



Dear Colleagues:

This is a time of tremendous momentum in cancer care and research. Breakthroughs in science are fueling a revolution in how we treat and cure disease. Our work is saving and extending lives, even for patients with advanced cancers.

But far too many people still die of cancer, and more people are diagnosed every day. Those living with cancer today are counting on us to develop and deliver leading-edge treatments as quickly as possible. We must do everything we can to accelerate research, improve patient care and increase every patient's chance for a better outcome.

With this in mind, we are excited to announce the exploration of a new partnership structure between Fred Hutchinson Cancer Research Center (Fred Hutch), UW Medicine and Seattle Children's, who have worked together for 20 years as Seattle Cancer Care Alliance (SCCA). Together, SCCA and its founding members have come a long way toward achieving our original vision of leading the world in helping prevent, diagnose and treat cancer, and ultimately, discover cures. But we know we have more to do.

### **Exploring Our Plan for the Future**

To best serve our patients and communities across the Pacific Northwest and beyond, we are exploring a plan to restructure our cancer programs. This plan would include creating an adult-focused clinical program and a separate pediatric clinical program. These programs would be collaborative and driven by the innovative cancer research at Fred Hutch, UW Medicine and Seattle Children's.

As part of this plan, SCCA and Fred Hutch would merge to form Fred Hutchinson Cancer Center (FHCC), an independent, private not-for-profit organization. As part of the merger, all SCCA clinical sites would be renamed "Fred Hutchinson Cancer Center." FHCC would be UW Medicine's cancer program and operate as a clinically integrated part of UW Medicine, with the senior leadership of FHCC becoming members of the UW Medicine senior management team. Members of UW Physicians (UWP), who are School of Medicine faculty, would provide cancer care at FHCC and other parts of UW Medicine. These faculty would be located at FHCC, UW Medical Center and other parts of UW Medicine.

In addition, FHCC would have programmatic oversight over the clinical oncology programs at FHCC and UW Medical Center, creating an integrated adult oncology program that works with other parts of UW Medicine. The vaccine and infectious diseases, basic and human biology, computational science, and public health research conducted today at Fred Hutch would continue as part of FHCC, and UW-based research would remain at UW. This new structure would unite the strengths of UW Medicine's nationally recognized research and adult cancer care programs with Fred Hutch's transformational science and SCCA's outstanding clinical care.

Seattle Children's would continue to operate independently as the central site for pediatric cancer care among the organizations. The proposed structure also reflects plans currently underway to consolidate the outpatient pediatric bone marrow transplant program at SCCA to Seattle Children's as part of the hospital's upcoming expansion with the opening of Building Care. UW Medicine and Seattle Children's would continue their longstanding partnership in pediatrics,

and the UW faculty physicians of Children's University Medical Group (CUMG), who provide care at SCCA and Seattle Children's, would continue to provide pediatric cancer care to Seattle Children's patients. FHCC and Seattle Children's, through Seattle Children's Research Institute, would have a research affiliation and each would continue to support UW faculty who are leading pediatric oncology research.

### **Why Now**

The world of cancer care and research has changed significantly since SCCA was formed 20 years ago. We now have a deeper understanding of disease, and our ability to prevent, diagnose, treat and cure cancer and related diseases has never been more promising. We are poised to make huge advances in cell-based therapies and personalized treatments that harness the power of the immune system.

But realizing this potential requires greater organizational alignment and agility than our alliance has today. To reach our potential, we must improve our patients' experience, continue to reduce the time from research to the delivery of breakthrough treatments, and improve the structures that shape our planning and communication to current and potential patients, partners and employees, and collectively inspire donors to support our mission.

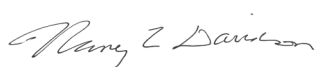
### **What to Expect**

In the coming months, we will engage university and other leadership, faculty and staff, government and regulatory leaders, labor partners and many other stakeholders in these plans, with the goal of establishing Fred Hutchinson Cancer Center in early 2022, assuming all necessary board and governmental approvals are obtained.

We know you will have questions about how these plans could impact you and your organization, research, clinical care and patients. Sharing our plans is a key part of the process, and we will provide regular updates and opportunities to connect within and across our organizations to learn more about the proposed changes.

This evolution of our structure would build on our strengths and best position us for continued success. Our shared commitment to the pursuit of better, longer and healthier lives for cancer patients and their families has never been stronger. We look forward to seeing our organizations evolve to better accomplish this vision.

Sincerely,



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