

CARE FUND INAUGURAL PLAN

February 2017

The CARE Board dedicates the launch of this Fund to the memory of Senator Andy Hill, a public champion of cancer research.

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Right to left

Long Beach: Casey Bricker

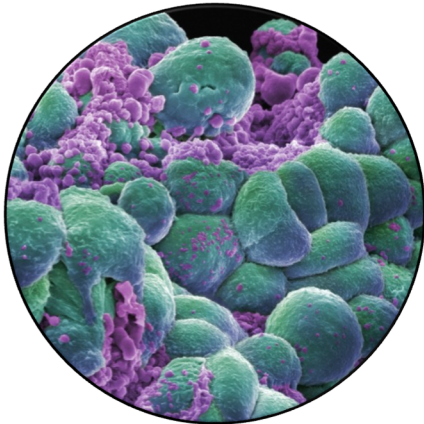
Seattle: Ganapathy Kumar

Pullman: John Westrock

Spokane: Michelle Lee

Fund Objectives (from RCW 43.348.005)

- Optimize the use of public funds by giving priority to research utilizing the best science and technology with the greatest potential to improve health outcomes;
 - Increase the value of our public investments by leveraging our state's existing cancer research facilities and talent, as well as clinical and therapeutic resources;
 - Incentivize additional investment by requiring private or other nonstate resources to match public funds;
 - Create jobs and encourage investments that will generate new tax revenues in our state, and
 - Advance the biotech, medical device, and health care information technology industries in Washington.
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Breast cancer cell; Annie Cavanagh (Wellcome Images)

Cancer Research in Washington State

Washington State is home to world-class cancer research and care centers for children and adults. Our researchers and clinicians are on the leading edge of developing and applying new techniques for the prevention of cancer and care of cancer patients throughout Washington.

With the establishment of the CARE Fund, the State is making a new commitment to enrich this ecosystem with sustained investment in cancer research, prevention, and care, with the aim of reducing long-term health costs, saving lives, and relieving pain and suffering. Action to promote cancer research and prevention to improve the quality of life of the people of Washington is consistent with our fundamental public purpose.

Washington State is an opportunity-rich environment for cancer research investments. In addition to some of the world's best cancer researchers, we also have some of the most innovative and influential technology and life sciences companies. The fund is an opportunity to cross sector lines, and fund the best science and technology with the greatest potential to improve health outcomes.

At the same time, Washington is a national and global player on the cancer research scene. With a new federal initiative to accelerate cancer research, the Cancer Moonshot Task Force, Washington is poised to lead the field in proving some of the Moonshot's collaborative approaches and leveraging the momentum generated by this national push.

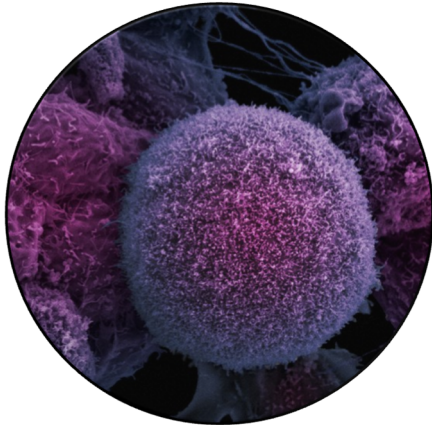
About the CARE Fund

The Cancer Research Endowment (CARE) Fund was authorized by Senate Bill 6096 and signed into law by Governor Inslee in 2015. The law [RCW Chapter 43.348] enables the State to provide a 10-year, up to \$10 million per year state match to fund cancer research in Washington State.

The fund is built on a public-private partnership model, and incentivizes additional investment by requiring private or other nonstate resources to match public funds. The fund's objectives as enumerated by the Revised Code of Washington are stated above.

About this Plan

By law, the CARE Board in its first year must develop an inaugural plan for the operations, design, implementation, and administration of the CARE fund. This inaugural plan identifies investment areas eligible for funding under this plan.



Prostate cancer cell; Annie Cavanagh (Wellcome Images)

INAUGURAL INVESTMENT PLAN

The CARE Fund's inaugural investment strategy consists of two funding areas. These areas were chosen through Board deliberation and represent high-impact strategies that can achieve the CARE Fund's objectives in creating a clear return on investment for Washingtonians.

1 CARE Distinguished Researchers

Cancer research happens through talented scientists. The CARE Fund recruits distinguished researchers from all over the world to bring their best-in-class talent to Washington.

Top scientists move the research economy forward, creating laboratory and other jobs, raising awareness of cancer research, and bringing in additional research funding to the state. Recruitment at a mid- to senior-level has a demonstrated return on investment in terms of job creation and additional funding.

The CARE Distinguished Researchers funding area will match Washington cancer research institutions and organizations up to \$500,000 to fund recruitment packages that bring leading cancer researchers to Washington.

With the Distinguished Researchers program, Washington's public investment creates a cross-disciplinary cadre where cancer research's brightest thinkers can collaborate rather than compete across institutional lines.

Eligibility and Preferences

- Available to recruit any cancer-related researchers, including basic, translational, clinical, and population-based researchers.
- Institutions and organizations must request funds proportional to their proposed package (considering lab and supply needs, etc.) up to \$500,000 per researcher for the match.
- The CARE Board will prioritize opportunities according to scientific merits. Additional consideration will be given to researchers who:
 - Focus on underfunded cancers and/or those that disproportionately burden underserved populations.
 - Come from populations underrepresented in the cancer research workforce.
 - Take a collaborative or multi-disciplinary/sector approach
 - Articulate how the proposed researcher's experience and research focus will impact the field of cancer.
- The CARE Board will select for variety in disciplines and geography (of recruiting organizations).

2 Washington Cancer Breakthrough Fund

Breakthroughs happen when the conditions are right. The CARE Fund sets the stage for new collaborations and innovative partnerships that can generate the next big discovery in cancer research.

Can a tech firm and a clinical care team solve treatment adherence for a certain type of cancer? How much faster can laboratory research go with the advances of the machine learning sector? The Washington Cancer Breakthrough Fund creates the conditions for solving the toughest problems and most persistent barriers in cancer research. We seek projects that are truly transformational, demonstrate a unique perspective, and, if successful, would have a tremendous impact on the cancer research field in Washington and nationally. To do so, the Fund will match contributions of a partnership or collaborative solving a critical problem or achieving a breakthrough, allowing them to double-down on their best ideas.

In the inaugural year, the Fund seeks proposals describing research focused on novel approaches with the potential for extended impact. The breakthrough fund is designed for researchers and collaborators to spark new approaches to cancer research that can translate to Washington jobs and additional research funding. Eligible applicants can range from universities, research institutions, and for-profit companies, to hospitals and clinics, and nonprofits in the State of Washington.

Eligibility and Preferences

- The breakthrough fund awards grants in a two-part process as follows:
 1. First-year grants of up to \$750,000 per proposal will be awarded for planning and feasibility tests.
 - Teams must articulate a first-year feasibility goal and progress milestones upon which continuing funds are contingent.
 2. Continuing projects will be eligible for ongoing funding of up to \$3 million annually for a maximum of 4 years. Achievement of progress milestones are a criteria for continuation of award.
- Proposing organizations must demonstrate proof or matching funds, and/or a fundraising plan for a back-end match.
- Selection preference will be given to:
 - Partnerships involving multiple organizations and/or disciplines.
 - Projects that can demonstrate how they will extend understanding or open up new research pathways beyond the span of the project.
 - Projects that demonstrate originality and/or a novel approach with a particular benefit to Washington State.

On the back burner: Bridge Funding

Bridge funding for individual researchers is a persistent and crucial need in the increasingly competitive environment for federal grants.

The CARE Board will not fund bridge awards to individual researchers in the inaugural year, but may choose to do so in future years after further discussion and an established Program Administrator is in place.

Outcomes Projection

Depending upon success in identifying matching funds and opportunities, the CARE Fund is projected to fund approximately **15 Distinguished Researchers** and seed up to **3 Breakthrough Projects by 2020**.

With full support from the state and successful non-state matching, the Fund has a maximum potential to fund **32 Distinguished Researchers** and up to **6 Breakthrough Projects by 2020**.

Operations, Administration, and Implementation

Administrator

Per the RCW, the Board will engage a Program Administrator via Request for Proposals in the first quarter of 2017. The Administrator will establish an account, the CARE Fund, into which state appropriations and nonstate contributions will be deposited. All grants approved by the Board will be disbursed from the CARE Fund. The basic duties of the administrator are described here, and the full Request for Proposals is appended.

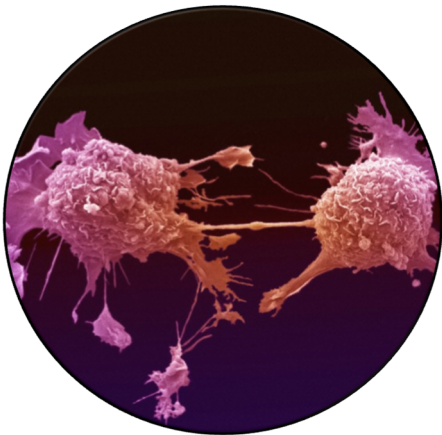
1. Scientific Review Panel

Per the RCW, the Board via the Program Administrator will retain an independent expert scientific review and advisory committee.

The Board intends to contract an organization with experience in empaneling peer-review committees. A neutral, established panel would be available to review candidates and proposals at a fixed cost per proposal based on scientific merit and any other Board guidelines.

2. Administrative Process - Distinguished Researchers

- Notices to award will be advertised broadly by the Program Administrator. Organizations nominate targeted candidates for available CARE Fund slots on a rolling basis to the Administrator.
- The Administrator will commission reviews of nominated candidates to the independent scientific review panel appointed by the Board.
- The review panel recommends each candidate on a first-come first-serve basis.
- CARE Board approves candidates recommended by the review panel at quarterly Board meetings.
- Fund will match institutional commitments up to \$500,000 per selected candidate.
- Grantee organizations will report on return on investment (ROI), including research outputs, additional funding, and jobs associated with a strategic hire.



Lung cancer cells dividing; Anne Weston (Wellcome Images)

- Distinguished Researchers are expected to attend at least one event a year organized by the Program Administrator or other contracted CARE Fund support.

3. Administrative Process – Washington Cancer Breakthrough Fund

- The Administrator, with Board guidance, will issue a broad call for Letters of Interest to identify new partnerships, proposed breakthroughs, and funding strategy (either upfront pledged funds from partners or fundraising plan).
- The Administrator will commission reviews of received Letters of Interest by the scientific review panel. The panel will review for merit, potential for breakthrough, and feasibility within the funding limitations of the CARE Fund.
- Selected teams will be invited to submit a full proposal, including a first-year proposal to assess project feasibility, first-year feasibility goal, proposed progress milestones, and match raising targets and plan.
- Full proposals will be reviewed by the scientific review panel. Board will award first-year grants of up to \$750,000 to selected partnerships.
- Each year, the grantee partnership will report on progress on milestones and apply through an abbreviated renewal process for continued funding. Continuing projects will be eligible for ongoing funding of up to \$3 million annually for a maximum of 4 years, in accordance with their proposal.
- The Board and the Administrator will set policy regarding inability to raise matching funds, and/or missed research milestones. The Board reserves the right to discontinue funding in these instances.

4. General Administrative Duties

In addition to executing the mechanics of both funding programs the following duties will be carried out by the Administrator.

- **Establish policies and processes.** The administrator will work with the Board and Commerce’s Assistant Attorney General to adopt policies to ensure that all potential conflicts have been disclosed and that all conflicts have been eliminated or mitigated.

Policies and standards to ensure that recipients of grants for cancer research, prevention, or care purchase goods and services from Washington suppliers to the extent reasonably possible also fall under the purview of the Administrator with guidance from the Board and the Assistant Attorney General. These standards and policies will likely be established in the grantee contracts and reporting requirements.

The Administrator is also expected to seek ways to streamline and improve both funding programs as policies and processes become more established.

As needed, the Administrator or another contracted entity may carry out the following tasks:

- **Fundraising.**

- Solicit and receive gifts, grants, and bequests, and enter into contribution agreements with private entities and public entities, including commercial entities, to raise the non-state match.

- **Outreach and Communications Support.**

- Support the Board in producing the Annual Report to the Legislature
- Provide communications support, including media relations, content development, material production, and brand development.
- Engage in outreach and relationship management with potential grantees across industry sectors, including possible participation at conferences, to assist with exposure of CARE and development of future grant-making categories.

CARE Board Members

Board Member	Region	Position Requirements
Albert, Elaine	Puget Sound	<ul style="list-style-type: none"> Appointed by Speaker of the House (Seattle Children's Hospital)
Alexandre, Leslie	Puget Sound	<ul style="list-style-type: none"> Appointed from nominations submitted by representatives of businesses or industries engaged in the commercialization of life sciences research or cancer research. (Life Science Washington)
Appelbaum, Frederick	Puget Sound	<ul style="list-style-type: none"> Appointed from nominations submitted by Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance, and Seattle Children's Research Institute. (Fred Hutchinson Cancer Research Center)
Brown, Thomas	Puget Sound	<ul style="list-style-type: none"> Appointed from nominations submitted by entities or systems that provide health care delivery services (Swedish Cancer Institute)
Byrd, David	Puget Sound	<ul style="list-style-type: none"> University of Washington, nominated by president
Chai, Weihang	Northeast	<ul style="list-style-type: none"> Washington State University, nominated by president
Dahl, Carol	Puget Sound	<ul style="list-style-type: none"> Appointed from nominations submitted by representatives of businesses or industries engaged in the commercialization of life sciences research or cancer research. (The Lemelson Foundation)
Harr, Steven	Puget Sound	<ul style="list-style-type: none"> Appointed from 3 recommendations provided by the President of the Senate (Juno Therapeutics)
Hendricks, James	Puget Sound	<ul style="list-style-type: none"> Appointed from nominations submitted by Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance, and Seattle Children's Research Institute. (Seattle Children's Hospital)
Hostetter, Eunice	Puget Sound	<ul style="list-style-type: none"> Appointment from nominations submitted by patient advocacy organizations (American Cancer Society)
Kampsula Wong, Jennifer	Southwest	<ul style="list-style-type: none"> Appointment from nominations submitted by patient advocacy organizations (American Cancer Society)

Administrator Duties (RFP to be appended)