

Hope. Care. Cure.™

Seattle Children's Strategic Plan





Hope. Care. Cure. Now and for generations to come.

Nearly 120 years ago, Seattle Children's founder Anna Clise made a promise that Seattle Children's would provide care for all kids in our region, regardless of a family's ability to pay. Today our mission to provide hope, care and cures to help every child live the healthiest and most fulfilling life possible has never been more important.

To care for the growing number of kids who need us, Seattle Children's is taking action and charting our course for success, both now and for generations to come.

Seattle Children's **Executive Leadership Team (ELT)** and the **System and Hospital Boards of Trustees** have developed a new strategic plan to help Seattle Children's become a global leader in pediatric healthcare by delivering breakthrough outcomes in specialty care and improving overall children's health. Simply put, we're on a mission to transform the way Seattle Children's operates by expanding access to care and becoming a renowned leader in child health.

Becoming a global leader is a bold aspiration with a long road ahead, full of challenges and hard work. We are truly embarking on an expedition — one that will enable us to make a profound and lasting impact on the lives of children.

Sincerely,

A handwritten signature in blue ink that reads "Jeff Sperring".

Jeff Sperring, MD
CEO

Seattle Children's Mission, Vision and Values Guide Our Strategy

Seattle Children's mission, vision and values are the heartbeat of our strategic plan. They express our core purpose and the promises we make every day to our patients, their families, our workforce members and community.

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 equitable and unsurpassed quality clinical care; relentless spirit of inquiry; and compassion for all children and their families.

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

OUR VALUES

The six Seattle Children's values stand together — one cannot be practiced without the others. As an organization committed to health equity and anti-racism, we will practice these values through an anti-racism lens to foster a culture of respect and inclusion throughout the Seattle Children's community.

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 in 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 champion anti-racism 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. To achieve this, we work to eliminate health inequities and address any form of systemic racism in our organization.

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.





Turning the Plan Into Reality

Seattle Children's is on an extraordinary journey to accelerate delivery of breakthrough outcomes in specialty care and improve the health of children in our region and around the world.

Driving us toward this envisioned future is Seattle Children's strategic plan — a map and a beacon to guide us on our journey. With unwavering focus on our destination, we will journey through five “treks” that represent key focus areas within the strategic plan — each encompassing a commitment to progress and innovation.

Together with our workforce, community and the patients and families we serve, Seattle Children's will forge a path to transformative change for the sake of children everywhere.

The illustration demonstrates how the five treks are interconnected and work together to advance life-changing research and deliver excellent pediatric healthcare.





Clinical Excellence Trek: Expanding Our Best-in- Class Care

The goal of the Clinical Excellence trek is to expand delivery of best-in-class care to patients throughout the Pacific Northwest and beyond by intentionally investing in key service lines.

Seattle Children's is enhancing patient care and research in areas where the need is greatest, allowing us to serve more patients who rely on us.



Seattle Children's is recognized as a national leader in pediatric specialty care and research. Through our work in Clinical Excellence, we will make targeted investments so more patients in our region and beyond can benefit from the highest quality, equitable care; the most advanced therapies; and timely interventions that will be impactful to patients and families."

Dr. Jeff Ojemann, senior vice president and chief medical officer



Clinical Excellence in Action: Providing Another Option for Kids in Mental and Behavioral Health Crisis

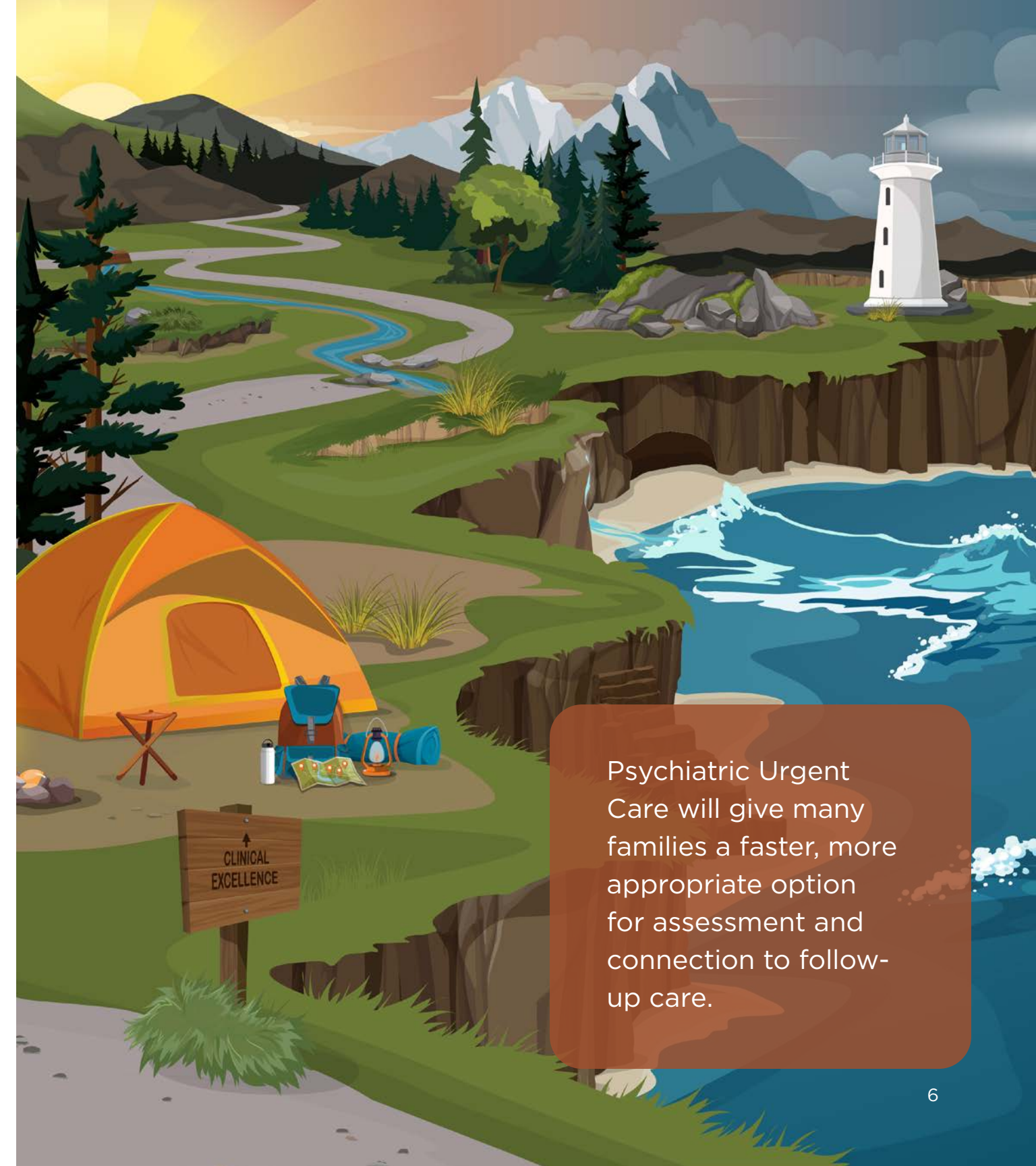
For many families with a child in a mental or behavioral health crisis, the only care option is the Emergency Department (ED). Due to high patient volumes and lack of other options, those families may wait hours to be seen in the ED. Up to 40% of those kids could be safely seen in a different setting: Seattle Children's Psychiatric Urgent Care.

Psychiatric Urgent Care will serve children and adolescents ages 4 to 17 who are experiencing a mental or behavioral health crisis. The clinic will be an alternative for kids who need urgent intervention but don't necessarily require the services of the ED. It will also serve kids who need mental health services but are unable to see their provider for an extended period of time.

In short, Psychiatric Urgent Care will give many families a faster, more appropriate option for assessment and connection to follow-up care.

Psychiatric Urgent Care will be located at Seattle Children's Magnuson Clinic and is expected to open in late summer 2024. The Magnuson Clinic is Seattle Children's hub for outpatient behavioral and mental health care — including autism care — and provides a calming, intentionally designed space that can be a better option than the ED for kids in mental health crisis.

Psychiatric Urgent Care will give many families a faster, more appropriate option for assessment and connection to follow-up care.





Life-Changing Research Trek: Treating and Curing Childhood Diseases

The goal of the Life-Changing Research trek is to leverage our strengths and capabilities in research to deliver innovative patient care and pioneer breakthroughs in child health.

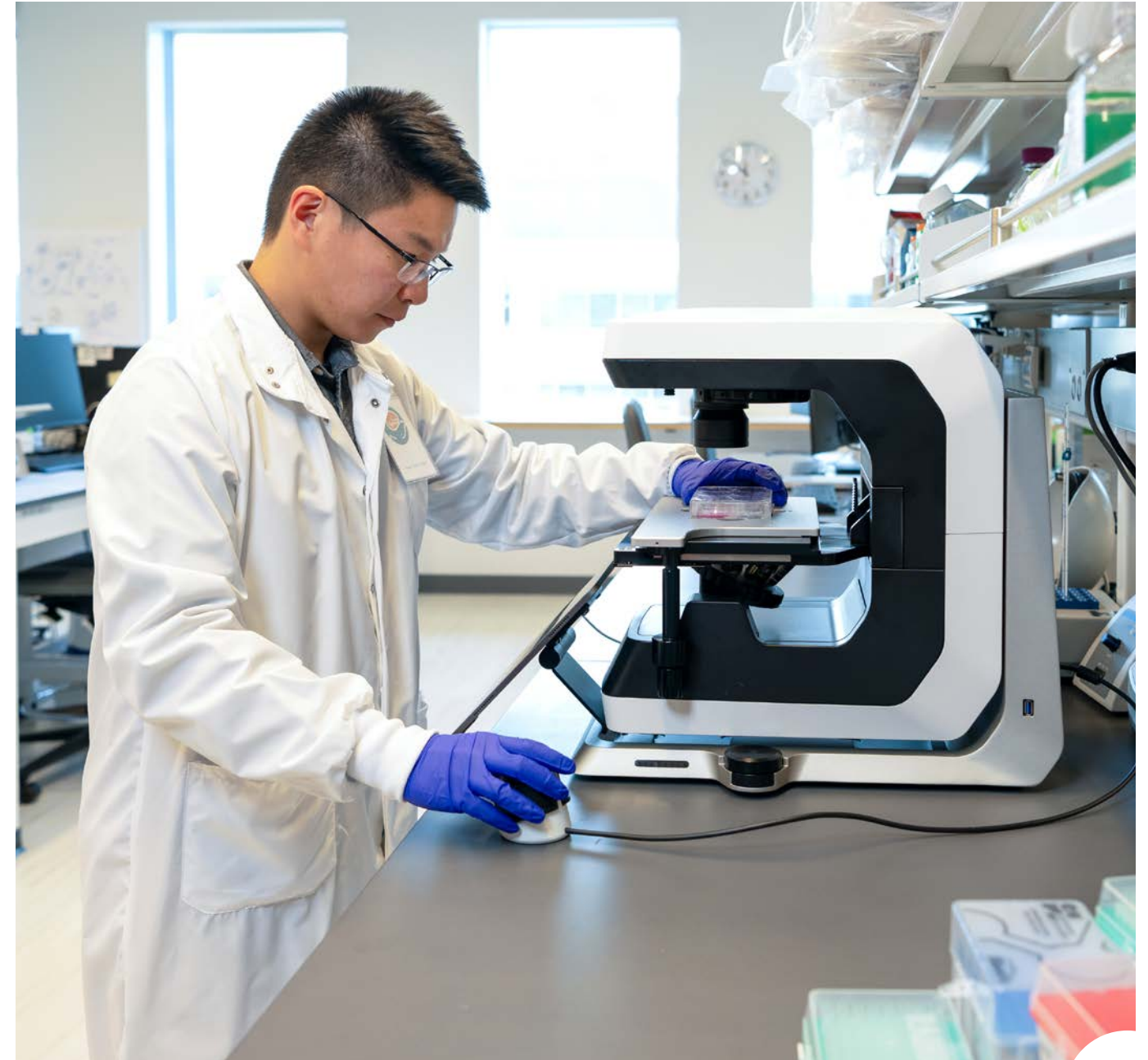
Seattle Children's will accelerate the development of cures, increase access to treatments and expand research efforts to address a wider range of childhood diseases.



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Research is a beacon of hope for children and families facing the unimaginable. Seattle Children's has the opportunity to lead the development of new treatments, bringing them to more children than ever before. In alignment with Seattle Children's mission, the Life-Changing Research trek will accelerate the creation of innovative cures, therapies and other scientific breakthroughs to propel life-changing treatments from the lab to the kids who need them.”

Dr. Eric Tham, senior vice president and chief research operations officer



Life-Changing Research in Action: A Pioneering Clinical Trial Offers New Hope for Kids With Lupus

In March 2024, Seattle Children's received a groundbreaking FDA authorization to begin the first **chimeric antigen receptor (CAR) T-cell** clinical trial in the U.S. for children under age 18 suffering from systemic lupus erythematosus, the most common form of lupus.

Lupus is a chronic autoimmune disease that can damage multiple organ systems, leading to significant illness and risk of death. Around 20% of lupus cases manifest in childhood, with pediatric patients facing a heightened risk of severe disease and poorer long-term health outcomes.

Despite recent advancements in lupus treatment, many patients continue to struggle with drug-resistant forms of the disease. Furthermore, existing medications

typically require continuous use, offering little hope for sustained remission without ongoing treatment.

The REACT-01 study, short for Reversing Autoimmunity through Cell Therapy, will attempt to empower the patients' own immune systems to fight the disease.

"Our hope is that this therapy holds the potential to put patients with systemic lupus erythematosus into true remission without the need for ongoing medications," said Dr. Shaun Jackson, principal investigator for the study.

The clinical trial is set to launch in summer 2024, marking a hopeful new chapter in the treatment of pediatric lupus.

The REACT-01 study aims to empower a patients' own immune systems to fight lupus, avoiding the need for ongoing medications.





Seamless Operations Trek: Improving Access to Patient Care

The goal of the Seamless Operations trek is to significantly improve internal operations to increase capability and capacity and accelerate expansion of service for an enriched patient experience.

By improving the way we do our work, Seattle Children's can provide greater access to care at the right time and in the right place, leading to the best outcomes for our patients.



The Seamless Operations trek will impact quality of care by improving access for our patients and families to receive necessary services at the right time and place. It's exciting to see our teams coming together with ideas and creativity to reinvent how we do our work. There will be challenges along the way, but I know we have the best team to pivot when necessary to face the boulders along our journey."

Jamie Phillips, senior vice president and chief operating officer



Seamless Operations in Action: Helping Kids Get the Surgeries They Need

In the bustling operating rooms of Seattle Children's, more than 17,500 surgeries were performed in 2023 alone. From appendectomies to organ transplants, surgeons, nurses and techs move with precision.

Outside the operating rooms, surgery schedulers are doing their part to orchestrate surgeries with a shared goal in mind: to get the right surgeon for the right procedure with the right equipment to the patient who needs it.

Yet there is room for improvement, and data shows patients and their families are still waiting for surgeries.

As part of the strategic plan, surgical teams are making process improvements to create capacity for more surgeries and harmonizing schedules so each patient receives timely care.

As the only Level 1 children's surgery center in Washington state, it's critical for Seattle Children's to improve operations so more patients can gain access to the care they need, when they need it. That's what the Seamless Operations trek seeks to accomplish.

Seattle Children's is making process improvements to create capacity for more surgeries and harmonizing schedules so each patient receives timely care.





Enhanced Partnerships Trek: Expanding Our Network to Accomplish More

The goal of the Enhanced Partnerships trek is to expand the breadth and health of our partnership network, in recognition of Seattle Children's unique contributions to children's health and in support of broader strategic aspirations.

Seattle Children's can't and shouldn't try to do everything ourselves — with the right partners we can accomplish more than is possible on our own.



The Enhanced Partnership trek will help Seattle Children's better meet the needs of kids. By partnering with other healthcare providers, research organizations, community partners and others, we can impact more kids and bring the best of Seattle Children's to those who need us."

Lisa Hayward, senior vice president and chief legal officer



Enhanced Partnerships in Action: Improving Youth Mental and Behavioral Health Through Partnerships

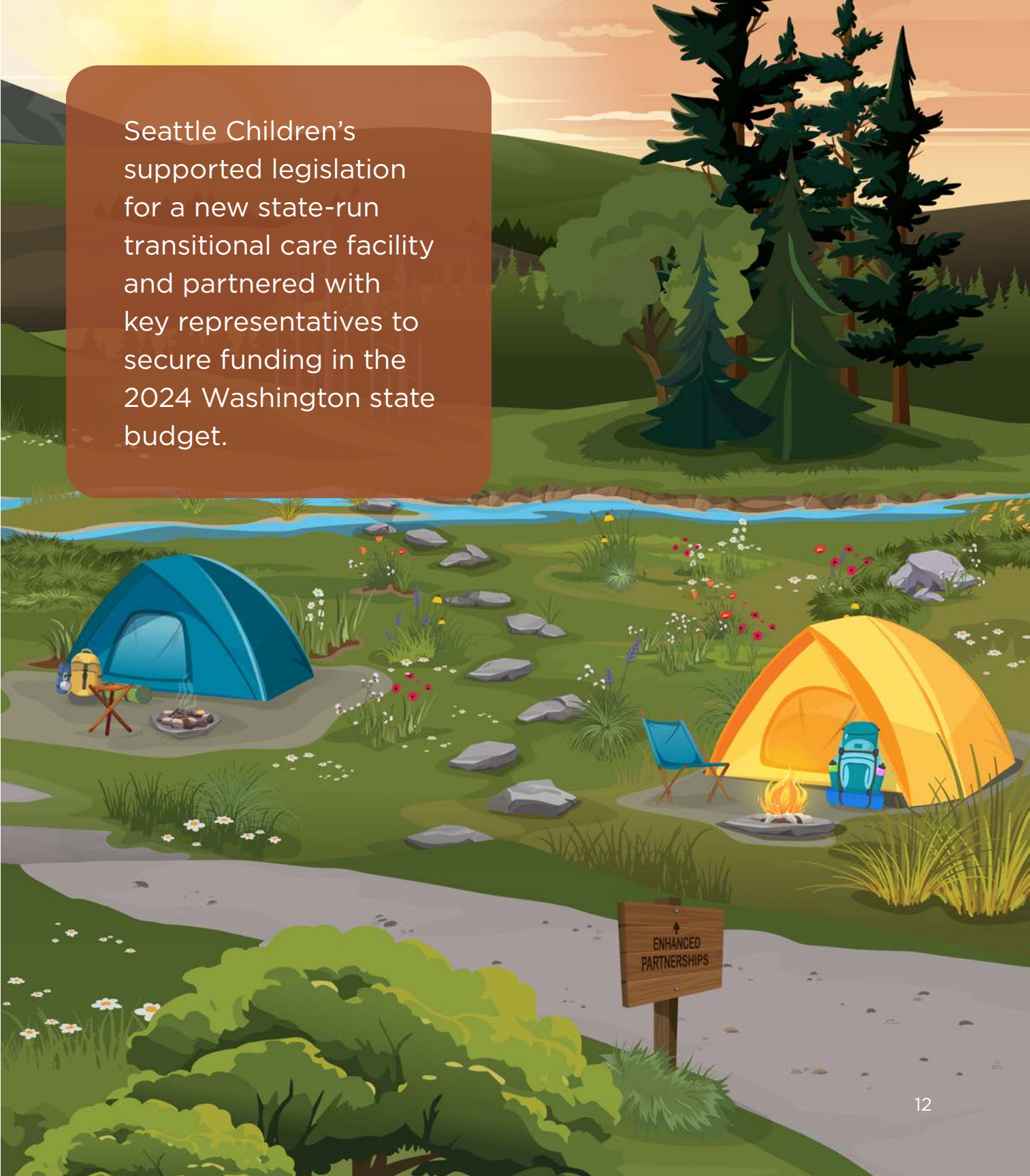
The youth mental and behavioral health crisis is complex and evolving. Creative thinking is essential to meeting the mental and behavioral health care needs of the kids Seattle Children's serves. That includes building partnerships that lead to a more holistic approach to care.

For example, Seattle Children's supported legislation in Washington state for a new state-run facility that will provide specialized care for youth ages 13 to 18 with intellectual developmental disabilities or autism spectrum disorder and co-occurring behavioral health disorders. Additionally, Seattle Children's leaders and External Affairs team partnered with key Washington state representatives to advocate for specific funding for the facility in the 2024 state budget.

Those efforts were successful, with lawmakers approving \$12.3 million to fund the Lake Burien Transitional Care Facility. The facility is scheduled to open in summer of 2024. It will be operated by Washington state's Department of Social and Health Services (DSHS).

The Lake Burien Transitional Care Facility will provide an alternative for teens who might otherwise experience extended stays in emergency rooms or out-of-state placements due to a lack of appropriate services.

After a successful collaboration to secure the state budget funding for the facility, Seattle Children's and DSHS will continue to explore opportunities to address the most pressing patient needs.



Seattle Children's supported legislation for a new state-run transitional care facility and partnered with key representatives to secure funding in the 2024 Washington state budget.



Sustainable Stewardship Trek: Building a Strong Foundation for Generations to Come

The goal of the Sustainable Stewardship trek is to advance a culture of increased financial excellence and accountability to accelerate investment in programs that make the greatest impact.

Wisely managing and investing Seattle Children's resources builds the strong foundation necessary for us to continue providing hope, care and cures for generations to come.



We need to steward our resources wisely so that Seattle Children's can continue to provide the services our patients and families need today and in the future. Our community is counting on us to provide the best care and more cures. We must deliver on this promise!"

Suzanne Beitel, senior vice president and chief financial officer



Sustainable Stewardship in Action: Reducing Insurance Denials to Improve Patient Experience

Medication infusions can take anywhere from 30 minutes to several hours, making them disruptive to the busy lives of patients and families. So, imagine how frustrating it would be to arrive for a scheduled infusion appointment to learn your insurance company has denied the treatment.


Over the years, many payors (such as insurance companies and Medicaid) have increased their authorization requirements for infusion services, leading to more denials. To compound these challenges, in the past Seattle Children's often scheduled infusion appointments prior to receiving authorization from the payor.

A team at Seattle Children's launched the Outpatient Infusion Project with the goal to

reduce authorization denials, and the results are dramatic: Denials were reduced by 57% in just the first six months (October 2023 to March 2024)!

The most gratifying part, though, is how the project has improved the patient experience. The average authorization time has been cut in half, which means patients are being scheduled sooner and experiencing fewer challenges with their appointments.

The project is so successful that a second phase is underway, focused on chemotherapy ordering for Oncology and the Bone Marrow Transplant service.



The Outpatient Infusion Project reduced insurance denials by 57% in just its first six months.

Unwavering Commitments

At the heart of Seattle Children’s strategic plan are six “enablers” — foundational commitments essential to the success of the treks and the overall strategic plan.

QUALITY AND SAFETY



PEOPLE AND CULTURE



HEALTH EQUITY AND ANTI-RACISM



PHILANTHROPY



EXPERIENCE



TECHNOLOGY





QUALITY AND SAFETY

Seattle Children's is committed to delivering unsurpassed quality to every patient, every time, so that every patient can experience the best possible outcome.



Providing unsurpassed quality to every patient is the essence of the work we do at Seattle Children's. Publicly acknowledging that quality, safety and equity are strategic plan enablers reminds us that providing the best, safest and most equitable outcomes possible for our patients and families remains our top priority."

Bonnie Fryzlewicz, senior vice president and chief nursing officer, and **Dr. Paul Sharek**, vice president and chief quality and safety officer



PEOPLE AND CULTURE

Strong and diverse teams are needed to lead the organization through accelerated change, build and sustain operational excellence, and continue evolving our organizational culture which is built on our values.



People deliver healthcare and we have the best people at Seattle Children's. Our team lives by our values, seeks to represent the patients and communities we serve, and contributes day in and day out to delivering equitable and quality healthcare."

Myra Gregorian, senior vice president and chief people officer



HEALTH EQUITY AND ANTI-RACISM

Seattle Children's is actively identifying, challenging and changing the culture, structures and behaviors that perpetuate systemic racism by removing barriers and improving experience and access to quality and equitable healthcare.



Seattle Children's is steadfast in its commitment to health equity and anti-racism (HEAR). The strategic plan offers an opportunity to further this work in patient care and outcomes, community partnerships, and serving the Washington, Alaska, Montana and Idaho region with quality, safe and equitable care. HEAR work is forever work, and the principles and strategies are woven into the fabric of the strategic plan to ensure lasting impact."

Alicia Tieder, associate vice president and chief health equity officer



PHILANTHROPY

Loyal donors and volunteers drive Seattle Children's ability to provide specialized care to all children, regardless of their family's ability to pay; accelerate excellent clinical care; and fuel the fire of research discovery that leads to new treatments and lifesaving therapies.



Witnessing the difference our donors and volunteers make in the lives of patients and families is awe-inspiring and motivates each of us in our own personal generosity and service. We look forward to the progress and new possibilities that philanthropy will inspire for children and families who turn to Seattle Children's for hope, care and cures."

Dondi Cupp, senior vice president and chief development officer



EXPERIENCE

Seattle Children's aspires to be the organization of choice for patients and families as well as our broader community of volunteers, partners and collaborators. These vital relationships fuel our aspirations to enrich the diverse communities we serve.



The team at Seattle Children's wants everyone within our walls to have an excellent experience. The reasons why you are engaging with Seattle Children's may vary, but you should always feel heard, understood and well cared for. A consistently excellent experience is paramount and something we strive for every day in every interaction."

Jamie Phillips, senior vice president and chief operating officer and **Dondi Cupp**, senior vice president and chief development officer



TECHNOLOGY

Technology is critical to delivering exceptional care and advancing research discoveries. Seattle Children's cutting-edge tools enhance our ability to diagnose, treat and support children, ensuring the highest standards of excellence.



Technology acts as a powerful backbone for the strategic plan. It contributes by capturing and analyzing vast amounts of data on patient demographics, treatment outcomes and resource utilization. By harnessing technology's analytical and operational capabilities, we can craft and execute strategic priorities that optimize care delivery, resource allocation and overall population health."

Dr. Zafar Chaudry, senior vice president and chief digital and information officer



Seattle Children's[®]
HOSPITAL • RESEARCH • FOUNDATION

Have a question about Seattle Children's strategic plan? Contact Transformation.Office@SeattleChildrens.org
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