



**THE CASE FOR SUPPORT FOR
OPERATION: INNOVATION
WITTING SURGICAL CENTER AT CROUSE HOSPITAL**

*It is the mission of Crouse Hospital to provide the best in patient care
and promote community health.*

It is the vision of Crouse Hospital to be the leading healthcare provider in Central New York.

SERVING OUR COMMUNITY

Crouse Hospital's roots date back to 1887 with the founding of the two-bed Syracuse Women's Hospital and Training School for Nurses. Today, Crouse serves a 17-county area of Central New York and operates 576 acute-care beds, including 51 neonatal intensive care beds (bassinets). The hospital offers a wide range of medical and surgical services, and features one of the longest-running and largest ambulatory surgery programs in the United States, with two surgery centers located near the main hospital complex.

Since 1975, Crouse Hospital has functioned as the regional center for high-risk maternity, obstetrics, labor and delivery and newborn care services, all housed in the Kienzle Family Maternity Center. The center's Walter R.G. Baker Neonatal Intensive Care Unit – a designated Level 4 Regional Perinatal Center – admits more than 800 premature and critically ill infants each year, the only such facility in the region designated by New York State to do so.

Crouse Hospital provides numerous vital services to Central New Yorkers, including a full range of interventional and diagnostic cardiac services (the only pediatric catheterization laboratory in Central New York is located at Crouse), orthopedics, vascular surgery, primary care, internal medicine, medical/surgical care, oncology care, and the region's only chemical dependency treatment services for adolescents, adults and seniors.

In 2009, there were:

23,475 patient discharges
303,975 outpatient visits
66,725 Emergency Services visits

In February of 2004, Paul Kronenberg, MD, was named President and CEO of Crouse Hospital. Under his mission-focused leadership, the hospital has been strengthened considerably. Patient volumes are up as is employee morale. Market share is being reclaimed. The hospital is replacing outdated facilities, such as the surgical suite, and acquiring the latest medical technology. In addition, the hospital has increased its community presence with numerous health screenings and by establishing partnerships with organizations such as the Syracuse City School District and Syracuse University.

We are proud that Crouse Hospital recently earned the best scores of any Syracuse and Central New York hospital from the Joint Commission on the Accreditation of Healthcare Organizations for three, high-volume quality indicators: heart attack, heart failure and pneumonia. As the only area hospital to be awarded a “green plus” in all three clinical areas, this means our performance is above that of any Central New York hospital and the majority of Joint Commission-accredited hospitals across the country.

RESPONDING TO COMMUNITY AND INSTITUTIONAL NEED

Crouse Hospital is a leader in general and specialty surgical services. Each year at Crouse, more than 8,200 procedures are performed in its inpatient surgical suites. The hospital’s combined inpatient and outpatient surgical volume is more than 18,000 procedures annually, which accounts for the majority of all inpatient and outpatient volume in Onondaga County.

Inpatient surgical procedures range from routine gallbladder surgery to the most complex cases, such as total joint procedures and delicate spinal procedures. Several innovative procedures not performed in other area facilities take place here at Crouse, including surgery on premature and critically-ill newborns.

Crouse’s 11 inpatient operating rooms were completed in the early 1970s. Built in a different era, they were state-of-the-art for customer need and the technologies used at that time. Over the years, the hospital has worked hard to maintain these facilities and upgrade appropriate equipment to ensure high-quality care and patient safety; however, physical space is now extremely cramped because of the number and size of new technologies. The recovery area does not meet current square-foot requirements from the New York State Department of Health, and certain large, built-in pieces of equipment (such as autoclaves used for sterilizing instruments) are reaching the end of their useful lives.

All of the ancillary space (storage, offices and locker rooms) are insufficient in size. Small hallways impede the flow of people and stretcher traffic. Mechanical systems are outdated, and all of these problems prevent increased efficiency. In addition, waiting areas lack the space and amenities that families and friends expect.

Indeed, after years of providing extraordinary service, our inpatient surgical suite is currently straining to meet the needs of our patients, their families and the surgeons and staff who work there.

External forces are also driving the need for this initiative. The population of our nation is growing and aging. According to the US Census Bureau, the domestic population will increase 7.9% by 2010, and 17.0% by 2020. The fastest growing segment of this population consists of individuals over the age of 65; their numbers are expected to increase 13.3% by 2010 and 53.2% by 2020. As the population continues to age, the need for hospital surgical services will grow exponentially as seniors and others take advantage of an expanding array of new technologies for managing chronic illness and promoting active lifestyles. Some studies predict increases ranging from 14-47% in the amount of work in all surgical fields. Technological advances, such as fiber optics and laser technology, will also permit new surgical procedures to be performed.

Within our own community, we are already seeing an increased interest in, and requests for, innovative surgical procedures for hip and knee replacement (Crouse is the only local hospital

currently using the Stryker Navigation System for knee replacement surgery). This is expected to continue as the population ages and more people take advantage of these less-invasive, longer-lasting surgical procedures that can improve the quality of life. Orthopedic procedures are not the only types of surgery that are expected to experience a significant increase in demand over the next several years. Cataract surgery and other related ophthalmic procedures will also see an increase over the next two decades, as will neurosurgical, spine, urology and cancer-related procedures.

Crouse Hospital's board-certified surgical specialists are leaders in Central New York in a number of surgical areas: Crouse performs more ophthalmology, ENT (ear, nose and throat) and gynecological procedures than any other Syracuse hospital.

An updated, leading-edge surgical program is also essential not only for high-quality patient care, but for the long-term financial health of the hospital. Crouse's general surgery program, as well as specialty services its physicians provide, greatly contribute to the bottom line. This helps provide financial support for other important services the hospital provides, many of which are not available at other area hospitals, such as high-risk obstetrical/neonatal care and substance abuse treatment services.

A CHALLENGE WITH AN EXCITING SOLUTION

Crouse Hospital has received permission from the NYS Department of Health to renovate and expand our inpatient surgical center within the hospital. The 90,000 square foot multi-level structure will feature a contemporary design and allow for the following benefits:

- operating rooms that can accommodate the increasing space needs brought on by more complex surgeries as well as technological advances such as cameras and video recorders, monitors, and navigation systems;
- the creation of a central reprocessing system for the sterilization of instruments and the preparation of trays for each procedure;
- the ability to minimize storage needs and optimize the materials management system used for equipment, linens and supplies;
- adequate space for new and expanded programs in areas such as Orthopedics, Vascular and Neurosurgery;
- the enhancement of the hospital's patient safety and HIPAA efforts;
- 27,000 square foot of "shell space" to allow for future relocation and expansion of our Emergency Department and Physicians Office Building Ambulatory Surgical Center.
- the creation of one main lobby to Crouse Hospital, with adequate space and a contemporary layout that is well-lit and provides a welcoming entrance for patients and visitors; and
- the establishment of a rooftop garden that will serve as a restful place for patients to spend time with visitors outside of the hospital building.

Construction started in April 2007 and will continue in phases, with completion set for June 2011.

HOW YOU CAN HELP

The overall cost of these initiatives will be approximately \$49 million, of which \$27 million will come from bonds (the maximum the hospital can finance) and \$14 million from hospital operations. One and a half million dollars in federal and state government grants has already been secured, and the Crouse Health Foundation is looking to raise \$6.5 million in community philanthropic support: \$5.5 million toward the construction costs and \$1 million to help endow future equipment and maintenance for the new facility. The theme of this campaign is OPERATION: INNOVATION – Designed for the surgeries of tomorrow.

We are asking Crouse family and the community-at-large to help. Hospital leadership, medical staff and employees will be asked to commit their support to this exciting initiative. Interested individuals, grateful patients and families, our business community, corporations, and foundations will also be contacted for their philanthropic support.

Crouse is entering a new era of service to our community, and we very much hope that you will be a part of OPERATION: INNOVATION.

Thank you for your time and consideration.