



Andy Hill CARE Fund

Washington's Cancer Research Endowment

STRATEGIC PLAN

July 1, 2021 to June 30, 2023

Washington's cancer research endowment,
promoting cancer research to improve the
quality of life for the people of Washington.

BACKGROUND

The Andy Hill Cancer Research Endowment (CARE) Fund, Washington's cancer research endowment, was established by the Washington State Legislature in 2015 to advance cancer research in our state (Chapter 43.348 RCW). Structured as a public-private partnership for cancer research, the CARE Fund's grantmaking is yielding tangible results for Washington.

The legislature is authorized to appropriate up to \$20 million per biennium to the CARE Fund for cancer research grants. The CARE Fund incentivizes additional investments by requiring private or other nonstate resources to match public funds.

PROGRAM ADMINISTRATOR

As of July 2021, the Washington State Department of Commerce selected the Latino Community Fund of Washington to act as the Program Administrator for the CARE Fund. Core responsibilities include:

1. Provide financial and accounting management for CARE including CARE funds and investments.
2. Establish policies and procedures to facilitate the process of grant applications, review, selection, and notification.
3. Execute grant agreements, distribute grant funds, and ensure compliance.
4. Jointly with the CARE Board, solicit and receive gifts, grants, and bequests to the CARE Fund.

EXTERNAL ADVISORY COMMITTEE

In 2018, the CARE Board established an External Advisory Committee made up of independent, nationally recognized experts to advise the development of its July 1, 2019–June 30, 2021 strategic plan. The strategic planning External Advisory Committee for the development of the July 1, 2021–June 30, 2023 plan is comprised

of the original three members plus two new members, who brought additional expertise, including population health and health services research.

RESULTS TO-DATE

As of June 30, 2021, the CARE Fund awarded or committed over \$21M to support 22 cancer research grants across four programs. Grantees reported the following:

- Authored or contributed to more than 150 peer reviewed publications
- Received nearly \$100M in additional research funding, as principal investigators or collaborating investigators
- Oversaw and ran research programs or laboratories supporting more than 70 jobs
- Mentored post-docs and students in labs
- Collaborated with researchers within the state and across the country



STRATEGIC PLAN

VISION

The CARE Fund improves health outcomes of adults and children in Washington state by supporting innovative cancer research that encompasses prevention, diagnosis, treatment, and care.

THEORY OF CHANGE

Developing and maintaining a thriving research culture is essential to improving cancer outcomes in Washington.

VALUES

The CARE Fund is guided by the values of integrity, impact, and equity. As stewards of public and private funds, the CARE Fund aims to make a difference in the lives of Washington residents through improved health outcomes, job creation, and by addressing the inequities in access to care due to social determinants of health.

STRATEGIC PRIORITIES

The CARE Fund's strategic priorities for 2021–2023 are based on the vision, theory of change, and values, as well as recommendations from the External Advisory Committee and CARE Board members about gaps and opportunities in cancer research. The priorities also incorporate lessons learned through several grant funding rounds and the experience of the COVID-19 pandemic. The strategic priorities are to:

- Increase investments in areas of cancer research that lack sufficient external funding and are of particular relevance to Washington residents.
- Encourage projects to address health services delivery and community-based participatory research to address cancer disparities, including but not limited to, by race/ethnicity and among rural populations.
- Expand the applicant pool by broadening the promotion of CARE Fund grant programs, including communicating funding opportunities and the allowable uses of grant funds.
- Inform policymaking and decision-making at the state and local levels (including clinics, hospitals, teaching/training curricula) through data and cancer research findings to address persistent cancer disparities.

The programs described on pages 6–7 are designed to realize these priorities through the investment in people, places, and projects that promote cancer research. In addition, there are many organizational backbone activities the CARE Fund staff and CARE Board will implement to support the priorities in the July 1, 2021–June 30, 2023 period.

INVESTMENT FOCUS

- Expand the organization types and research focus areas of grantees in the portfolio
- Include mentoring activities as a desired criterion in grant programs and applications
- Include cancer survivorship in children and adults in upcoming grant programs (see sidebar)
- Include strengthening research and interventions focused on public health interventions or environmental exposure
- Convene an industry working group to expand partnerships
- Create a flexible funding allocation for entrepreneurial opportunities and/or leverage funding partnerships yet to be identified

ORGANIZATIONAL SUSTAINABILITY

- Transition CARE Fund Program Administration to a fiscal sponsorship 501(c)(3)
- Inform public policy through cancer data and research findings
- Initiate joint planning with Department of Commerce, Department of Health, and other public health partners
- Form a working coalition of cancer research and health equity stakeholders
- Further develop outcomes measures to demonstrate impact
- Strengthen match funding and continue to leverage public dollars by exploring additional sources of support
- Develop protocols for partnerships and braided funding

CANCER SURVIVORSHIP

In cancer, survivorship focuses on the health and well-being of a person with cancer from the time of diagnosis until the end of life. This includes the physical, mental, emotional, social, and financial effects of cancer that begin at diagnosis and continue through treatment and beyond. The survivorship experience also includes issues related to follow-up care (including regular health and wellness checkups), late effects of treatment, cancer recurrence, second cancers, and quality of life. Family members, friends, and caregivers are also considered part of the survivorship experience.

www.cancer.gov/publications/dictionaries/cancer-terms/def/survivorship

GOVERNANCE

- Develop an Operations Plan to reflect the move to a new Program Administrator and evolution of CARE Fund grant programs
- Diversify the grantmaking portfolio
- Cultivate a pipeline of board members by identifying and engaging prospective board nominees through external advisory committees, working groups, or partnership initiatives
- Address the statewide service area through nomination of board members from counties of less than one million population

THEORY OF CHANGE

Developing and maintaining a thriving research culture is essential to improving cancer outcomes in Washington.

OUTCOME MEASURES

To measure the outcomes of CARE Fund investments, the CARE Fund will consistently measure progress along the following domains: Capacity; Collaboration and Transparency; Innovation, Productivity, and Healthcare Delivery; and Prevention, Equitable Access and Use. A separate evaluation plan with detailed key performance indicators is under development.

DOMAIN	DESCRIPTION	OUTCOME
Capacity	Capacity of a system allows for sustainability and creativity through sufficient resources, including well-directed funding and a trained, diverse workforce to ensure a diversity of thought to drive innovation.	<ul style="list-style-type: none">• Increase capacity of cancer research workforce• Increase cancer research investment
Collaboration and Transparency	Collaboration and transparency allow patients to make better informed decisions, reduce wasted research and innovation time and effort, and make it easier to identify challenges and modify the system as needed.	<ul style="list-style-type: none">• Increase generation and sharing of data• Increase industry collaboration• Increase clinician engagement in research• Broaden patient engagement
Innovation, Productivity, and Healthcare Delivery	Innovation and productivity ensure that a critical volume of quality candidates come out of every stage of the research and innovation process and that diversity of effort is used to improve the odds of innovative discoveries.	<ul style="list-style-type: none">• Increase economic benefit to the state of Washington by accelerating innovation and productivity• Accelerate improvements in healthcare delivery through more data-informed policy development
Prevention, Equitable Access and Use	Equitable access and use ensure that the innovation reaches all who need it when they need it from prevention to treatment.	<ul style="list-style-type: none">• Increase access to care• Increase access to research and innovation• Reduce cancer risk and increase resilience

Domains and descriptions adapted from:

RAND Europe (2020, July). *Developing metrics to assess the oncology ecosystem*. (Working paper No. WR-1337-FC).

Available at: www.rand.org/content/dam/rand/pubs/working_papers/WR1300/WR1337/RAND_WR1337.pdf

CARE FUND PROGRAMS

CARE FUND GRANTMAKING RATIONALE

The CARE 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 CARE Fund's objectives include the following (excerpted 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.
- Advance the biotech, medical device, and health care information technology industries in Washington.

Five years in, the CARE Board and its strategic planning External Advisory Committee reviewed the existing grant programs to assess results to-date and lessons learned in terms of what has worked well and what could be refined. The External Advisory Committee also reviewed organizational and program progress considering existing cancer research funding gaps and promising areas for future investment.

Moving forward, the CARE Board will also take into consideration and may prioritize the following:

- Research that relates to areas of cancer research that lack sufficient external funding and is of particular relevance to Washington residents (e.g., rural health, disproportionate by cancer type, hotspots of cancer incidence, environmental risk, farmworker health, indigenous health).
- Research in areas where Washington's research community has distinct insights and capabilities to make progress on the issue.
- Research that addresses cancer incidence, access, and outcomes disparities.
- Collaborative and cross-disciplinary cancer research projects.

The funding targets on the following pages are for July 1, 2021–June 30, 2023 based on the funding currently available. The CARE Board will approve more specific allocation plans annually. The CARE Board will also review and have the opportunity to refine all grant Request for Proposals before they are issued.



EMERGENT ISSUES IN PUBLIC HEALTH

JULY 1, 2021–JUNE 30, 2023 TARGET:

GRANT CYCLES	MAX AWARDS	MAX AMOUNT
1-2	6	\$1.5M

PURPOSE: Launched in May 2020, this program provided one-year grant awards of up to \$100,000 each to organizations (e.g., companies, universities, research institutions, etc.), local health jurisdictions, tribal governments, tribal entities, and Urban Indian Organizations in Washington to support cancer research projects at the intersection of COVID-19 and cancer. No match was required due to concern that given the novel nature of the research area, applicants may not have sufficient time to secure a match commitment from a nonstate source(s). The CARE Board determined the emergent threat of COVID-19 on cancer patients necessitated funding research quickly and the match requirement was secured from the Endowment’s existing nonstate match. The program was funded for two funding cycles. Based on External Advisory Committee recommendations, the program will evolve into an Emergent Issues in Public Health grant to address the next emergent issue(s) in public health, that may include the next phase of COVID-19 and cancer research or other cancer research related to public health emergencies in Washington.

SUMMARY OF GRANT HISTORY: 8 COVID-19 Response awards totaling \$800,000

PROPOSED AWARD LEVEL: Maximum grant award of up to \$250,000 per award over two years

MATCH REQUIREMENT: Match is optional, match waiver available upon request

BREAKTHROUGH SEED FUNDING

JULY 1, 2021–JUNE 30, 2023 TARGET:

GRANT CYCLES	MAX AWARDS	MAX AMOUNT
1-2	6	\$3M

PURPOSE: One of two inaugural CARE Fund programs, the Breakthrough Research award was designed to spark new approaches in cancer research that translate to jobs and additional research funding with the aim of achieving impact with the next big scientific discovery. Based on lessons learned, current funding gaps in cancer research, and a new legislative requirement to fund for a maximum of two years, the original award amounts and timelines are no longer aligned. Keeping innovation and risk-taking as a focus, the program will evolve to provide smaller awards to explore and develop innovative breakthrough ideas.

SUMMARY OF GRANT HISTORY: 2 awards totaling \$14.9M

PROPOSED AWARD LEVELS: The Breakthrough Seed Funding program will provide grants of up to \$500,000 per award over a two-year period. Smaller grant awards will allow the CARE Fund to fund a greater number of investigators and organizations and a diversity of cancer research projects.

MATCH REQUIREMENT: Minimum 1:1 nonstate match required

DISTINGUISHED RESEARCHERS

JULY 1, 2021–JUNE 30, 2023 TARGET:

GRANT CYCLES	MAX AWARDS	MAX AMOUNT
1-2	5	\$2.5M

PURPOSE: One of two inaugural CARE Fund programs, the Distinguished Researchers award is a recruitment program to bring talented researchers from around the world to Washington. Over the last two grant cycles, the program expanded candidate eligibility to allow for in-state recruitment, to retain early career cancer researchers (within five years of completing post-graduate training). The program now requires grant applicants to submit a research plan with elements to address cancer disparities.

SUMMARY OF GRANT HISTORY: 10 awards totaling \$5M

AWARD LEVELS: Maximum grant award of up to \$500,000 per award over a two-year period

MATCH REQUIREMENT: Minimum 1:1 nonstate match required

POPULATION HEALTH

JULY 1, 2021–JUNE 30, 2023 TARGET:

GRANT CYCLES	MAX AWARDS	MAX AMOUNT
1-2	5	\$2.5M

PURPOSE: Launched in 2020, this program recognizes that some populations are disproportionately impacted by cancer. Organizations (e.g., companies, universities, research institutions, etc.), local health jurisdictions, tribal governments, tribal entities, and Urban Indian Organizations in Washington were eligible to apply for two-year grants, up to \$100,000 per year, to support cancer research projects to understand and/or address disparities. This program is being refined to include a focus on research to address persistent cancer disparities through research on cancer risk and resilience. The long-term impact of the research would be to operationalize research issues into sustainable health practice and equity-focused state and local policy.

SUMMARY OF GRANT HISTORY: 2 awards totaling \$400,000

PROPOSED AWARD LEVEL: Maximum grant award of up to \$500,000 per award over two years

MATCH REQUIREMENT: CARE Fund budget dependent, the Board may allow for flexibility of the 1:1 nonstate match prior to issuing a Request for Proposals

INVESTMENT ALLOCATION

For July 1, 2021–June 30, 2023, the CARE Fund has elected to target its investment allocation as shown.



PARTNERSHIP FUNDS

JULY 1, 2021–JUNE 30, 2023 TARGET:

VARIABLE CYCLES AND AWARD AMOUNTS
TOTALING UP TO \$1.5M

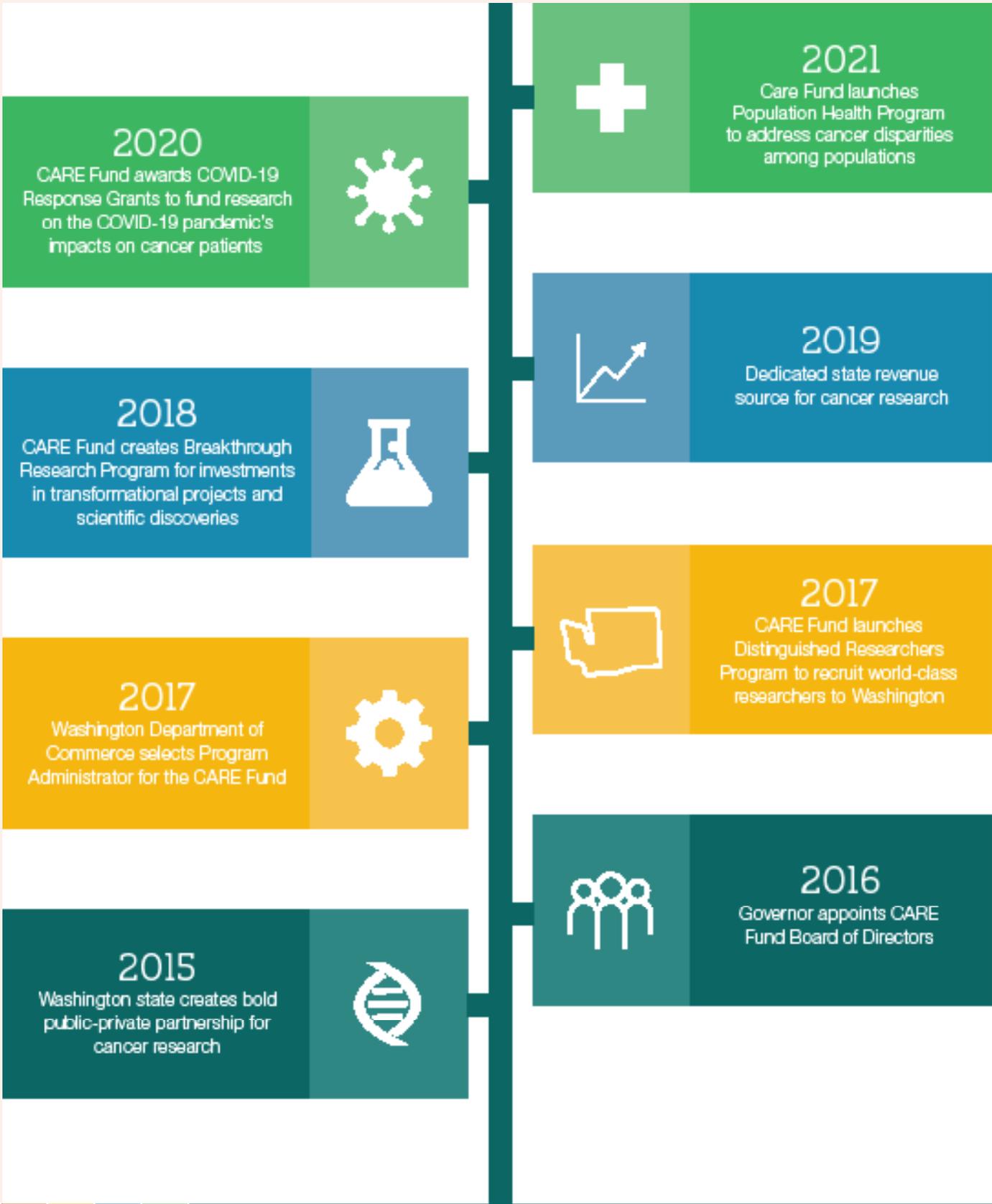
PURPOSE: This is a new category of funds to support industry, academic, public health, or nontraditional partnerships for cancer research or cancer research-related initiatives. With new federal funding coming into the state, this provides the CARE Fund flexibility to leverage opportunities to support community-led projects that may not necessarily be structured as grants. The aim is to invest/co-invest in innovative and equity-centered partnerships and initiatives for the promotion of cancer research. Partnership protocols will be established to ensure integrity of the use of funds.

SUMMARY OF GRANT HISTORY: N/A

PROPOSED AWARD LEVEL: Maximum award amounts are variable; award period shall not exceed two years

MATCH REQUIREMENT: Minimum 1:1 nonstate match required

CARE FUND TIMELINE 2015–2021



CARE BOARD MEMBERS*

J. Elaine-Marie Albert, MD, MHA (Board Vice-Chair)

Seattle Children's Hospital

Appointed from nominations submitted by the speaker of the State House of Representatives per RCW 43.348.020 (1)(e)

Leslie Alexandre, DrPH

Life Science Washington

Appointed from nominations submitted by representatives of businesses or industries engaged in the commercialization of life science research or cancer research per RCW 43.348.020 (1)(d)

Frederick Appelbaum, MD

Fred Hutchinson Cancer Research Center

Appointed from nominations submitted by Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance, and Seattle Children's Research Institute per RCW 43.348.020 (1)(b)

Cliff Berkman, PhD

Washington State University

Appointed from nominations submitted by the president of Washington State University per RCW 43.348.020 (1)(a)

Thomas Brown, MD, MBA

Syapse

Nominations provided by private sector donors to the Fund per RCW 43.348.020 (1)(h)

David Byrd, MD (Board Chair)

University of Washington

Appointed from nominations submitted by the president of the University of Washington per RCW 43.348.020 (1)(a)

Carol Dahl, PhD

The Lemelson Foundation

Appointed from nominations submitted by representatives of business or industries engaged in the commercialization of life sciences research or cancer research per RCW 43.348.020 (1)(d)

Steven Harr, MD (Board Treasurer)

Sana Biotechnology

Appointed from nominations provided by the president of the State Senate per RCW 43.348.020 (1)(f)

Eunice Hostetter (Board Secretary)

American Cancer Society Cancer Action Network

Appointed from nominations submitted by patient advocacy organizations per RCW 43.348.020 (1)(c)

Jennifer Kampsula Wong, JD

American Cancer Society Cancer Action Network

Appointed from nominations submitted by patient advocacy organizations per RCW 43.348.020 (1)(c)

Gary S. Kaplan, MD, FACP, FACMPE, FACPE

Virginia Mason Health System

Appointed from nominations submitted by entities or systems that provide health care delivery services per RCW 43.348.020 (1)(g)

Elizabeth Lawlor, MD, PhD

Seattle Children's Research Institute

Appointed from nominations submitted by the Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance, and the Seattle Children's Research Institute per RCW 43.348.020 (1)(b)

** Organizational affiliations are for identification purposes only.*

STAFF

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The Andy Hill Cancer Research Endowment is named in honor of late Washington state Senator Andy Hill, a champion of cancer research.