TLH NavCare

DISCUSSION DRAFT | JULY 2026

A Framework for Growing Tallahassee's Healthcare Innovation Economy

TALLAHASSEE'S VISION

> *"Tallahassee will be a premier Healthcare Innovation Hub that provides expanded economic opportunity and improved health and well-being for all residents."*

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A framework for Florida's Capital Region

V I S I O N

Tallahassee will be a premier Healthcare Innovation Hub that provides expanded economic opportunity and improved health and well-being for all residents.

MISSION:

TO COORDINATE, AMPLIFY, AND UNITE TALLAHASSEE'S HEALTHCARE ECOSYSTEM BEHIND A SHARED VISION, ONE THAT UNLOCKS GROWTH, EQUITY, AND RESILIENCE ACROSS OUR REGION.

GUIDING PRINCIPLES

- **Coordinate & Amplify**
- **Unite the Ecosystem**
- **Opportunity for All**
- **Data-Driven Growth**

INTRODUCTION

A People-Focused Approach to Economic Development

Build on Tallahassee's current and potential strengths in healthcare innovation and provide expanded economic opportunity and improved health and well-being for all residents.

What is Healthcare Innovation?

Healthcare innovation is a cross-sector economic opportunity encompassing life sciences, health technology, medical devices, biomedical research, public health, digital health, healthcare data, and technology-enabled care. It includes the continuum from research and development through commercialization, workforce development, care delivery, and community health.

#1 World-Class Universities

Florida State University (FSU), Florida A&M University (FAMU), Tallahassee State College (TSC), and Lively Technical College create a combined regional advantage for healthcare workforce development.

#2 Major Health Systems

Tallahassee Memorial HealthCare (TMH), the clinical anchor of FSU Health, and HCA Florida Capital Hospital anchor the region's clinical-care infrastructure.

#3 National Research Asset

The National High Magnetic Field Laboratory (MagLab), the world's largest and highest-powered magnet lab, calls Tallahassee home.

Tallahassee is at a turning point. Following the completion of the hospital asset transfer in April 2026, Tallahassee Memorial HealthCare became the clinical anchor of FSU Health, strengthening the region's potential for academic medicine, clinical research, workforce development, innovation, and talent retention. (Source: Florida State University, April 10, 2026.) With the right investments and partnerships, Florida's Capital Region — defined in this framework as Leon, Gadsden, Jefferson, and Wakulla counties — can become a premier healthcare innovation hub, where groundbreaking ideas meet compassionate care and economic opportunity and improved health outcomes go hand in hand.

Florida's Capital Has Unique Advantages

Tallahassee has a distinctive opportunity to integrate higher education, clinical care, public health, policy, and innovation. Tallahassee's government infrastructure, proximity to state policy levers, and deep pool of research talent create conditions peer cities cannot replicate. The presence of FSU Health as an academic health driver deepens this advantage. When a research university, a clinical system, and a community align around shared health and economic goals, the region becomes more attractive to talent, investment, and innovation than any of those assets could deliver alone.

The Challenge: Private-Sector Growth, Wages, and Talent Retention

At the time accessed in July 2026, the Florida Scorecard reported a year-over-year decline of 819 employed Leon County residents, based on the Local Area Unemployment Statistics series. (Source: The Florida Scorecard, Florida Chamber Foundation, Leon County employment change, accessed July 2026. This is a live statistic that may change.) This residence-based measure differs from payroll employment located within the Tallahassee metropolitan area. The proposed regional baseline should reconcile resident employment, payroll jobs, private-sector employment, wages, establishment growth, and gross domestic product across the four-county region. Healthcare innovation includes many locally anchored occupations and can support high-value career pathways across a range of educational levels.

A Coordinated Regional Response

Many great efforts are already underway across the region. The goal of this framework is not to replace those efforts but to coordinate, amplify, and unite them behind a shared vision, one focused on unlocking growth, equity, and resilience for all residents of Florida's Capital Region. The Greater Tallahassee Chamber of Commerce, through its Healthcare Innovation Council, is proposed to serve as a private-sector and cross-sector convener in coordination with the Office of Economic Vitality (OEV) and economic-development, healthcare, education, workforce, and community partners across the four-county region.

That same spirit of coordination is taking shape in tools like TLH NavCare, an emerging regional digital health-navigation platform intended to provide a public-facing window into healthcare resources. It serves as a working proof of concept for the type of shared regional infrastructure envisioned by this framework.

Why Healthcare Innovation?

Many healthcare and health-technology careers are locally anchored, resilient during economic cycles, and offer pathways at multiple educational levels. The sector naturally connects our region's greatest assets: world-class research institutions, a diverse talent pipeline, two major health systems, and a state government with direct influence on healthcare policy and funding.

Recommendations in Brief

These four pillars create the foundation for building a strong and sustainable healthcare innovation ecosystem, providing regionally tailored opportunities for all residents of Florida's Capital Region.

Strengthen Foundation & Remove Barriers

Tallahassee's healthcare innovation ecosystem is only as strong as the foundation that supports it. Streamlined regulations, organized data, and aligned resources can empower regional momentum and equitable innovation.

1. Establish a regional healthcare innovation baseline
2. Reduce barriers to innovation (zoning, licensing, broadband)
3. Inventory R&D and innovation capacity
4. Ensure aligned space and infrastructure

Emphasize Pathways & Partnerships

A thriving healthcare innovation economy requires more than talent. It requires aligned, accessible, and evolving pathways. Tallahassee's strength lies in connecting people, institutions, and purpose through collaborative workforce development.

1. Forge education-to-workforce bridges (FSU, FAMU, TSC)
2. Connect regional career pathways from middle school to mid-career
3. Create and scale alternative entry pathways

Increase Investment

Capital fuels innovation but purpose directs it. To grow a people-centered healthcare innovation economy, Tallahassee must strategically attract and align public and private investment around inclusive, scalable opportunity.

1. Maximize strategic ecosystem partnerships
2. Capitalize on private and institutional capital
3. Target social impact investments in underserved areas

Brand, Promote & Grow

A bold story builds a bold future. For Tallahassee's healthcare innovation ecosystem to flourish, the region must own its unique voice and project it with pride, consistency, and purpose, both locally and nationally.

1. Develop and test a proposed Tallahassee Health Innovation Corridor identity with regional partners
2. Increase awareness of career opportunities
3. Highlight local wins and uplift success stories

Proposed First-Year Roadmap: Five Priority Deliverables

This framework is a call to act, not a document to admire. The Greater Tallahassee Chamber of Commerce is **proposed** to serve as convener; pillar leads, participants, and milestones will be confirmed by the organizations involved.

1 · DAYS 1–90

Convene & Assign

Convene anchor institutions to confirm pillar ownership and publish a shared workplan. Proposed convener: Greater Tallahassee Chamber of Commerce, in coordination with OEV and regional partners.

2 · DAYS 1–120

Form Governance Council

Establish a proposed governance council with representation from patients, caregivers, disability advocates, rural residents, safety-net providers, community organizations, employers, educational institutions, economic-development organizations, and data/privacy/technology experts.

3 · DAYS 91–180

Publish the Baseline

Release the first regional data snapshot on workforce supply, wages, and access to care across the four counties.

4 · DAYS 181–270

Pilot the Pipeline

Launch a student pilot: paid micro-internships and applied projects placed with regional health systems.

5 · DAYS 271–365

Report & Expand

Publish a public momentum report against proposed metrics and scale what works into Year Two.

PILLAR 1 OF 4

Strengthen Foundation & Remove Barriers

Tallahassee's healthcare innovation ecosystem can only grow as strong as the foundation we build beneath it. By addressing structural barriers, organizing data, and aligning resources across sectors, we empower regional momentum and equitable innovation.

Establish a Regional Baseline

Work with the Florida Chamber, Greater Tallahassee Chamber, CareerSource Capital Region, Florida Hospital Association, Florida Medical Association, the Florida Department of Health (DOH), and the Office of Economic Vitality (OEV) to collect timely and regularly updated data on healthcare and health-technology workforce supply and demand, resident and payroll employment, private-sector job growth, wages, occupational demand, business formation, research activity, healthcare access, rural-health indicators, social mobility, talent retention, and broadband and infrastructure access. Track a robust set of regional indicators connecting economic outcomes to community health goals.

Reduce Barriers to Innovation

Partner with the City of Tallahassee, Leon County, Blueprint Intergovernmental Agency, Greater Tallahassee Chamber of Commerce (GTCC) Healthcare Industry Council, Capital City Chamber, Big Bend Minority Chamber, and private sector experts to identify and streamline permitting, zoning, business formation, procurement, and facility-development barriers, and to close infrastructure gaps, particularly broadband for rural telehealth. Tallahassee has momentum; this is about removing roadblocks to help it flourish.

Inventory R&D & Innovation Capacity

Work with Florida State University, FAMU, Tallahassee State College, Lively Technical College, the National High Magnetic Field Laboratory, Tallahassee Memorial HealthCare, and the Leon County Research and Development Authority, and private sector labs. Leverage Innovation Park of Tallahassee, IGNITE-FSU, TalTech Alliance, and Launch Tally to assess active research and patents, unfunded or underutilized opportunities, and points of convergence between science, medicine, and industry, turning disconnected brilliance into shared potential.

Existing assets include IGNITE Tallahassee's wet, dry, and flexible laboratories, shared scientific infrastructure, office space, and startup support, distinct from IGNITE-FSU, Florida State University's translational-research and commercialization initiative. The region still needs a formal assessment of occupancy, demand, and remaining gaps in specialized clinical simulation, biomanufacturing, regulatory-grade laboratory space, secure computing, and later-stage scale-up facilities.

Ensure Space & Infrastructure Are Aligned

Develop a collaborative health innovation real estate strategy focused on affordable lab and clinical simulation space, flexible startup and co-working zones, transit-accessible facilities in underserved areas, rural broadband and telehealth infrastructure, secure cloud infrastructure, cybersecurity, interoperable healthcare data systems, responsible AI and computing capacity, transportation access, utility capacity, and site readiness to support the digital health sector.

> **Why This Matters for Tallahassee**
>
> We have the people, research institutions, and community heart. This pillar ensures the framework, from policy to land to permits, can rise to meet our vision. Tallahassee has a distinctive opportunity to integrate higher education, public health, and real estate innovation in one place.

PILLAR 2 OF 4

Emphasize Pathways & Partnerships

A thriving healthcare innovation economy requires more than talent. It requires aligned, accessible, and evolving pathways into that talent. Tallahassee's strength lies in its capacity to connect people, institutions, and purpose through collaborative workforce development.

Forge Education-to-Workforce Bridges

Leverage Tallahassee's combined institutional strength: Florida A&M University, with major programs in pharmacy, public health, nursing, health sciences, and related research disciplines; Florida State University, with programs and research capacity in medicine, nursing, psychology, health informatics, health management and policy, biomedical sciences, data science, engineering, and systems research; and Tallahassee State College and Lively Technical College, which provide degrees, certificates, technical training, and direct-to-career pathways in nursing, allied health, technology, and other high-demand fields.

Work with these institutions to define real-world skills needed in the next 5–10 years, co-design education aligned to industry needs, and launch mentorships, apprenticeships, and internship hubs with FSU Health, Tallahassee Memorial HealthCare, HCA Florida Capital Hospital, DOH, Domi Station, Radiology Associates, and Bond Community Health Center. Students themselves are an engine for implementation: paid micro-internships, applied projects, shadowing, and volunteer pipelines give students accessible entry points while giving healthcare organizations added capacity and fresh ideas. FSU Health's growing clinical and research infrastructure also creates new opportunities for residency programs, graduate medical education, and health sciences research, helping retain trained talent in the region rather than losing it to larger markets.

Connect Regional Career Pathways

Partner with ASPIRE Capital Region (serving Leon, Gadsden, and Wakulla counties), CareerSource Capital Region (serving all four counties of Florida's Capital Region), Jefferson County education partners, Leon County Schools Career and Technical Education (CTE) programs, OEV, and the Talent & Workforce Committee to create healthcare innovation pathway maps from middle school to mid-career, awareness campaigns about emerging fields (biotech, health IT, public health policy), and custom regional metrics to track student engagement and career readiness.

Create & Scale Alternative Pathways

Survey employers in Health IT, Community/Public Health, and Bio-manufacturing to identify roles that could use nontraditional entry points including apprenticeships, portfolio-based credentials, and skill-based assessments. Develop on-ramps for high school graduates, adult learners, and career switchers, and help employers adapt their hiring practices accordingly. Weave artificial intelligence (AI) and technology readiness through every pathway: introductory training in AI tools, data literacy, and technology-enabled problem-solving equips students and community members to contribute to innovation from day one.

Why This Matters for Tallahassee

We are a region with diversity, ambition, and institutional power. This pillar ensures no one is left out of the opportunity to shape and support our healthcare future. It makes education a team sport and workforce development a shared regional win.

PILLAR 3 OF 4

Increase Investment

Capital fuels innovation but purpose directs it. To grow a people-centered healthcare innovation economy, Tallahassee must strategically attract and align public and private investment around inclusive, scalable opportunity.

Maximize Strategic Partnerships

Collaborate with the Office of Economic Vitality, Big Bend Minority Chamber, Capital City Chamber, Greater Tallahassee Chamber, FloridaCommerce, SelectFlorida, and Leon County Research & Development Authority to identify investment-ready gaps in the ecosystem, develop region-specific incentive packages, and cultivate joint ventures and innovation zone opportunities.

Develop a Private and Institutional Capital Strategy

Engage local and regional banks, Community Development Financial Institutions (CDFIs), Florida Blue Foundation, institutional investors, philanthropic organizations, and other mission-aligned capital partners. Engage the Federal Reserve Bank of Atlanta as a potential research, data, community-development, and convening partner rather than as a source of grant funding.

Launch a **Healthcare Innovation Capital Roundtable**, a recurring forum for funders to understand Tallahassee's potential and co-create strategies with civic and community leaders to support health equity infrastructure, workforce upskilling hubs, and place-based innovation districts.

Pursue State Funding Through the Rural Health Transformation Program

Florida received $209,938,195 statewide for Budget Year 1 of the Rural Health Transformation Program. (Source: Florida Agency for Health Care Administration, Rural Health Transformation Program presentation, February 18, 2026.) Funding is administered through the Agency for Health Care Administration (AHCA) and is not reserved for Florida's Capital Region. As a region that includes the rural counties of Gadsden, Jefferson, and Wakulla, as well as underserved communities within Leon County, Florida's Capital Region is well positioned to develop rural-health, telehealth, workforce, and care-delivery initiatives. Regional partners should work with AHCA and eligible healthcare organizations to develop projects aligned with Florida's approved strategy. Subsequent annual awards will be determined through the program's award process and should not be assumed to remain at the same level.

Target Social Impact Investments

Focus on equity-based economic growth including expanding Bond Community Health Center, Neighborhood Medical Center, and similar safety-net institutions. Partner with early childhood centers and K–12 schools in underserved neighborhoods through organizations like the Early Learning Coalition of the Big Bend, Big Brothers Big Sisters of the Big Bend, and children's advocacy groups.

Prioritize funding strategies that measure social mobility and neighborhood-level health outcomes, linking health innovation efforts to underserved areas in Tallahassee and rural Leon and surrounding counties. Student service-learning teams, community needs assessments, and rural health innovation challenges can connect these communities to the region's talent pipeline in practice, not just on paper.

Why This Matters for Tallahassee

We are not chasing capital. We are curating it. This region already has the brainpower, institutions, and purpose. This pillar ensures we match it with the right capital: ethical, local, and transformative.

PILLAR 4 OF 4

Brand, Promote & Grow

A bold story builds a bold future. For Tallahassee's healthcare innovation ecosystem to flourish, it must own its unique voice and project it with pride, consistency, and purpose, shared with the world.

Establish Tallahassee's Global Identity

Explore and develop a proposed **"Tallahassee Health Innovation Corridor"** identity, anchored by the region's universities, health systems, research assets, workforce institutions, and innovation infrastructure, including FSU, FSU Health, FAMU, TMH, and the MagLab. Collaborate with BioFlorida, the Institute for Commercialization of Florida Technology, Florida Hospital Association, and the OneFlorida+ Clinical Research Network.

Showcase regional innovators at conferences and networks such as FSU's Business of Healthcare Summit, HIMSS, HLTH, ViVE, and Civitas Networks for Health events (examples current as of this writing; verify periodically). Tell our story through feature campaigns led by Greater Tallahassee Chamber, Choose Tallahassee, and Visit Tallahassee, partnered with the Tallahassee Democrat, Florida Trend, 850 Business Magazine, and other media outlets.

Increase Awareness of Career Opportunities

Launch a hyperlocal campaign focused on schools, churches, community centers, and local employers. Feature career path "spotlights" showcasing local grads, providers, tech workers, and innovators from FSU, FAMU, and TSC. Create toolkits and storytelling campaigns that clarify "how to get started" in healthcare innovation careers, highlight free or low-cost training, and center real, relatable voices from all corners of the region. TLH NavCare could become a public-facing home where students and residents can find healthcare career pathways, internships, volunteer opportunities, training programs, and "how to get started" resources as those capabilities are developed and validated with partners.

Highlight Local Wins & Uplift Success

Tell stories that show real community impact: new jobs created by health startups, improved access to care in underserved neighborhoods, and personal transformation stories from students, patients, and families. Deploy a unified brand voice and media kit for all partners with press releases, recognition programs and awards for industry leaders, and a content strategy amplified through FSU News, WFSU Public Media, and local media partners.

Why This Matters for Tallahassee

The world needs to hear what is happening here. This pillar ensures Tallahassee's voice is heard, speaking in bold, diverse, and human-centered tones. It puts our people in the spotlight, where they belong.

Tallahassee's Healthcare Innovation Landscape

Our assets are real, our potential is enormous. The time to act is now.

3

Public higher-education institutions: FSU, FAMU, and TSC

#1

National High Magnetic Field Laboratory in Tallahassee, the world's largest and highest-powered magnet lab (Source: National MagLab)

2

Major health systems anchoring clinical infrastructure: Tallahassee Memorial HealthCare and HCA Florida Capital Hospital

4

Counties comprising Florida's Capital Region: Leon, Gadsden, Jefferson, and Wakulla

-819

Year-over-year decline in employed Leon County residents (a residence-based measure, distinct from payroll jobs) (Source: The Florida Scorecard, Florida Chamber Foundation, accessed July 2026)

FL

Florida's state capital: proximity to public-sector leaders, agencies, policymakers, procurement opportunities, and statewide health initiatives

FLORIDA STATE UNIVERSITY

FLORIDA A&M UNIVERSITY

TALLAHASSEE STATE COLLEGE

Measurements for Growth

This framework's long-term goals on social mobility require metrics beyond traditional economic development measurements. We must track both growth and how equitably that growth is distributed. All indicators below are proposed; baselines and targets will be established and validated with partners during Year One.

ECONOMIC INDICATORS

- Healthcare innovation job growth rate (year-over-year)
- Average wages in health innovation vs. regional median
- Private investment in health/life sciences sector
- New health innovation businesses formed
- Patent filings from regional institutions

WORKFORCE INDICATORS

- Healthcare innovation program enrollment at FSU, FAMU, TSC
- Apprenticeship and alternative pathway completions
- Employer satisfaction with regional talent pipeline
- Student-to-career placement rates in health innovation fields
- Diversity in healthcare innovation workforce

EQUITY & SOCIAL MOBILITY

- Opportunity Index score for Leon County
- Income mobility rates by census tract
- Healthcare access in underserved neighborhoods
- Minority business participation in health innovation
- Early childhood health and education outcomes

INNOVATION ECOSYSTEM

- R&D expenditure at regional institutions
- Number of health innovation startups and spinoffs
- Lab and incubator space availability and occupancy
- Federal grant awards in health/bioscience
- National conference presentations by TLH innovators

Opportunities & Challenges

A crucial part of this framework is identifying what Tallahassee brings to the table, and what barriers must be overcome, to realize our healthcare innovation vision.

Human & Social Capital

OPPORTUNITIES

- FSU, FAMU, and TSC create a combined regional talent pipeline
- Diverse student population ready for healthcare innovation careers
- Strong community institutions and faith-based networks
- Growing entrepreneurial ecosystem (IGNITE Tallahassee, Domi Station, Launch Tally)

CHALLENGES

- Brain drain, with graduates leaving for other markets
- Credential gap for available healthcare tech workers
- Lack of coordinated support networks across organizations

Intellectual Capital

OPPORTUNITIES

- World's largest magnet lab (MagLab) for research convergence
- FSU medicine, nursing, health informatics, psychology, and interdisciplinary health programs; and FAMU pharmacy, public health, nursing, and related research programs
- Innovation Park of Tallahassee as existing physical hub

CHALLENGES

- Limited commercialization infrastructure for university research
- Lack of coordinated R&D inventory across institutions
- Few dedicated health innovation incubators/accelerators

Financial Capital

OPPORTUNITIES

- Strong regional banking infrastructure
- State government procurement and R&D investment potential
- Federal grant opportunities through the National Institutes of Health (NIH), Health Resources and Services Administration (HRSA), and National Science Foundation (NSF)
- Growing philanthropic interest in health innovation

CHALLENGES

- Low venture capital presence in the region
- No dedicated regional healthcare-innovation investment vehicle has yet been identified through this preliminary review
- Limited angel investor network for health tech startups

Physical Capital

OPPORTUNITIES

- State capital location, with proximity to policy and regulatory leverage
- Innovation Park of Tallahassee as established physical hub for expansion
- Blueprint Intergovernmental Agency as infrastructure investment vehicle
- Airport connectivity supporting business attraction

CHALLENGES

- Limited wet lab and clinical simulation space
- Broadband gaps in rural Leon County and surrounding counties
- Transportation infrastructure underinvestment vs. peer counties

"Tallahassee is more than Florida's capital. It's becoming a capital of health innovation, equity, and opportunity. Our region has what few others do: world-class research, a diverse talent pipeline, deep community roots, and the will to shape a healthier, more inclusive economy."

Eddie Gonzalez Loumiet
Partner, Ruvos & WellConnector
Chair, Greater Tallahassee Chamber of Commerce

Guiding Principles & Advisory Framework

The following principles guide the development and implementation of this framework, and should anchor decision-making across all partner organizations contributing to Tallahassee's healthcare innovation future. The proposed governance structure includes patients, caregivers, disability advocates, rural residents, and community organizations as standing voices alongside institutional partners, so that those the ecosystem serves help steer it.

Leverage Unique Assets

Acknowledge the role that FSU, FAMU, TSC, MagLab, TMH, and HCA play. Seek to connect organizations and people to increase employment, raise wages, and improve community health and well-being.

Focus on Long-Term Prosperity

Unlock the full potential of our healthcare innovation ecosystem to ensure opportunity and advance prosperity for all residents, including those who are often overlooked.

Our Regional Economy Is Interconnected

Healthcare innovation and economic development do not respect jurisdictional boundaries. Leon County, Gadsden, Jefferson, Wakulla, and surrounding counties all share in this vision.

Collaboration Is Crucial

Achieving our goals requires strong partnerships between government, business, education, and community. Public/private/community collaboration is required for enduring, life-changing outcomes.

Data-Driven & Measurable

Develop specific strategies and tactics designed to produce tangible results in the near term and transformational changes within a long-term horizon, driven by data and measured with established methods.

Inclusive, Equitable Growth

Broaden traditional economic development approaches to focus equally on equity, diversity, and inclusion. Fundamental improvements may require changes by governments and investment of public and private dollars in new ways.

Proposed Ecosystem Partners

Organizations listed below are proposed collaborators identified for discussion purposes. Inclusion does not indicate endorsement of this framework or a confirmed commitment to participate.

ANCHOR INSTITUTIONS

- Florida State University
- Florida A&M University
- Tallahassee State College
- Lively Technical College
- National High Magnetic Field Lab

HEALTHCARE SYSTEM

- FSU Health
- Tallahassee Memorial HealthCare
- HCA Florida Capital Hospital
- Bond Community Health Center
- Neighborhood Medical Center

INNOVATION & ECONOMIC DEV

- Innovation Park of Tallahassee
- Office of Economic Vitality
- Launch Tally
- Domi Station
- IGNITE Tallahassee
- IGNITE-FSU
- TalTech Alliance
- Leon County Research & Development Authority

GOVERNMENT PARTNERS

- City of Tallahassee
- Leon County Government
- Blueprint Intergovernmental Agency
- FloridaCommerce
- FL Dept. of Health

CHAMBERS & ADVOCATES

- Greater Tallahassee Chamber of Commerce
- Chamber Healthcare Innovation Council
- Capital City Chamber
- Big Bend Minority Chamber
- Choose Tallahassee
- Visit Tallahassee

WORKFORCE & CAPITAL

- CareerSource Capital Region
- ASPIRE Capital Region
- CapitalRegion.biz
- BioFlorida
- OneFlorida+ Clinical Research Network
- Institute for Commercialization of Florida Technology

Together, We Build the Future

Whether you are an educator, entrepreneur, healthcare leader, policymaker, student, or neighbor, your voice, story, and leadership matter. Let's build this ecosystem together. Perhaps the real question is this: could a bold vision for better, more innovative healthcare be what unites us as a community?

Sources & Methodology

This document is a **discussion draft** prepared to support community dialogue about healthcare innovation in Florida's Capital Region, defined here as Leon, Gadsden, Jefferson, and Wakulla counties. It synthesizes publicly available information and stakeholder input. Organizations named throughout are proposed collaborators; inclusion does not indicate endorsement or a confirmed commitment. Conveners, participants, baselines, and targets described in the First-Year Roadmap and the Measurements for Growth section are proposed and subject to confirmation by the organizations involved.

Cited Sources

1. Florida State University — announcement of the completion of the Tallahassee Memorial HealthCare hospital asset transfer to FSU Health, April 10, 2026. news.fsu.edu
2. The Florida Scorecard, Florida Chamber Foundation — Leon County year-over-year employment change. thefloridascorecard.org
3. Florida Agency for Health Care Administration — Rural Health Transformation Program presentation, February 18, 2026 (Budget Year 1 award of $209,938,195). ahca.myflorida.com
4. National High Magnetic Field Laboratory — facility description. nationalmaglab.org
5. TLH NavCare — regional digital health navigation platform. tlhnavcare.com

Methodology Notes

Statistics in this document identify their geography, year, and source where a specific figure is stated. Leon County and Tallahassee figures are labeled as such and are not presented as four-county regional totals. Descriptive statements about institutions (for example, the number of public higher-education institutions or major health systems) are definitional rather than statistical claims. Where a reliable figure could not be confirmed at the time of publication, the statistic was removed or qualified rather than estimated.

Items Pending Verification

The following will be confirmed during the proposed Year One baseline work: the four-county regional population total and demographic profile; per-capita wage comparisons with peer Florida regions; healthcare innovation employment and wage figures for the region; pillar lead organizations and governance council membership; and baseline values and targets for all indicators in the Measurements for Growth section. Descriptions of specific programs and partners referenced throughout this framework (for example, IGNITE Tallahassee, IGNITE-FSU, OneFlorida+, and the Institute for Commercialization of Florida Technology) reflect publicly available information as of this writing and should be verified directly with each organization before further distribution.