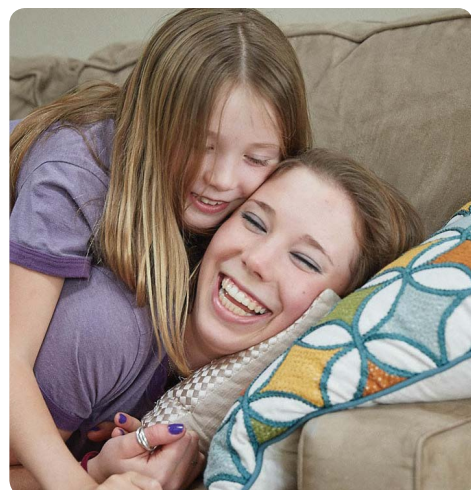
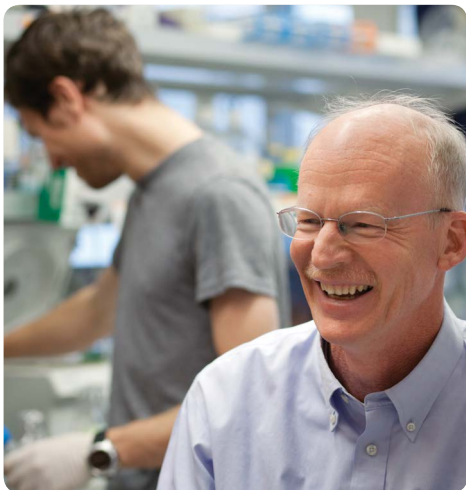


Moving Boldly into Our Future



Strategic Plan 2017

“We have crafted a thoughtful and inspiring blueprint for the future.”



A message from Dr. Jeff Sperring, CEO

At Seattle Children's, we are privileged to stand on the shoulders of transformational leaders who came before us, right from our very beginning in 1907. Their vision and courage grew Children's into one of America's most highly respected regional medical centers. Over the past 10 years, we've created a world-class pediatric research institute accelerating breakthrough discoveries and therapies that weren't previously imaginable.

These generational decisions and achievements have propelled us to #5 among all children's hospitals in the nation according to the latest *U.S. News & World Report* survey, our best ranking ever. But we are only getting started.

Our new strategic plan defines the next great era for Seattle Children's; it's built on a simple

but powerful premise: transform children's health by empowering a world-class team supported by an unrivaled community. In the coming years, our goal is to serve more children, more efficiently, with even better outcomes. With this new plan as our guide, we will accomplish that goal together.

The plan starts with updated mission, vision and values statements. The plan then goes on to outline our major focus areas designed to help us meet the challenges and opportunities of the rapidly changing world of healthcare.

We will move forward and reach our goals as a unified organization, with seamless collaboration between and among the hospital, research institute, foundation and guild association. This spirit of unity and cooperation gave rise

to the new strategic plan that reflects the ideas and opinions of the entire Seattle Children's community. Working together, we have crafted a thoughtful and inspiring blueprint for the future.

When hope, care and cure come together, we can accomplish great things. We can treat childhood illness. We can cure chronic disease. And, equally important, we can create healthier communities through education and prevention, so kids don't get sick in the first place.

Our goals are clear. Our teams are aligned. Seattle Children's future has never looked brighter. Thanks for your support, dedication and optimism.

Sincerely,

Jeff Sperring, MD
Chief Executive Officer
Seattle Children's



“These are more than doctors and nurses. These are my friends.”

— Emily Warren, parent from Butte, Montana

One team. One mission. One vision.

The plan starts with updated mission, vision and values statements that express our core purpose and guiding principles.

Our Mission

We provide hope, care and cures to help every child live the healthiest and most fulfilling life possible.

Our Vision

Seattle Children's will be an innovative leader in pediatric health and wellness through our unsurpassed quality, clinical care, relentless spirit of inquiry, and compassion for children and their families.

Our founding promise to the community is as valid today as it was over a century ago. We will care for all children in our region, regardless of their family's ability to pay.

We will:

- Practice the safest, most ethical and effective medical care possible.
- Discover new treatments and cures through breakthrough research.
- Promote healthy communities while reducing health disparities.
- Empower our team members to reach their highest potential in a respectful work environment.
- Educate and inspire the next generation of faculty, staff and leaders.
- Build on a culture of philanthropy for patient care and research.

Our Values

Compassion

Empathy for patients, their families and staff is ingrained in our history and inspires our future. We do more than treat the child; we practice family-centered care as the cornerstone of compassion.

Excellence

Our promise to treat, prevent and cure pediatric disease is an enormous responsibility. We follow the highest standards of quality and safety and expect accountability from each other.

Integrity

At all times, we approach our work with openness, transparency, decency and humility. It is our responsibility to use resources wisely to sustain Seattle Children's for generations to come.

Collaboration

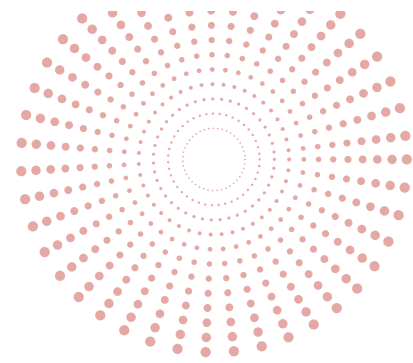
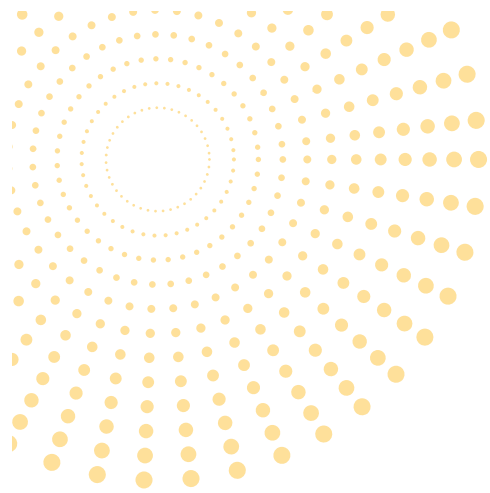
We work in partnership with patients, their families, staff, providers, volunteers and donors. This spirit of respectful cooperation extends beyond our walls to our business partners and the community.

Equity

We embrace and find strength in the diversity of our patients, their families, staff and community. We believe all children deserve exceptional care, the best outcomes, respect and a safe environment.

Innovation

We aspire to be an innovative leader in pediatric healthcare, research and philanthropy. We continually seek new and better solutions. Because innovation springs from knowledge, we foster learning in all disciplines.



“Thank you for giving me my life.”

— Milton Wright III, immunotherapy trial success story

At age 20, Milton Wright III was diagnosed with leukemia for the third time in his young life. His prospects were dismal. Fortunately, he qualified for an experimental treatment, pioneered by Seattle Children's Ben Towne Center for Childhood Cancer Research.

The therapy reprogrammed Milton's immune system to destroy virulent cancer cells without harming his normal, healthy cells. It worked brilliantly. Today, Milton is cancer-free. As of this writing, 39 of the 42 patients have had positive results—a spectacular success rate.

Thanks to dedicated researchers, skilled caregivers and generous donors, Seattle Children's has emerged as a worldwide leader in the advancement of immunotherapy as a cure for cancer.



Strategic Choices: A Plan for the Future



Clinical Capabilities

To meet the region's growing needs we are enhancing our clinical offerings such as: improving pediatric transport, creating new surgical spaces, expanding our infusion areas and accommodating international patients.



Community Health

We are continuing our vigorous commitment to community-wide care, along with providing education and advocacy programs to promote healthy living and injury prevention.



Digital Health

Technology is opening new doors to patient care and interaction. We will provide high-quality care through telemedicine and create digital tools for patients and their families to enable self-care and health monitoring.



Growth and Integration

The hospital and research institute will continue to grow and work more closely together in all disciplines—with a focus on immunotherapy, neurosciences, precision medicine, gene therapy, immune tolerance and surgical innovation.



Partnerships

Seattle Children's will expand our collaborative and productive partnerships with health systems, primary care providers, payers, community organizations and others to broaden our reach and effectiveness.



Population Health

We will pilot new care coordination models and value-based contracts to ensure the healthiest population possible. We will reinvest in technology and data, and enhance training to improve the quality and safety of care.

Strategic Enablers: How We'll Achieve Our Goals



Team of the Future

We will recruit, train and retain the best individuals and teams. Our investments will keep us at the forefront of innovation, attracting top talent now and into the future.



Improvement and Innovation

Building on a strong foundation of continuous performance improvement, we will deepen our culture of safety, excellence and innovation.



Information and Data

We will improve our technology infrastructure and use best practices to ensure data stability and access to information for patients and their families, staff, faculty and referring providers.



Expanding Our Facilities

Growth and integration demands new facilities with the capacity to deliver higher-quality care and support. Expanding research capabilities will ensure success of priority programs and propel us into the future.

Philanthropy: A Key Driver

For over a century, Seattle Children's has benefited from a remarkably generous community. Philanthropy is a fundamental component of the strategic plan for the future.

Strategic Programs

As part of the strategic planning process, hundreds of ideas were generated and discussed. This list is a sampling of the strategic programs Seattle Children's will focus on in the coming years.

Expanding Clinical Capabilities

Infusion Services Expand space for infusion services for cancer and blood disorder patients.

OR Capacity Build new and expanded OR suites to improve OR capacity and access to our operative services.

Transport Develop a dedicated neonatal and pediatric ground transport network to bring the appropriate level of care to the patient, decrease delays in care and provide continuous support during transport.

Trauma In partnership with Harborview, explore a higher-level trauma designation for Seattle Children's to enable us to improve internal operations, reduce diverts and provide better care for children in the WAMI region.

A Focus on Community Health

Community Health Innovation Hub Bring together and coordinate with community partners, research collaborators and grantors to deliver effective community health interventions and outcomes. Focus on mental and behavioral health, obesity prevention, healthy eating, safe and active living and access to healthy, affordable foods. Expand on services offered at Odessa Brown Children's Clinic to address needs of the community.

Mental and Behavioral Health Expand access to mental and behavioral health interventions to address growing community needs.

Create better access to psychiatric emergency services. Explore, develop and enhance partnerships with primary care providers, as well as health and community organizations to expand the reach of mental health services. Develop integrative mental health capabilities by embedding psychosocial and behavioral health expertise in Seattle Children's specialty teams. Expand PAL hotline for community providers to connect with experts at Seattle Children's around mental and behavioral health issues. Includes telephone, telemedicine, in-person consultation and mental health care coordination in primary care settings.

Utilizing Digital Health to Enhance Care Delivery

Telemedicine Deliver Seattle Children's expert care and consultation to patients in remote and rural areas of the WAMI region. Build our telemedicine capabilities to provide on-demand links to community partners, primary care providers (PCPs) and patients to provide care in targeted areas such as ED, urgent care and mental health.

Patient Portal Enhance patient engagement by creating a virtual platform for patients and families to have easy access to their health care records, appointments, prescriptions and their care team. Provide tools so that families can partner with us in managing their child's health.

Provider Portal Improve clinician engagement to deliver higher-quality care to patients. Provide access to documentation to provide better and more efficient care for the patient.

Integrating Clinical and Research Programs to Provide Leading-Edge Care

Immunotherapy Harness the immune system to bring innovative cures to more children. Provide life-saving therapies to children and young adults with leukemia and other cancers by expanding the immunotherapy trials program. Expand clinical and research infrastructure including additional immunotherapy product manufacturing in our GMP facility "Cure Factory," clinical personnel and IT to support Phase I and II trials. Create a replicable model for future translational research.

Immune Tolerance and Cell and Gene Therapy Research Accelerate the discovery of cures and treatments for autoimmune and genetic diseases. Develop novel gene-editing therapies that establish durable immune tolerance in transplant or autoimmune diseases, or find a definitive cure in genetic disease.

Neurosciences Elevate Seattle Children's Neurosciences Center both regionally and nationally to provide high-quality and efficient care to patients with neurological disorders and disease. Enhance delivery of highly specialized care by integrating and improving diagnostics, treatments and cures.

Precision Medicine Deliver and enhance personalized diagnoses, treatments and interventions by integrating gene sequencing earlier into clinical pathways. Explore partnership and collaborative opportunities.

ASPIRE Create a center for Advanced Surgery and Procedure Innovation that fosters innovation, research, educational and clinical excellence in surgery, while delivering better and more efficient care to patients. Leverage 3D printing, real-time imaging and tissue engineering capability.

Clinical and Research Integration Bring together hospital and research institute leadership to invest in enterprise-wide growth priorities and strategic objectives. Develop a Clinical Integration Hub to coordinate research activities, develop workforce knowledge, increase visibility of therapeutic trials and oversee allocation of resources.

Partnerships to Expand Our Reach

Partnerships Explore new partnerships with other healthcare systems, hospitals, clinics and providers to bring Seattle Children's quality of care to more children in the WAMI region. This will also encourage research and allow more families to participate in and benefit from our research and discoveries.

Developing New Capabilities in Population Health

Care Coordination Build care coordination capabilities to engage and empower patients, families and primary care providers across the care continuum. Partner with schools and communities to promote involvement, education and health maintenance.

Contact Center Develop a robust call center to enable seamless interaction between Seattle Children's staff, patients, families and referring providers. Optimize technology to enhance our capabilities and improve provider and family experience.

Post-Acute Care Enhance our relationship with transitional care centers in the region. Explore partnership and collaborative opportunities.

Building the Team of the Future

Workforce Planning Recruit and retain the team of the future. Create a diverse workforce that reflects the diversity of the patients and families we serve. Allow staff to practice to the maximum limit of their license.

Growing Our Culture of Improvement and Innovation

Full Implementation of a System for Daily Improvement Implement a System for Daily Improvement (SDI) providing visibility of our operational stability, barriers requiring leadership support, performance trends and innovative ideas from staff in order to provide the highest-quality care and service now and in the future.

Strategic Innovation Funds Create the pathway for new ideas, innovation and pilots to be considered and funded outside of the strategic planning process.

Harness Technology to Improve Information and Data

IT Infrastructure and Stability Includes 52 separate IT projects within this initiative, all with the end goal to improve stability and security for our systems and to build a strong IT foundation for future growth, expansion and new data.

New Facilities to Support Our Research and Clinical Programs

Building Cure Build over 500,000 square feet of research space on our downtown campus in order to improve the lives of more children. Expand our Good Manufacturing Practice facility ("Cure Factory"), and provide room to grow our research enterprise while optimizing use of our owned real estate in downtown Seattle.

Forest B Expand the hospital to enable strategic growth and accommodate the growing demand for our specialized and complex care services. Includes new operating rooms, expanded infusion space, additional patient rooms, new clinical lab and a new front door to Seattle Children's plus parking for patients and families.

OBCC Build a new Odessa Brown Children's Clinic that will be a healthcare innovation center and learning lab. Collaborate with community partners and deploy innovative models of care. Expand on services offered at Odessa Brown clinic to address the needs of the community.

“We are fortunate to give and be part of something so special.”

— Mark & Stacy Harrington, longtime donors

Seattle Children's was founded as an act of compassionate philanthropy. In 1907, Anna Clise gathered together 16 of her friends to fund the nascent Children's Orthopedic Hospital on Queen Anne Hill.

More than a century later, a generous community continues to support Seattle Children's. Gifts large and small are enabling the hospital and research institute to collaborate “from bed to bench to bedside”—treating, preventing and eliminating pediatric illness and injury.

The Seattle Children's Hospital and Research Foundation, and the Seattle Children's Guild Association are vital to our promise of hope, care and cure.





“We are on the verge of stunning breakthroughs for genetic diseases once thought incurable.”

— Dr. David Rawlings, Seattle Children's Research Institute

Let's make history. Together.

Seattle Children's has never been stronger as an organization.

We are recognized as one of the top five children's hospitals in the nation for the quality of our clinical care and specialty areas. We are conducting life-changing research. Our foundation and guild association are among the most successful of their kind in the nation. *Forbes* recently named us one of the top-10 places to work in the United States.

But the need for Seattle Children's has never been greater.

Healthcare has become more expensive to deliver. Vast portions of the childhood population, here and around the world, lack proper healthcare and health education. There are still no cures for many of the diseases that plague young people.

The Seattle Children's new strategic plan takes aim at these challenges and many more. We have an opportunity to make a historic impact on pediatric health.

This is not solely the board's plan, leadership's plan or the donors' plan. This plan belongs to all of us who care about Seattle Children's. Yes, it is ambitious and far-reaching. But it has one simple goal: to bring the power of hope, care and cure to as many children, teens and their families as possible.

What could be more important?



Hope. Care. Cure.™

