaluation, 11/17, 5pm</b>	
14	11/24	NO CLASS: Thanksgiving	
15	12/1	Quiz 2	

### Course Materials and Technology

[REQUIRED] Harvard Business Review Course Packet. Link for the reading materials is posted on the announcement.

[RECOMMENDED]

George B. Moseley III. *Managing Health Care Business Strategy*. 2<sup>nd</sup> Edition. 2018. JB Learning.

Eric N. Berkowitz. *Essentials of Health Care Marketing*. 5<sup>th</sup> edition. 2021. JB Learning.

For technical support for this class, please contact the UF Help Desk at:

- [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu)
- (352) 392-HELP - select option 2
- <https://helpdesk.ufl.edu/>

### Additional Academic Resources

[Career Connections Center](#): Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

[Library Support](#): Various ways to receive assistance with respect to using the libraries or finding resources.

[Teaching Center](#): Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

[Writing Studio](#): 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints On-Campus: [Visit the Student Honor Code and Student Conduct Code webpage for more information.](#)

On-Line Students Complaints: [View the Distance Learning Student Complaint Process.](#)

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## ACADEMIC REQUIREMENTS AND GRADING

### Quizzes (2 quizzes \*10pts= 20pts)

Two online quizzes will be given. Quiz will ask essential concepts and theoretical framework of strategy and marketing. Multiple choices and true/false questions will be included.

- Quiz 1: 9/29 (WED) between 3-4pm
- Quiz 2: 12/1 (WED) between 3-4pm

### Round Table (8 round tables, 15pts)

Each week, students will be divided into two big groups and discuss the given topic. Students will take turns and present their answers. They discuss thoughts based on theoretical framework and evidence they find on literature. After the discussion, ONE of group members (Members can take turns to post.) will post a summary of their discussion every week on the discussion board. A specific question is posted on each week's discussion board, "Week #: Round Table".

Rubric (15pts)

Participation (10pts): Every student needs to present at least two times during the round table. An instructor and a TA will count the number of participation.

Posting (5pts): Post the summary of the discussion (Max 300 words) on the discussion board by every Thursday 12pm after the discussion.

### Assignments

#### [INDIVIDUAL] *Ethnography (15 pts)*

Understanding consumer behavior is essential to design marketing plan and implementation. As healthcare system is moving toward patient-centered service, observing and analyzing patients is valuable. Ethnography is a method that explores and track the dynamic in a natural setting. This assignment enables you to explore perceptions and behavior of patients and/or people in health care system from an administrator's view.

- Select a location and a time you want to observe.

- Observe people and their behavior in that location for at least 2 hours. Should clarify a date and time on the note.
- Submit one photo of the selected place.
- Answer two questions given on the template.

#### Format

- Use the template posted on Canvas, Assignment tab, "Ethnography".
- 1-page length, 11 point, Arial font. Single or double-spaced.
- Follow the AMA reference style.
- No title page needed.
- Extra page is not allowed. Late submission will be penalized. (1 point per every 24 hours)

#### Rubric

Title (1pt): Well-described, creative and concise title.

Description (6pts): The description should include why this location and people were selected.

- Present an accurate reflection of people's perspectives and behaviors.
- Identify a problem/challenge and describe it from an administrator's view.
- Provide rationale why you think it is a problem.

Implication (8pts): The implication should contain possible causes and modifiable factors. In addition, it should suggest feasible short-term and long-term solutions for patients and the organization.

- Present at least two causes and factors clearly.
- Provide at least one short-term and long-term solution, respectively.

#### **[GROUP] Case Study (40 pts)**

UF Health Senior Leadership has hired your group to develop a post-pandemic strategic plan for the provision of care and services across the state of Florida. Based on your analyses, address the following points and provide implementation details. Your recommendations should be feasible based on existing data and evidence.

- Select at least one county and recommend whether UF Health should merge/acquire (M&A) a "provider(s)" in the selected region.
  - If your group recommends M&A, then identify a "provider(s)" and give specific rationale based on analyses. Describe the implementation plan about target services, types of providers and resources that should be deployed.
  - If your group doesn't recommend, provide support why it should not be recommended based on analyses. Provide alternative strategic plan with detailed implementation plan about services and resource utilization for UF Health growth opportunity in a post-pandemic era.
- Based on your recommendations related to M&A, create a marketing plan with visual material of UF Health in the selected area.
- Financial assessment is not required. However, if needed you can use them as supportive evidence.

#### Format

Written analysis with executive summary, max 15 pages excluding references and appendices.

No title page needed.

15 minutes of presentation and 10 minutes of Q&A (total 25 min).

Submit written document and slides to the assignment tab.

#### Rubric (40pts)

Written analysis (30 pts)

- Case analysis (15 pts)
  - Assumption: make assumptions to analyze the case and environment.
  - Use appropriate tools (e.g., SWOT analysis, Porter's five forces, etc).
  - Analyze the market segmentation, population needs, population characteristics, healthcare infrastructure, healthcare needs, etc clearly.
- Solutions (15 pts)
  - Feasibility and viable strategy that address the needs of identified stakeholders.
  - Address the issues as outlined in the case.

Presentation (10 pts)

- Use professional and creative slides with visual materials.
- Present clear vocals, confident body language and eye contact with audience.
- Team dynamics with transitions between group members.

- Q&A: Respond to questions concisely and accurately.

### ***[INDIVIDUAL] Peer Evaluation (10pts)***

You are expected to be actively engaged in the course through the semester.

You are going to assess your peers' contributions to group projects throughout the semester. Submit the peer evaluation to the peer evaluation assignment tab. If you don't submit a peer evaluation, your peer evaluation will be zero. The evaluation template is posted on Canvas. Use the template posted on the Assignment tab, "Peer evaluation".

### **Grading**

Requirement	Due date	Points or % of final grade (% must sum to 100%)
Quizzes (10 pts*2)	9/29 and 12/1	20
Round tables (8 times)	Every week	15
Medical Ethnography	10/13 (Wed), 5pm	15
Case study	11/10 (Wed), 5pm	40
Peer evaluation	11/17 (Wed), 5pm	10
Total		100

Point system used (i.e., how do course points translate into letter grades).

Percentage Earned	Letter Grade
93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
70-72	C-
67-69	D+
63-66	D
60-62	D-
Below 60	E

There will be no rounding up for grade increments, for example a 92.99 is an A-. Please be aware that a C- is not an acceptable grade for graduate students. The GPA for graduate students must be 3.0 based on 5000 level courses and above to graduate. A grade of C counts toward a graduate degree only if based on credits in courses numbered 5000 or higher that have been earned with a B+ or higher.

Letter grade to grade point conversions are fixed by UF and cannot be changed.

Letter Grade	Grade Points
A	4.0
A-	3.67
B+	3.33
B	3.0
B-	2.67
C+	2.33
C	2.0
C-	1.67
D+	1.33
D	1.0
D-	0.67
E	0.0
WF	0.0
I	0.0
NG	0.0
S-U	0.0

More information on UF grading policy may be found at:

<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#grades>

### Exam Policy

Exam is online. No proctoring is given. Closed book.

### Policy Related to Make up Exams or Other Work

Any requests for make-ups due to any issues, you MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

Please note: Any requests for make-ups due to technical issues MUST be accompanied by the UF Computing help desk (<http://helpdesk.ufl.edu/>) correspondence. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

**Late assignment:** Assignments turned into Canvas up to 24 hours late will be discounted **1 point** of the grade that they would otherwise receive. Assignments turned in more than 24 hours late will **NOT** be graded and will contribute zero points toward your final grade, unless arrangements have been made in advance with the instructor. Missed assignments will contribute zero points toward your final grade.

Please note: assignments turned in at 11:59:01PM are LATE, the computer counts on-time submission up to 11:59:00PM, so do not wait until 11:54 or later to submit an assignment unless you understand that your assignment may be marked late. It is the responsibility of students to open your submission and verify not only that an assignment was submitted, but that an attachment was made and was the correct attachment.

**Missed Assignments:** Missed assignments and discussion posts will contribute zero points toward your final grade.

**Special Circumstances:** In the event of exceptional situations that may interfere with your ability to perform an assignment or meet a deadline, contact the instructor as soon in advance of the deadline as possible. Such special cases will be dealt on an individual basis, provided you have sufficient documentation. It may be possible to avoid a late penalty if you contact the instructor at least 24 hours in advance. You should email both the instructor and the TA, and explain what issue (e.g., bereavement, illness) necessitates lateness. In some cases, documentation may be requested. If a lateness allowance is agreed to, this applies to a single assignment only. It does not allow you to delay future assignments.

### Policy Related to Required Class Attendance

Regular attendance is expected. Students should notify the instructor about upcoming absences as soon as they become aware of potential conflicts.

Please note all faculty are bound by the UF policy for excused absences.

Excused absences must be consistent with university policies in the Graduate Catalog (<http://gradcatalog.ufl.edu/content.php?catoid=10&navoid=2020#attendance>). Additional information can be found here: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### **Policy Related to Guests Attending Class:**

Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers. Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester. This is two sessions total across all courses. No further extensions will be granted. Please note that guests are **NOT** permitted to attend either cadaver or wet labs. Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety. Link to full policy: <http://facstaff.phhp.ufl.edu/services/resourceguide/getstarted.htm>

### **Professionalism Course Requirement language**

Since “Professionalism” is a hallmark of patient and population care, and central to the mission of the College of Public Health and Health Professions, it will be assessed in this course. Student demeanor and observable behavior are central components to assessing one’s professionalism and will therefore need to be observed and occasionally recorded within this class. To facilitate a proper evaluation of professionalism in online sessions, Zoom synchronous sessions may be audio-visually recorded and students will be asked to keep their cameras on during class. Failure to turn on the camera could result in the student not receiving a professionalism score.

### **Professionalism and COVID**

As students pursuing a path in the health professions or public health, it is crucial to demonstrate professional behaviors that reflect integrity and commitment to the health of patients, fellow health professionals, and to populations we serve. To accomplish this, a strong responsibility for the well-being of others must be evident in our decisions, along with accountability for our actions. Professionalism in the health disciplines requires adherence to high standards of conduct that begin long before graduation. This is particularly true during times of health emergencies such as the COVID pandemic, given our professional habits can have a direct impact upon the health of persons entrusted to us.

If you are not vaccinated, get vaccinated. Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: <https://coronavirus.uflhealth.org/vaccinations/vaccine-availability/>. Students who receive the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.

In response to COVID-19, the following professional practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to protect the health and safety of ourselves, our patients, our neighbors, and our loved ones.

- You are required to wear approved face coverings at all times while in Health Science Center classrooms and within Health Science Center buildings even if you are vaccinated.
- If you are sick, stay home and self-quarantine. Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began. Please call your primary care provider if you are ill and need

immediate care or the UF Student Health Care Center at 352-392-1161 (or email [covid@shcc.ufl.edu](mailto:covid@shcc.ufl.edu)) to be evaluated for testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the UF Health Screen, Test & Protect website for more information.

- Continue to follow healthy habits, including best practices like frequent hand washing.
- Avoid crowded places (including gatherings/parties with more than 10 people)

Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class. Hand sanitizing stations will be located in every classroom.

Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.

Continue to regularly visit [coronavirus.UFHealth.org](https://coronavirus.UFHealth.org) and [coronavirus.ufl.edu](https://coronavirus.ufl.edu) for up-to-date information about COVID-19 and vaccination.

### **COVID-19 Symptoms**

See <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html> for information about COVID-19 symptoms, which may include fever, cough, shortness of breath or difficulty breathing, fatigue, chills, muscle or body aches, headache, sore throat, congestion or runny nose, nausea or vomiting, diarrhea, and loss of taste or smell.

### **Recording Within the Course:**

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

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## **STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT**



### **Expectations Regarding Course Behavior**

Students are expected to arrive for class on time, and be prepared and ready to participate in class discussions. Students are required to silence all cell phones and close all laptop computers during class unless they are to be used to support directed class activities.

You are expected to actively engage in the course throughout the semester. You must come to class prepared by completing all out-of-class assignments. This preparation gives you the knowledge or practice needed to engage in higher levels of learning during the live class sessions. If you are not prepared for the face-to-face sessions, you may struggle to keep pace with the activities occurring in the live sessions, and it is unlikely that you will reach the higher learning goals of the course. Similarly, you are expected to actively participate in the live class. Your participation fosters a rich course experience for you and your peers that facilitates overall mastery of the course objectives.

### **Communication Guidelines**

Preferred communication is via direct UFL email. Response within 24 hours to emails received on weekdays (M-F) and 48 hours to emails received over the weekend. Response via Canvas Message may be delayed.

### **Academic Integrity**

Students are expected to act in accordance with the University of Florida policy on academic integrity. As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

**“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”**

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

**“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”**

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For additional information regarding Academic Integrity, please see Student Conduct and Honor Code or the Graduate Student Website for additional details:

<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>  
<http://gradschool.ufl.edu/students/introduction.html>

As you submit assignments, you will have the opportunity to check it for unintentional plagiarism using Turnitin®, the same software that instructors will use to check your work. You are encouraged to take advantage of this option. If you turn in assignments that are plagiarized, you will receive zero points for that assignment.

**Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.**

### **Online Faculty Course Evaluation Process**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

## SUPPORT SERVICES

### Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

### Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

- The **Counseling and Wellness Center** 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: <http://www.counseling.ufl.edu>. On line and in person assistance is available.
- **U Matter We Care** website: <http://www.umatter.ufl.edu/>. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel.
- The **Student Health Care Center** at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: <https://shcc.ufl.edu/>
- Crisis intervention is always available 24/7 from: Alachua County Crisis Center: (352) 264-6789 <http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx>
- **University Police Department:** [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).
- **UF Health Shands Emergency Room / Trauma Center:** For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website.](#)

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

### Inclusive Learning Environment

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida's Non-Discrimination Policy, which reads, "The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans' Readjustment Assistance Act." If you have questions or concerns

about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: [www.multicultural.ufl.edu](http://www.multicultural.ufl.edu)