



# William Newton Hospital

**THE SECOND CENTURY CAMPAIGN**  
*Proud of our past, preparing for our future*

## **CASE FOR PHILANTHROPIC INVESTMENT**

Expanding and Renovating the Surgical Department  
& Advancing the Master Facility Plan

July 29, 2018



## EXECUTIVE SUMMARY

---

Over the past few years, demand for our services has increased significantly to the point William Newton Hospital is now running out of space to care for patients. To continue meeting the evolving needs of the communities we serve at the highest standards of care, William Newton Hospital board, physician, and administrative leaders have developed a 10-year master facility plan to begin in 2018. Signature components of the estimated \$25 million long-term plan include an expanded surgical department with adjacent pre-operative and post-operative area, a new and larger emergency room with a separate entrance, and improved layout for the general coordination of care. Together, these upgrades will be more efficient, have a new look and feel, and help to create the best environment and resources for care, healing, and access.

William Newton Healthcare Foundation serves as a liaison between the surrounding communities and hospital to collaboratively advance the quality and availability of our healthcare. This document provides community leaders with the larger context for the proposed improvements, details on the facility enhancements, financial considerations, and individual and community impact and benefits.

A Campaign Planning Study, completed by Rogge + Associates in April of 2017, provided findings and recommendations based on the feedback and suggestions of community leaders, hospital administrators and other respected opinion leaders. The Study uncovered enthusiasm and support for at least a \$3 million campaign to support Phase 1 of the long-term master facility plan: The Surgical Department Expansion. The Study also recognizes the potential to exceed this goal and proceed to subsequent phases. In consideration of this potential, a challenge goal of \$5 million will be tested and assessed by the success of the top 10-15 donor gifts. From September to December of 2017, early indicators of success will help determine a final goal for a public launch.

The Emergency Department expansion, sorely needed, is the next project on the Hospital agenda. The Surgical Department Expansion is essential in its own right and a necessary logistical prerequisite for the Emergency Department expansion to occur. The Campaign will directly influence how quickly we can advance to the Emergency Department.



## A HOSPITAL FOR OUR COMMUNITY

---

As community members, what do we want and expect from our hospital? What is the role the hospital serves as it relates to our healthcare needs? How do we want to experience the care we receive? What can we do to adequately respond to growing patient demand for our healthcare services? How can we make sure the care we need is always available to our loved ones when we need it?

William Newton made an extraordinary gift to the citizens of Winfield in 1924 when he gave the funds to establish a not-for-profit hospital that would be governed by and responsive only to the healthcare needs of the communities we serve. Since then, local citizens have been appointed to lead the growth and development of William Newton Hospital (WNH), making strategic decisions to meet the ever changing needs of approximately 66,000 residents of the communities we serve.

Through advances in leadership, education, technology and continuous improvement in the delivery of quality health care, WNH has become a leading community hospital in the State of Kansas and an integral part of the lives and wellbeing of Winfield area residents. Although WNH provides the latest in technology for diagnosis and treatment, our strength also lies in the personalized, compassionate patient care that is often not found in a larger medical center. Last year we were recognized by Medicare as a five-star facility. This year we were honored to achieve another five stars for patient experience, and four stars overall.

As an independent, not-for-profit, locally governed community hospital, William Newton Hospital is self-supported through operations, and receives no tax subsidies. The hospital is responsible only to the community we serve. Our 25-bed Critical Access hospital provides general medical and surgical care for inpatient, outpatient, and emergency room patients, and participates in the Medicare and Medicaid programs. The hospital operates five rural health clinics in Cowley, Elk and Chautauqua counties and an occupational health program to assist local business and industry. WNH has also developed cooperative arrangements with other providers for cancer treatment and renal dialysis to better serve all of the needs of local residents. Capital infrastructure improvements are funded jointly through earned income and philanthropic support from the community.

To adopt the latest advances in health care delivery, WNH has been pro-active in providing services including

same-day and orthopedic surgery, skilled swing beds, home healthcare, audiology, cardiac rehabilitation, wound care, rheumatology, infusion therapy and many other diagnostic and therapeutic services.

Up-to-date infrastructure has always been a hallmark of WNH. Since 1998, improvements include:

- Major expansion/renovation of the emergency and radiology departments, lobby, ambulance facilities, and surgical suites.
- A state-of-the-art cancer radiation treatment center opened in 2001 and an organization-wide computer system including clinical records that was installed in 2003.
- The Physicians Pavilion and Winfield Healthcare Center provide medical office space on the WNH campus for a number of active staff and consulting physicians.
- Recent improvements include a \$5 million replacement of patient rooms in 2009, a \$6.5 million upgrade to the Family Birthing Center and the hospital energy system in 2012, and \$1 million in improvements to the surgery department in 2014.

## ADDRESSING OUR COMMUNITY'S EVOLVING HEALTHCARE NEEDS

Hospitals are never static—they are either improving or falling behind. While we seek to remain consistent in our high standards, attention to detail, and compassionate and attentive patient care, the environment in which we work is constantly changing. How we as a community and hospital respond to these changes influences the quality and availability of healthcare we all count on to live at our best individually and as a community.

Nationally, we are challenged to keep up with evolving healthcare practices and rapidly advancing—and often expensive—technology, a changing regulatory environment that effects how we operate and receive reimbursement, and a trend towards consolidation of big systems over independent community hospitals which results in local healthcare decisions being made in corporate offices out of town and sometimes out of state.

Locally, **demand is growing so rapidly we are running out of space to care for our patients.** To continue to fulfill our mission at the highest standards, we must meet evolving usage patterns (influenced by demographics and locally available care options) with appropriate services, facilities, and resources.

### DID YOU KNOW?

In 2016, there were...

- 1,014 acute admissions
- 1,296 surgeries
- 1,012 endoscopies
- 244 newborn deliveries
- over 9,681 visits to the ER
- 3,068 home health visits
- 223 orthopedic surgeries
- 63 admissions to swing-beds
- 13,550 rural health clinic visits
- 42,624 other outpatient services

From 2013 to 2016, WNH experienced significant increases in the following service areas:

- Emergency Room visits up 25% ▲
- Hospital Admissions up 20% ▲
- Surgical Procedures up 14% ▲
- Outpatient Visits up 16% ▲
- Newborn Deliveries up 23% ▲

To accommodate these increasing demands, we have added staff including:

- 9 new local doctors ▲
- 4 new visiting specialists ▲

To maintain our commitment to the communities we serve and to honor our non-profit mission, we continue to track and evaluate trends to anticipate your needs and to be ready to provide you and your loved ones with the very best care. Heart disease, cancer, stroke, respiratory conditions, and unintentional injuries care are the top causes of death in the State according to the Kansas Department of Health and Environment.

By thoughtfully considering national trends and local demographic and usage data, we can project what care needs will be, and how we will be ready to meet them.

Looking forward, we have established the following strategic objectives to meet our evolving needs:

- Maintain/improve strong presence in our region
- Maintain/strengthen ties to the community
- Strengthen/expand joint replacement program
- Strengthen primary care physician base
- Seek opportunities to recruit additional specialists
- Remain independent as long as possible
- All digital medical records by 2020
- Achieve Malcolm Baldrige and MAGNET Status

The central piece to continue fulfilling our mission and vision will be the implementation of our 10-year master facility plan to prepare a “newly retooled” hospital ready to meet the needs of current generations and those yet to come.



## BUILDING FOR OUR FUTURE

Our master facility planning process has given us a vision and a practical approach to prepare William Newton Hospital to meet our evolving healthcare needs for tomorrow and the foreseeable future. Past administrations have done such a good job in caring for our buildings, and have built upon it, that when the time came to consider our expansion options (including considering building a new hospital at a new location, we determined our most practical solution was to prepare our existing well-maintained and structurally sound hospital to meet the demands of our greater community's current and future healthcare needs.

To do this we will need to add facilities and technology, while reconfiguring our space to provide more efficient and accessible care with a superior patient and guest experience. Our vision is to ensure our community has convenient access to the best care a community hospital can provide. Our ambition is to achieve this vision with a well thought through and practical plan of action. Our plan addresses core needs and opportunities:

1. **New state of the art facilities - to better provide the best care possible to people when they are at their most vulnerable, WNH will need to build a new:**
  - Emergency Department including a separate entrance for improved access and flow
  - Surgical Department to accommodate modern surgical and technological demands, pre-op and post-op care, and waiting facilities
  - Improved parking areas for patient and family access
2. **Greatly improved layout for patient experience and care delivery - to allow:**
  - Enhanced Pre-operative/Post-operative care
  - More easily accessed Lab and Radiology services
3. **Updated mechanical infrastructure for improved experience, efficiency, and contingencies**
  - HVAC upgrades
  - A second generator and flywheel for improved continuity of power supply

WNH has already undertaken some key preparation steps including a Structural Integrity Study, North parking lot improvements, and Central Plant Project. Moving forward, we've sequenced the proposed master facility plan improvements according to the most urgent and important community care needs. A thorough Campaign Planning Study recommends we begin the master facility plan in phases with a campaign to raise \$3 million to \$5 million to support the \$9.1 million necessary for the Surgical Department Renovation and Expansion. The success of early gifts among the community's leading citizens will determine if \$3 million or more can be raised. Should the campaign exceed the minimum \$3 million goal, additional funding will be used to advance the planning and implementation of the Emergency Department Expansion.

10 YEAR MASTER FACILITY PLAN IMPROVEMENTS			
Phase	Project	Projected Cost	Desired Start
1	Operating Room Expansion (pre- & post-operative care)	\$9.1 M	2018
2	Emergency Department Expansion	\$5.0 M	2019
3	Radiology Relocation		2020
4	Laboratory Relocation		2021
5	3-Story Addition to SW Corner (education & administration)		2023
6	Interior Remodel & Exterior Enhancement		2025

If implemented according to the timetable above, our hospital improvements would be complete in time for our Centennial celebration with expanded modern resources and a new look and feel to carry us forward for the next 50 years.



# THE SECOND CENTURY CAMPAIGN

## *Proud of our past, preparing for our future*

### **RAISING \$3 MILLION TO \$5MILLION FOR INVESTMENT**

---

Our Second Century Campaign has a goal to raise a minimum of \$3 million to expand the Surgical Department while assessing our ability to secure a challenge goal of \$5 million. Additional dollars contributed will be applied to expedite and advance implementation of our 10-Year Master Facility Plan—including the Emergency Department scheduled to be the next phase.

Philanthropic support is what gave birth to our Hospital through William Newton's original gift approximately 90 years ago. With the upcoming Centennial Anniversary, Hospital leaders, physicians, staff, and volunteers wish to usher in the second century of health care services with renovated and expanded space to meet the growing demands and evolving needs of residents in our region.

### **THE SURGICAL DEPARTMENT EXPANSION: PHASE 1 OF A LONG-RANGE MASTER PLAN (\$3M MINIMUM GOAL)**

---

What will an \$9.1 million Surgical Department Expansion accomplish? The demand for this expansion is the result of the number of patient visits, particularly a 14% increase in surgical services since 2013 and nearly 2600 surgeries performed in 2016. Beyond demand, WNH desires to greatly improve the patient experience in pre- and post-operative care.

An expansion and renovation will accomplish the following:

- Add an orthopedic surgery suite and a cardiac cath lab
- Add an additional 11 pre- and post-operative rooms in the surgical department
- Expand the waiting room area adjoined to the surgical department
- Improve patient experience and the flow associated with patient care
- Improve patient confidentiality by locating the flow of patient services in one location
- Ensure the community and region has access to a local first-class surgical facility
- Provide opportunity to secure additional surgeons to perform services
- Assist in the recruitment and retention of surgeons while ensuring patient satisfaction
- Relocate scattered service areas to a common area
- Expand the hospital by approximately 8,000 square feet.

This expansion and renovation will build upon recently completed Hospital-funded improvements to improve lighting, air and humidity control in the current surgical department. In addition, Medicare reimbursement will likely increase because WNH is a critical case access hospital expanding its services. The ultimate goal is to meet the growing demand of patients seeking WNH-based services and to provide the best patient care possible.

WNH seeks at least \$3 million from philanthropic support toward the \$9.1 million project— funding \$3 for every \$1 dollar raised from philanthropic gifts.

Exceeding the goal, and raising upwards toward \$5 million, would enable us to advance Phase 2: The Emergency Department Expansion, and the other plans associated with the 10-Year Master Facility expansion plan.

The public goal, announced during the public phase of the campaign, is determined after the leadership gift enlistment phase of the campaign, and will be an achievable amount that can be raised through the major and general gift phases of the campaign.

Leadership Gift Phase:	September – December, 2017	Goal \$2M - \$3.35 M from 9-15 gifts.
Major Gift Phase:	October 2017 – March, 2018	Goal \$600k - \$1 M from 20-35 gifts.
General Phase:	February 2018 – June, 2018	Goal: \$400k – 650k from 80-100 gifts.

Silent Phase:	Through July 2018 (approximate)
Public Phase:	August 2018 (approximate)- Contingent on Leadership Gift Phase

## CURRENT VIEW OF WILLIAM NEWTON HOSPITAL



## PHASE 1: SURGICAL DEPARTMENT EXPANSION AND INTERIOR PRE- AND POST-CARE VIEW

\$3 Million Campaign Goal to Support a \$9.1M Expansion Plan



*detailed image on next page*



## FINANCIAL PLANNING AND CONSIDERATIONS

---

Fiscal conservatism and prudence remain at the heart of WNH's operations. Year after year, we keep our income statement in the black and re-invest any surplus back into operations and capital needs. Importantly, we have minimal long term debt. We have worked diligently and thoughtfully to achieve our fiscal health.

When early estimates for our Master Facility Plan totaled \$58 million, we applied this same frugality and resourceful planning to find efficiencies that would enable us to bring the total projection down to a more manageable figure that would still allow us to achieve our goals to meet the evolving healthcare needs of the community.

The Master Facility Plan is projected to cost between \$20 million and \$25 million. Thanks to our fiscal health, we can safely provide a sizable portion of funding over a ten-year period through operating incomes. Importantly, we can do this while maintaining sufficient reserves and contingencies for possible economic downturns or natural emergencies. Even more importantly, this will allow us to enhance community care while strengthening our financial position; making our Hospital an even stronger cornerstone in our community providing economic impact, quality of life, jobs and health services.



## THE ROLE AND IMPORTANCE OF COMMUNITY SUPPORT

---

Keeping with the tradition established by our founding through philanthropy, we will need to partner with the very people we serve to complete funding of the Master Facility Plan—our community.

Through this proposed partnership, WNH would be able to provide approximately 2 dollars for every 1 dollar raised. By working together, we can ensure our hospital facilities are ready for the next 50 years of service beginning with an expanded surgical department with adjacent pre-operative and post-operative area. A campaign of \$3 million, with evidence of early success, will ensure that the Hospital can proceed with its \$9.1 million Surgical Department Expansion plans and begin construction in the summer of 2018. If the community exceeds this fundraising goal, and raises \$5 million or more, then the Hospital will be able to expedite its schedule for Phase 2: The Emergency Department Expansion. The degree to which the philanthropic supporters are willing to commit to William Newton Hospital will determine how much of the Master Facility Plan we can accomplish and how soon.

Philanthropic investment is essential to sustain and improve patient care and services, fund necessary capital improvements, and ensure William Newton maintains sound financial health to meet future challenges yet to come.

## THE WILLIAM NEWTON HERITAGE SOCIETY

---

William Newton, while conferring with fellow residents, gave seed to a vision for Winfield, Cowley County and the surrounding region. They understood the importance of having a hospital that could provide excellent healthcare services to the community and function as a cornerstone for community development and success. His gift of \$200,000 in 1924 is equivalent to \$2.7 million in today's dollars. But the greatest value of his gift has been what others have done to leverage Hospital growth for future generations to come. His generosity chartered a course for others to follow.

The Campaign Study revealed the large number of people who are inclined to support the important role the Hospital plays in our community and the personal impact it has made for generations.

A pathway has been established for others to follow William Newton's example by supporting the Hospital with a planned gift that allows one to express their legacy by supporting the community through the mission of the Hospital. Though an estate gift may not directly support Phase 1 and the capital project, it supports the Hospital's long-range vision for providing the best services possible and increases its financial strength.

Members who join the William Newton Heritage Society provide planned gifts. Planned gifts entail naming the Hospital as a beneficiary in one's estate plans (wills, annuities, trusts, charitable gift annuities, life insurance or transfer of asset ownership). Members joining the William Newton Heritage Society will join the collective effort to ensure a robust and secure future.

## WHAT DOES SUCCESS LOOK LIKE?

---

In 2027, William Newton Hospital will celebrate its 100th anniversary. What will our community be like then? What will be the issue(s) of the day? What will the lives of our loved ones and our own be like then? Will the hospital be able to serve the next generation as well as we have been served?

While no one can answer these questions, we can say with confidence that our lives and community will be better and healthier with a strong William Newton Hospital. We will be able to enjoy and take pride in the knowledge that our hospital is one of the very best in Kansas and among the best at serving our greater community as any in the country. Our friends and loved ones will have convenient access to top flight facilities, leading technology, and our long tradition of outstanding and compassionate patient care. We will be able to recruit and retain top medical staff and enjoy expanded specialties and services previously unavailable locally. William Newton Hospital will continue to be among the strongest community hospitals and maintain our economic independence and local control from outside corporate healthcare interests. But perhaps even more importantly, we will have peace of mind in knowing, for all but the most complicated situations, we will have superior care here close to home, family, and work when we need it.

This matters to us personally, but also to the future economic vitality and quality of life appeal of Winfield and our surrounding service area. We are a leading employer in the area and our collective wages have a 7x multiplier in the local economy. A strong hospital is important to local and potentially new businesses and corporations looking to invest here. On so many levels, the future of William Newton Hospital is inextricably linked to our future as well. With an upgraded and enhanced hospital, we will be ready for our future—as citizens, as a hospital, as a community.

Let us not forget all of those who have supported and led the hospital in our long history, and let this be a time to swell the support our hospital and community needs during this critical time for expansion. Help us to maintain the trust generations before have given us so we can be there for our children, grandchildren, and generations yet to come.

We enjoy the shade of trees planted before us. What shade will we provide to those who follow?