

STRATEGIC PLAN

July 1, 2019 – June 30, 2021



Promoting cancer
research to improve
the quality of life
for the people of
Washington



Andy Hill CARE Fund
Washington's Cancer Research Endowment

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). The nearly unanimous, bi-partisan creation of this public-private partnership represents a bold and critical commitment to supporting world-class cancer research with sustained public investments.

The legislature is authorized to appropriate \$10 million per year to CARE for cancer research grants. CARE incentivizes additional investments by requiring that all public funds be matched dollar-for-dollar by private or other non-state resources. Our objectives are to:



Improve Health
Outcomes



Foster
Collaboration



Leverage
Resources



Create
Jobs

PROGRAM Administrator

The Washington State Department of Commerce contracts with Spokane-based Empire Health Foundation (EHF) to act as the current Program Administrator for the CARE Fund. EHF is responsible for working with expert scientific review panels to provide independent evaluation of grant applications, and partners with the CARE Fund Board of Directors to administer cancer research grants.

Public-Private Partnership Results

32 Grant
Applications
Requested

\$143
MILLION

Grants
Awarded

11

Non-State Dollars
Matched Grant
Awards Nearly

5:1

State Funding
Received
Since 2016

\$14
MILLION

DISTINGUISHED RESEARCHERS Program

9

Distinguished
Researcher
Grants Awarded

Advances in cancer research occur through the work of talented and well-resourced scientists.

The CARE Fund supports recruitment of distinguished researchers from around the world to bring their best-in-class talent to research organizations and companies in Washington.

BREAKTHROUGH RESEARCH Program

2

Breakthrough
Research Project
Grants Awarded

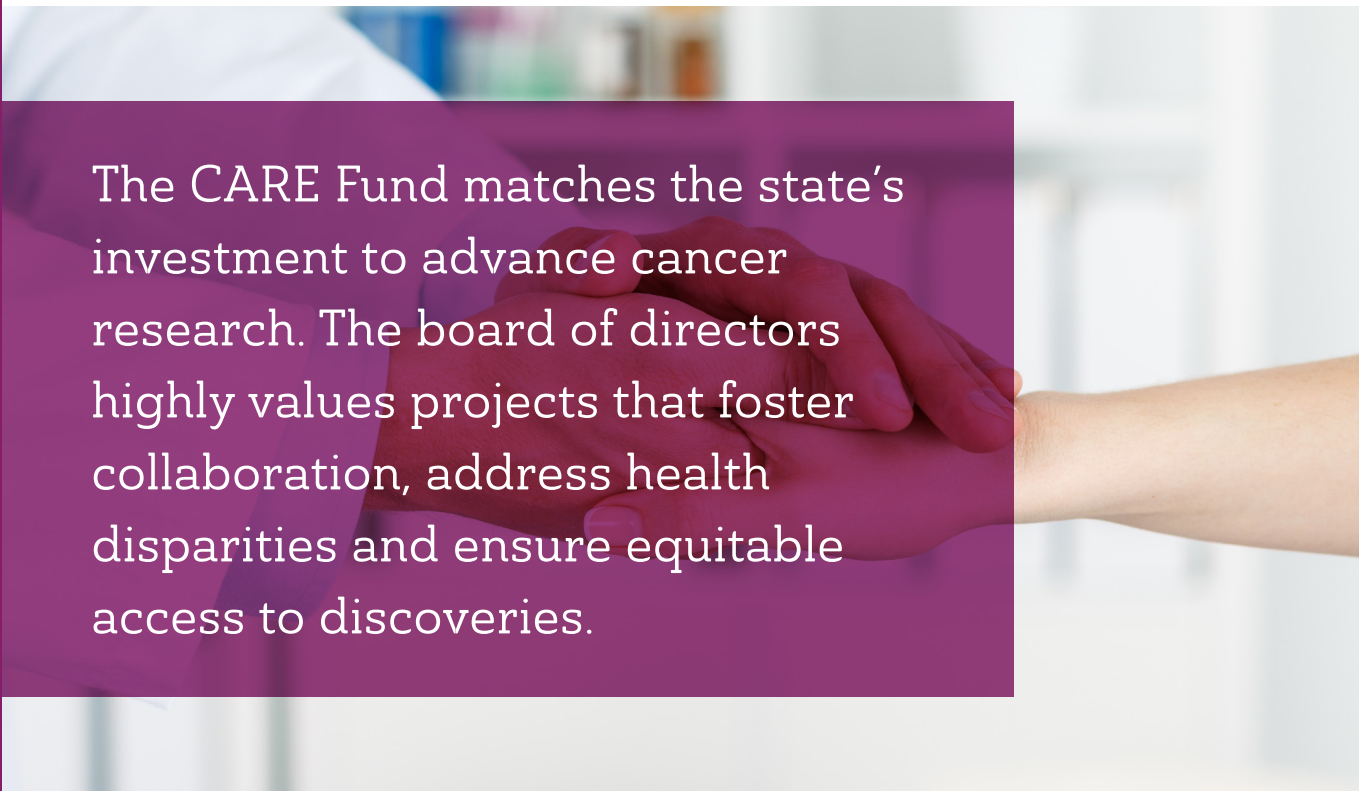
The CARE Fund sets the stage for novel research efforts that can generate or accelerate transformational breakthroughs in cancer research that will extend understanding or open up new research pathways beyond the span of the project.

CARE's Breakthrough Research Program provides funding for innovative, cross-disciplinary research and collaborations that aim to find the next big discovery in cancer research.

In addition to enriching Washington's cancer research ecosystem, CARE-funded research is expected to create dozens of laboratory jobs and attract millions of dollars in additional research funding.

"Transforming lives worldwide is a proud hallmark of Washington's thriving cancer research ecosystem. From Seattle to Spokane, discovery and commercialization fuel our statewide economy, creating jobs and opportunities in and outside of the lab. We must continue to support and attract the world's brightest scientists and most innovative companies."

Lisa Brown, Director
Washington State Department of Commerce



The CARE Fund matches the state's investment to advance cancer research. The board of directors highly values projects that foster collaboration, address health disparities and ensure equitable access to discoveries.

In 2018, the CARE Fund Board of Directors established an external advisory committee made up of independent, nationally recognized experts to advise the Endowment in the development of its FY20–21 strategic plan (July 1, 2019–June 30, 2021). The strategic plan was developed with input from the public, [organizational assessment interviews and benchmarking](#) against similar programs nationwide. The strategic plan prioritizes three key areas to guide the CARE Fund's work moving forward:



**Targeted
Funding**



**Organizational
Sustainability**



**Governance
Optimization**

By overlaying this new strategic approach to the design of its future funding rounds, the CARE Fund will:

- Meet a broader set of statewide needs for cancer research, including cancer prevention, treatment innovations and breakthroughs for cures.
- More effectively and comprehensively demonstrate the benefits for the residents of Washington from the investment of state dollars.
- Seek out additional funding sources to meet the highest priorities for health and wellness.

TARGETED FUNDING Strategies

- To advance the CARE Fund's mission, tailor immediate future funding rounds to produce statewide public benefit through targeted investments:
 - Focus on populations bearing a disproportionate burden of disease
 - Elevate high priority research areas such as obesity prevention and reversal, tobacco and vapor product use, and human papillomavirus (HPV) infection
 - Develop innovative cancer research grant opportunities in a manner that best achieves statewide public benefit

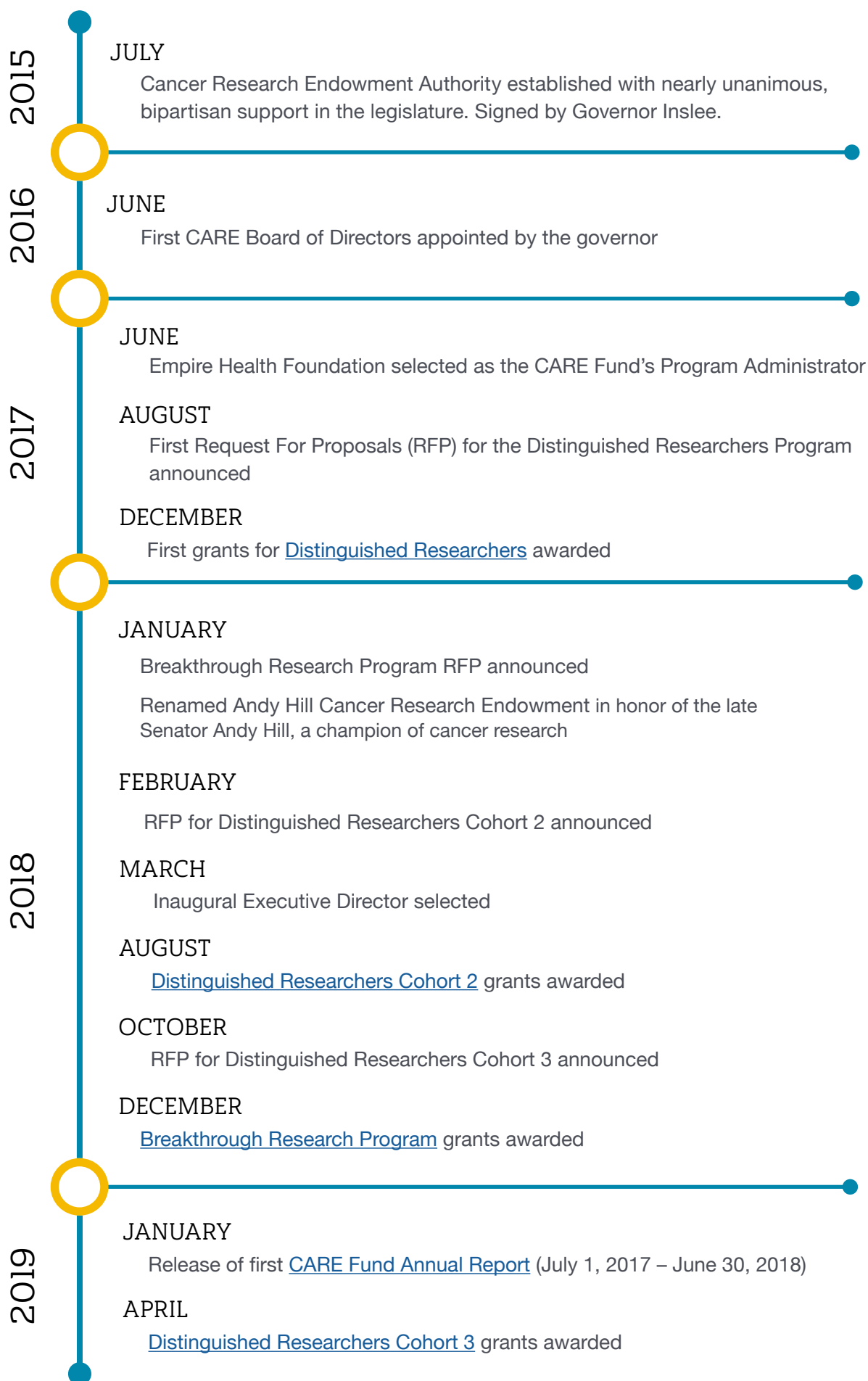
ORGANIZATIONAL SUSTAINABILITY Strategies

- Strengthen collaborative efforts with community leaders and other stakeholders by:
 - Educating stakeholders
 - Forming a working coalition
 - Developing consistent, persuasive messaging
 - Reporting meaningful metrics and results regularly
- Strengthen match funding and continue to leverage public dollars by:
 - Exploring capital investments
 - Identifying additional private and non-state match funding
 - Emphasizing the unique value the CARE Fund can bring to Washingtonians

GOVERNANCE OPTIMIZATION Strategies

- Address the challenge of a statewide service area by:
 - Prioritizing geographic diversity in the board composition
 - Identifying strategies to attract more applications directly benefitting underserved areas of the state
- Diversify the funding portfolio
- Develop additional policies and practices to avoid any perceived conflicts of interest
- Continue to build an environment that supports broad engagement of the board of directors
- Establish a succession plan for both board members and staff leadership

CARE FUND Timeline



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

JAMES HENDRICKS, PhD

Seattle Children's Research Institute

Appointed from nominations submitted by Fred Hutchinson Cancer Research Center, Seattle Cancer Care Alliance and Seattle Children's Research Institute

CAROL DAHL, PhD

The Lemelson Foundation

Appointed from nominations submitted by representatives of businesses or industries engaged in the commercialization of life sciences research or cancer research

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

J. ELAINE-MARIE ALBERT, MD, MHA

Seattle Children's Hospital

Appointed from nominations submitted by the speaker of the State House of Representatives

STEVEN HARR, MD

Sana Biotechnology

Appointed from nominations submitted by the president of the State Senate

JENNIFER KAMPSULA WONG, JD

American Cancer Society Cancer Action Network

Appointed from nominations submitted by patient advocacy organizations

EUNICE HOSTETTER

American Cancer Society Cancer Action Network

Appointed from nominations submitted by patient advocacy organizations

DAVID BYRD, MD

University of Washington

Appointed from nominations submitted by the president of the University of Washington

WEIHANG CHAI, PhD

Washington State University

Appointed from nominations submitted by the president of Washington State University

S. LORI BROWN, PhD, MPH

Public Representative

Appointed from general community applicant pool as a member of the public

THOMAS BROWN, MD, MBA

Formerly, Swedish Cancer Institute

Appointed from nominations submitted by entities or systems that provide health care delivery services

All CARE Fund Board members are appointed by the Governor.

Organizational affiliations are for identification purposes only.



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