Advancing Our Mission: Transforming Child Health

OUR STRATEGIC PLAN
A MESSAGE FROM OUR CEO

Seattle Children's is on a journey to discover new and better ways to fulfill our mission to provide hope, care and cures to help every child live the healthiest and most fulfilling life possible. The kids and families we serve are at the heart of everything we do.

Our Strategic Plan advances our mission and transforms child health. It builds on our strengths by leveraging the collective talent of our team, by bringing to bear the inspiring support and advocacy of our community, and by seizing opportunities to learn and evolve as the pediatric health care landscape changes.

Key to our plan is how we unite our entire organization and forge new connections to serve the kids and families who need us. Across it all, we’re expanding and accelerating our work to deliver safe, high-quality and equitable care for every child in our region—and beyond. I invite you to learn more about how our Strategic Plan fuels our ability to deliver hope for the most complex conditions, connect care closer to home, discover the next era of cures, address the greatest challenges in children’s health, define success by our outcomes, and live our values.

Limitless compassion and relentless curiosity compel us to become what our mission inspires us to be through thoughtful, deliberate transformation. With our strategic roadmap for the future, we channel collaboration and innovation to not only imagine—but also create—what hope, care and cures look like for kids and families today as well as for tomorrow’s generation.

Sincerely,

Jeff Sperring, MD
CEO
Seattle Children’s

ADVANCING OUR MISSION | TRANSFORMING CHILD HEALTH

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Mission, Vision, Values: The Foundation of Our Strategy

Our mission, vision and values anchor our Strategic Plan. They express our core purpose and the promises we make every day to our patients and families, our team and our 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 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.

**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.
Turning a Plan Into Action

Seattle Children’s Strategic Plan is a roadmap for our future. It charts a course so we can achieve our aspirations on behalf of kids and families everywhere. We’re transforming child health through four Mission Objectives and two Strategic Imperatives, each with a focus area that taps into our strengths today, while also laying the groundwork for tomorrow—and beyond.
Bringing It All Together

Here is an overview of how the four Mission Objectives and two Strategic Imperatives come together. This chart serves as both a guide and an inspiration in fulfilling our ultimate mission. Each initiative represents a vital need for our patients and our organization, as we strive for daily improvement and apply an equity lens across all that we do. In the following sections, we will more fully describe the path forward.
Delivering Hope for the Most Complex Conditions

DESTINATION CENTER

Seattle Children’s is recognized as one of the world’s leading pediatric medical and research centers. We aim to enhance our reputation as a world-class destination center by:

• Growing our destination programs by delivering exceptional care, novel therapies, and lifesaving treatments

• Providing the best experiences and best-possible outcomes

• Establishing system-wide capabilities to advance the delivery of complex care and accelerate clinical research and innovation

In short, we strive to be a beacon of hope—and a prime destination—for those in need of specialty pediatric care for kids in our region and around the world.
Discovering the Next Era of Cures

**OUR MISSION OBJECTIVES**

Children deserve to lead healthy lives and to achieve their full potential. All too frequently, the diseases they’re diagnosed with don’t have medicines to heal and cure them. Seattle Children’s aims to change this by:

- Being a first-in-class organization that leads the development of novel biomedicines for children
- Vertically integrating a state-of-the-art GMP (Good Manufacturing Practice) by leveraging the in-house expertise that has produced 14 FDA-authorized investigational new drug applications
- Providing a top-rated hospital venue for pediatric clinical trials
- Accelerating research innovations in cancer and other debilitating childhood diseases by organizing our therapeutic assets into a biotech-like format

Through Seattle Children’s Therapeutics, we are developing and innovating upon next-generation cell and gene therapies for pediatric diseases so that children have the medicines they need and deserve.
Connecting Care Closer to Home

ECOSYSTEM OF CARE

Access and convenience are paramount to what care a kid receives and where they receive it. We must bring the expertise and compassionate care of Seattle Children’s closer to our patients and their families. We’re doing this by:

• Innovating and growing our service offerings to ensure that patients are seen in the right place and at the right time, including primary care

• Providing care closer to home by rapidly expanding ambulatory telehealth and virtual care across our health system

• Expanding affiliate relationships to strengthen and enhance our service offerings

• Integrating research opportunities directly into our regional ambulatory clinics

The goal is to be able to connect with every family in our service areas by breaking down barriers to access—and to become the undisputed provider of choice for pediatric care in our region.
Addressing the Greatest Challenges in Children’s Health

MENTAL AND BEHAVIORAL HEALTH

We are responding to the urgent youth mental health crisis in our communities. This effort relies on a well-constructed continuum of care that includes early intervention, integrated services, improved access and better outcomes. We’re doing this by:

• Bringing whole health care closer to home by developing services and capabilities in the geographies of greatest need.

• Expanding outpatient services to improve children’s health and therefore reducing emergency department and inpatient demand.

• Ensuring seamless transitions across the continuum of care.

• Expanding our focus to include upstream interventions that will improve long-term outcomes.

• Promoting access, diversity and equity across the continuum of care.

One in five young people has a mental health disorder. Too many go without treatment and experience stigma. We are deepening our commitment to improve access and outcomes for all youth and their families, because pediatric health should always include mental health.
Defining Success by Our Outcomes

QUALITY AND SAFETY

Seattle Children’s is committed to delivering unsurpassed quality to every patient, every time. Our work focuses on:

• Creating a better patient and family experience by providing a leading example among children’s hospitals in the nation

• Developing and supporting an engaged workforce that is focused on quality and patient safety

• Establishing clinical excellence where patient outcomes are viewed as the ultimate proof of success

• Delivering on our commitment to cause zero harm to our patients, which includes physical, psychological and emotional harm; there is only one acceptable level of safety at Seattle Children’s

• Sharing knowledge, expertise and learning from others—inside and outside Seattle Children’s—to continual quality improvement

Improving child health requires a laser focus on quality, patient safety and equity so that every patient can experience the best-possible outcomes.
Living Our Values

HEALTH EQUITY AND ANTI-RACISM ACTION PLAN

Seattle Children’s is committed to anti-racism and accelerating our pursuit of health equity while building a diverse and inclusive workforce that reflects our patients, families and community. We endeavor to do this by:

- Enforcing no tolerance of racist and discriminatory treatment of our patients and families
- Developing and upholding clear anti-racist policies that reinforce no tolerance for workplace violence, racism or hate speech between team members
- Having a clear strategy and detailed policies to address concerns about bias, racism and discrimination regarding faculty or medical staff
- Abolishing the Code Purple system and replacing it with an equitable and anti-racist structure that is co-created with Seattle Children’s workforce and families.
- Holding divisions and departments accountable to review and adjust policies that inadvertently discriminate against patients by language, race, religion or income

Our unwavering pledge is to champion fairness, justice and equity at every level of our organization so that we deliver the fair, just and compassionate care our patients and families deserve.
Making Our Promises a Reality

Patient Families

A strategic plan is much more than a simple document. Every day at Seattle Children’s we translate our Mission Objectives and Strategic Imperatives into living, breathing success stories for our patient families. Here are four inspiring examples.
Meet Isaac

If not for Seattle Children’s world-renown pediatric cancer program, Isaac’s story may have gone differently. At 17 months old, Isaac was diagnosed with Stage IV high-risk neuroblastoma. He benefitted from a continuum of care that included a breakthrough immunotherapy protocol. Today, Isaac is a healthy-happy-kickboxing-laughing five-year-old, thanks to advanced research and treatment from his skilled and compassionate care team.

“Seattle Children’s was the best place on Earth for our kid, even in the darkest times.”

KELLI WILLIAMS, ISAAC’S MOM
Meet Malachi

During his mother’s pregnancy, Malachi was diagnosed with spina bifida, hydrocephalus, heart defects and growth disorders. There was only one choice for this Yakima family: Seattle Children’s, one of the only pediatric hospitals in the country with the expertise to care for his complex medical conditions. Today, Malachi is described as “unstoppable” and he’s thriving in two loving environments—his home and Seattle Children’s.

“\nIt is everything else built up around the medical care that really makes us feel safe and at home when we’re there."

WHITNEY STOHR, MALACHI’S MOM
Shanae was an active nine-year-old when she was diagnosed with a serious heart condition. Doctors at Seattle Children’s suggested the rare Ozaki heart procedure. Shanae traveled to Seattle to become the first Seattle Heart Center patient to undergo this delicate operation. Now a teen athlete, she still requires regular checkups. But instead of a long drive to Seattle, she receives expert care close to home at the Seattle Children’s Tri-Cities Clinic.

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“Meet Shanae

We get the best care in the country, right near our small town.”

MARISELA BARRAGAN MARTINEZ, SHANAE’S MOM
Meet Javi

Javi was in middle school when she began to have feelings of fear and panic. Her condition spiraled into crippling anxiety and erratic behavior that she was helpless to control. She entered Seattle Children’s Psychiatry and Behavioral Medicine Unit. It was a struggle, but with empathetic therapy from a highly trained team of specialists, she was able to move forward. Javi is now a confident young woman who bravely advocates for youth mental health.

“...For kids in crisis, I want to be an example that it gets better.

JAVI BARRIA
Philanthropy at Seattle Children’s

Gifts from our generous community allow our providers and scientists to think bigger, be bolder and transform childhood health for generations to come. In our changing and challenging world, your commitment remains vital to Seattle Children’s growth and the success of this Strategic Plan.

Under this plan, philanthropy will continue to enable Seattle Children’s to care for children with the most complex conditions, both in our region and around the world. Sustained community investment in key clinical and research programs will further our ability to accelerate innovative ideas, provide new treatments and ensure the best-possible outcomes. Philanthropy will also continue to expand telehealth and virtual care across all areas of Seattle Children’s so that we can meet families where they are.

Community support and the success of our cancer immunotherapy research enabled Seattle Children’s to form Seattle Children’s Therapeutics, which will have an unprecedented impact in treating cancer and other debilitating pediatric diseases. Your support will move the next generation of cures forward by advancing new cell and gene therapies and allowing treatments to reach more patients, faster.

Similarly, we will deepen our partnership with our community as we respond to urgent youth mental and behavioral health needs. Together, we will transform pediatric mental health so that every child in our region can receive the most effective mental health services when and where they need them—before they land in crisis.

Your generosity has brought us to this point and continues to propel us forward. We are grateful for the incredible momentum generated by your philanthropic partnership and look forward to what we can accomplish together through this Strategic Plan.
Shared Goals, Shared Commitment

Seattle Children’s has always been forward-looking and in search of constant improvement. The quest continues as we address a specific set of Mission Objectives and Strategic Imperatives that will provide hope, care and cures to patient families.

• Our dedication to patient safety will set new standards of quality at Seattle Children’s.

• By combating racism—and championing equity, diversity and inclusion—we will be a trusted and welcoming resource for all communities.

• A heightened focus on mental and behavioral health is urgently addressing this growing need in pediatric medicine.

• Continued excellence in treating complex conditions will make us a destination center for patient families the world over.

• Through therapeutics and our role as a research institution, we will be on the forefront in developing the next era of cures for childhood diseases.

• Seattle Children’s regional ecosystem of care provides convenient access to world-class medical care throughout the region.

These are the challenges and opportunities before us as we pursue our mission of helping every child live the healthiest and most fulfilling life possible.

What could be more important?