



Lawrence
General
Hospital

CONFIDENTIAL

A Legacy of Caring

*The Campaign for
Lawrence General Hospital*

So good. So caring. So close.



Dear Friend(s) of Lawrence General Hospital,

As Lawrence General Hospital (LGH) approaches its 140th year of service to the Merrimack Valley region and southernmost New Hampshire, we are preparing to take another bold step in the delivery of advanced acute care to you, your family, and to our great region.

LGH has experienced exponential growth and improvement over the past four years, all designed to improve the quality and breadth of healthcare we deliver to you, close to home. From the addition of over a dozen new specialty clinics, to opening several new clinical centers, from the addition of new primary care doctors, to facility renovations and way finding improvements, we have been working hard to deliver the care you asked for, while saving you the hassles of travel into Boston. Of note, our affiliations with several leading tertiary hospitals have delivered the expertise, and physicians, specialists and surgeons, of these renowned institutions to the Valley. Most recently, we have partnered with Pentucket Medical to construct a 30,000 sq. ft. Andover Medical Center, further extending our reach across the region.

With this recent wave of accomplishments, and as one of the fastest growing hospitals in the entire state, we are poised and proud to implement a comprehensive \$75 million master facilities plan tied directly to our strategic plan and to our vision for continued future success and growth. At the heart of the project are totally renovated patient wings, addition of private patient rooms, a new Surgical Center, a new Tomosynthesis Unit at Andover Medical Center, and other infrastructure improvements. We are confident the project will positively impact every single patient, visitor, physician, surgeon, nurse, volunteer, therapist, specialist and employee...and will further expand upon the local jobs provided by Lawrence General as the city's largest employer (currently at 1,800 employees).

We are one of the few growing hospitals in the state due to our ability to deliver high quality, affordable care in nimble and creative and efficient ways. We hope that you will be excited by our boldest plans to date, and that you will help to bring our vision to fruition with your philanthropic support. We are extremely proud of our 138 years of not-for-profit service, and now is the time to take the steps necessary to position Lawrence General Hospital for the next 50 years of service to you, your family and our neighbors.

Thank you for spending a few minutes with this important document.

Sincerely,

A handwritten signature in blue ink that reads "Dianne J. Anderson".

*Dianne J. Anderson
President and CEO*

A handwritten signature in blue ink that reads "Matthew A. Caffrey".

*Matthew A. Caffrey, Esq.
Chairman, Board of Trustees*

“The Hospital's physicians and caregivers offer treatment to all patients, regardless of their race, color, creed, or national origin. Every member of the clinical team works to assure the quality and level of care the Hospital provides, supporting community education and research to improve the health of the Merrimack Valley and its citizens.”

Our Legacy

In 1875, a group of concerned women who were active in Lawrence's churches and who were the wives of the city's prominent businessmen, established the Ladies' Union Charitable Society. Their objective was to improve the lives of the city's workers and community members through good works and social assistance. Their initial efforts centered on establishing a "day nursery" to care for sick children.



Nearly 140 years later, Lawrence General is a private, not-for-profit regional medical center with 189 beds, and caring for nearly 300,000 inpatients and outpatients annually. Lawrence General remains focused on its mission, our aggressive strategic plan, and on making LGH as strong as we can be. (See *Appendix A* for more information about LGH today, and the changing landscape of health care).

Looking Forward - The Urgent Needs

For well over a year, the Lawrence General Hospital Board of Trustees, the LGH Facilities Committee, the LGH Strategic Initiative Committee, the LGH Finance Committee, the LGH Senior Administrative Team, along with the planning firms of MorrisSwitzer and Kaufman Hall have been reviewing the current Lawrence General facility for improvement and/or expansion opportunities, as well as examining the health care landscape in our region, and the best opportunities for growth in the decades ahead. The result is a \$75 million master facilities and strategic plan which addresses today's urgent needs, and responds boldly and appropriately to our future.

New LGH Surgical Center

Cost: \$56 million



While LGH's current operating suites are staffed with distinction by a skilled surgical, anesthesiology and nursing team, they were constructed decades ago, in a vastly different healthcare era. Technology, computerization, design, layout, and equipment have all undergone multiple dramatic changes between then and now with enormous impact on patient safety, patient comfort, and physician and staff

efficiency. Both the existing surgical-support space and the flow of staff and patients are compromised by the limitations imposed by our current infrastructure.

The planned new high-tech Surgical Center will include significantly larger, state of the art operating rooms designed for optimum use, allowing us to offer a broader range of complex surgical procedures and additional clinical service lines locally (both pediatric and adult) and to house the specialized equipment required for today's sophisticated surgeries. Since many local families live in poverty and rely solely on public transportation, traveling into Boston for surgery, specialty or advanced care is often not realistic or even doable. So via the new Surgical Center, Lawrence General is bringing these services and specialties directly to our local community.

Located adjacent to our Emergency Center, the new 42,450 square foot facility will include more than 35,000 square feet of new, high-tech surgical space constructed and outfitted, and be constructed with "expansion capabilities" for future additional clinical possibilities.

Our new Surgical Center will feature:

- 6 Operating Rooms
- 1 Interventional Radiology Room
- 1 "Swing" Room (either cardiac catheterization or interventional radiology)
- 1 Pre-op Holding Area
- 1 Post Anesthesia Care Unit
- 1 Surgical Day Care Unit
- 1 Pre-Admission Testing Clinic
- Multiple Clinical Work Areas
- Family and Staff Support Areas



Surgical volume has grown due to the reputation of the current expert surgical staff; there is no question that the addition of these ultra-modern operating suites will generate further growth from those in the community who might have traveled outside the area for more contemporary facilities. Greater volume and cutting-edge operating suites translate to enhanced recruitment of surgeons from Boston and other locations who can bring additional new adult and pediatric specialties to the Merrimack Valley region.

Fully Renovated Patient Wings & Private Patient Rooms

Cost: \$17 million

At Lawrence General, most of our inpatient wings are tired, crowded and outdated. They lack the amenities and space configuration necessary for a completely new age of hospital facility, one replete with digital equipment and technology.

In addition, most of our patient rooms are semi-private. Hospital-acquired infections claim more American lives each year than breast cancer or automobile accidents. The evidence is undeniable that shared hospital rooms contribute greatly to higher infection rates, as well as a host of medical errors, privacy violations, added patient anxiety, and decreased consumer satisfaction. Evidence also shows that most patients prefer and increasingly demand private rooms.



Our plan calls for phased renovations over several years of nearly all our major inpatient units, including Russell 4 (R4), Russell 5 (R5) and the ICU initially, then Hamblet 2 (H2) as well if we have a successful campaign. The resulting private rooms will be spacious and offer our patients a hotel-like atmosphere with plenty of room for family and friends. Our new

multi-purpose rooms will result in less patient transport between units, as the rooms will be designed to accommodate nearly all levels and types of inpatient care needed.

Because of our consistent high patient census, we will work in phases, as we cannot function with multiple units closed for extended periods. This wing and room renovation plan is one of the most ambitious single projects in Lawrence General's proud history. Our specific plans include:

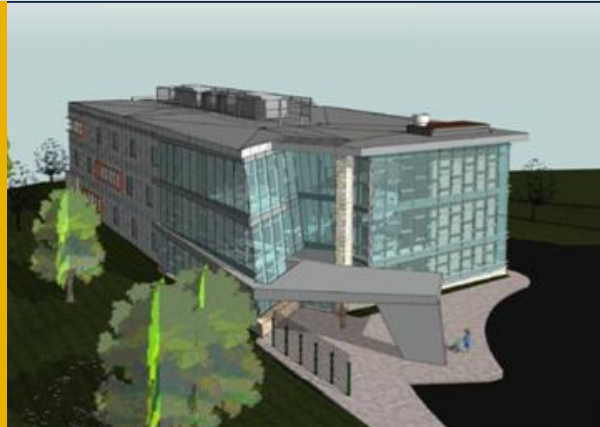
- ***Renovation of the Russell Fourth (R4) Floor Patient Care Unit*** - The 10,600 SF renovation will include the relocation of the existing hemodialysis unit to the Hamblet Building 2nd floor, and result in a combination of fully renovated single rooms and semi-private rooms;
- ***Renovation of the Russell Fifth Floor (R5) Patient Care Unit*** - The 5,600 SF renovation will result in nine single rooms featuring an area for family members to sleep overnight;
- ***Renovation of the Hamblet Second Floor (H2) Patient Care Unit*** - The 9,400 SF renovation will result in a combination of single and semi-private rooms, transforming this space into a brand new 17-bed unit.

All the rooms in the renovated inpatient units will feature a private bathroom, and each unit will include a new family/visitor waiting room, team work areas, and associated support areas with all the latest technology.

Women's Imaging & Tomosynthesis Services at Andover Medical Center and at LGH Cost: \$2 million

Andover Medical Center

The Board of Trustees of Lawrence General Hospital has long espoused and demonstrated a vision for a regional health care system that further enhances the quality and affordability of patient care in the Merrimack Valley region. Last year, their commitment was realized in the form of a partnership between Lawrence General Hospital and Pentucket Medical Associates, the result of which will be the establishment of Andover Medical Center & ExpressCare, a new medical facility located in Andover.



The new 30,000 square foot facility is located at the junction of Route 133 and I-93 in Andover and provides primary care, pediatric care, urgent care, OB/GYN services and other specialty services for the local area, located close to home for residents of the Andovers and the surrounding communities. The Women's Imaging Center, the most comprehensive of its kind in the Merrimack Valley region, occupies much of the third floor, a floor dedicated to women's services and needs. Among the cutting edge technologies employed there includes two **3D Tomosynthesis Units** for mammography screening, made possible by a donor's generous philanthropic lead gift of \$125,000 to this campaign.

About 1 in 8 U.S. women will develop invasive breast cancer over the course of her lifetime. In 2013, more than 230,000 new cases of invasive breast cancer were diagnosed in women in the U.S., along with more than 64,000 new cases of non-invasive breast cancer. It is the most commonly diagnosed cancer among American women. Nearly 40,000 women in the U.S. are expected to die this year from breast cancer, though death rates have been decreasing since 1989 — with larger decreases in women under 50. These decreases are the result of treatment advances, earlier detection through screening, and increased awareness.

One of those treatment advances has been a dream of Lawrence General's Imaging Department for years...the new Tomosynthesis Service. Tomosynthesis creates a three dimensional image of breast



tissue for better examination. **Tomosynthesis increases the detection of invasive breast cancers by 41% over traditional mammography, increases detection of all breast cancers by 29% and reduces the need for additional imaging by 15%.**

It's a service currently not available anywhere else in this immediate area, and we have installed two units at this new center, and two more on the LGH main campus. The technology alone runs well over \$400,000 per unit. This technology features sharp images for visualization of the finest details. It's used primarily for mammography of very dense breast tissue, and it delivers much higher resolution, in "slices", so there is less need for re-testing and

significantly less false positives. **The Women's Imaging Center at Andover Medical Center features two of these new Tomosynthesis units, and the South Pavilion at Lawrence General now houses two units.** LGH now provides the most sophisticated and comprehensive imaging for women in the entire Merrimack Valley region!

Future Plans for LGH

The current initiatives and capital campaign represent only one step in preparation for the next generation of healthcare. Plans are underway to develop future phases that will further enhance Lawrence General, and create an even better patient experience. The future possibilities may include:

- *A new and expanded Cardiac Catheterization Suite to better meet local demand*
- *An additional, spacious parking garage*
- *A new entrance and main lobby, with improved patient-access*
- *Additional single patient private rooms*
- *Modernization of the hospital façade on the General Street side*
- *And much more*

Our Partnership with the Community

We are now preparing to better meet the health care needs of the Merrimack Valley region through this \$75 million construction and renovation plan to further modernize our great hospital. This campaign will enable Lawrence General Hospital to provide an even higher level and expanded scope of services to the residents of our community. The result will allow us to better meet the increased demand for services and in patient volume, create modernized and more comfortable facilities for patients and visitors, and recruit more surgeons and specialists to serve you locally.

Thanks to many years of strong leadership by our dedicated Board of Trustees, as well as previous and current administrations, Lawrence General is in a strong financial position. However, the \$75 million required to complete the project is beyond what Lawrence General's own resources can sustain. We will fund a portion of the project through operating revenue and traditional financing, leaving a gap between funds available and funds critically needed. Lawrence General Hospital seeks to bridge the gap through philanthropy, creating yet another partnership with the community that all these enhancements will ultimately serve.

Accordingly, Lawrence General is undertaking a major capital campaign with the objective of raising as much as \$13M. The success of the campaign will ultimately depend upon the enthusiasm and commitment of those friends of Lawrence General Hospital who see the extraordinary value of this project, how it supports our mission, how it will positively impact every member of our local community, and how it will propel your local, regional medical center to the next level of advanced care.

Thank you very much for your support of Lawrence General Hospital.

Appendix A

Lawrence General's Legacy

In 1875, a group of concerned women who were active in Lawrence's churches and who were the wives of the city's prominent businessmen, established the Ladies' Union Charitable Society. Their objective was to improve the lives of the city's workers and community members through good works and social assistance. Their initial efforts centered on establishing a "day nursery" to care for sick children whose working mothers could not take care of them during the day.

Nearly 140 years later, Lawrence General is a private, not-for-profit regional medical center with 189 beds, and caring for nearly 300,000 inpatients and outpatients annually. Our work is guided by a dedicated and enthusiastic Board of Trustees from the Merrimack Valley, and carried out by 1,800 employees (largest employer in the city), over 500 providers and over 200 volunteers. We are now clinically affiliated with both Beth Israel Deaconess Medical Center and Floating Hospital for Children at Tufts Medical Center. Since 2010 we have opened a nationally-recognized Cardiac Care program, a new Pediatric Center, a new Sleep Center, a new Bariatric Surgery and Weight Management Center, a dozen new specialty clinics in partnership with our tertiary partners, a new Outpatient Physical Therapy Center, a new Cardiac Rehab Center and much more. We have recently partnered with Pentucket Medical to construct a 30,000 sq. ft. Andover Medical Center, opening in 2014.



Today, Lawrence General remains focused on its mission, our aggressive strategic plan, and on making LGH as strong as we can be. We are now a regionally and nationally recognized high quality, low cost, acute care, regional medical center, rising recently to the 3rd fastest growing hospital in Massachusetts. Because of the depth and breadth of the high quality services offered, LGH is now recognized as "the future model for health care".

With that solid foundation in place, LGH looks forward boldly and with foresight. Great turmoil in the health care field, combined with monumental changes to the landscape of providers and partnerships across MA has produced a volatile, rapidly-changing health care environment. Mergers and acquisitions are commonplace, often out of necessity due to dwindling census numbers or declines in reimbursements from payers.

Our commitment is to remain an independent, not-for-profit institution, and to partner with any organization that can help us to better deliver services and care to our immediate region. Our relationship with Beth Israel Deaconess and Floating Hospital are examples. We are also working hard on strengthening our regional care team with close partners like Greater Lawrence Family Health Center, Pentucket Medical, the VNA, and many more. With a strong foundation, solid financials, and great partners, we are in an excellent position and poised to grow and improve as an independent provider.

