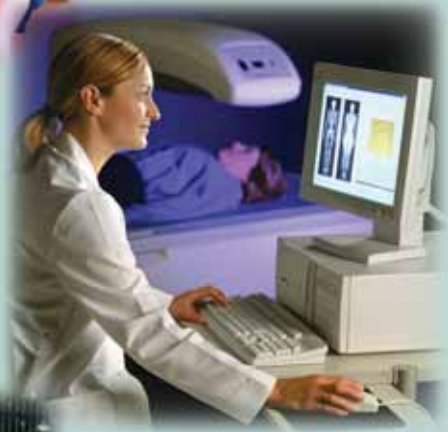


ELKHART GENERAL HOSPITAL
Annual Report
2003



*Learning
to live well.*



Mission Statement

M I S S I O N S T A T E M E N T

To Create Healthier Communities By...

- Caring for the sick and injured through high-quality clinical and supportive services.
- Promoting the health and well-being of individuals and families through education and the early detection and prevention of disease.
- Conducting our activities with compassion and respect for all.
- Recognizing that health is holistic, embracing the body, mind, and spirit.
- Seeking out and partnering with those who share our mission.
- Continuously improving the quality and cost-effectiveness of our services.
- Maintaining the financial viability of the hospital and medical community, while continuing to recognize the charitable purpose of the hospital.

Chairman & President's Report

CHAIRMAN AND PRESIDENT'S REPORT

Learning to Live Well

At a time when research is shedding ever more light on the disturbing links between obesity and serious illness, the year 2003 found Elkhart General leading the way in establishing a complete and comprehensive Weight Management Services program. Consistent with our proactive mission "To Create Healthier Communities," providing people with the tools they need to maintain a proper weight is key to the overall goal of promoting healthier lifestyles. It is estimated that obesity alone is presently costing Americans about \$93 billion a year. And obesity is very often a condition directly within our own personal control.

Building for Tomorrow

Significant progress was recorded during the year on our strategic "Building for Tomorrow" project designed to meet the immediate and highly specific needs created by increasing patient volumes, as well as the aging of certain parts of our present facility. The project, scheduled for completion in late 2004, literally began to take shape with the new, three-story steel structure becoming a fixture on the Northwest side of our campus.

A Quality Honor for a Quality Team

Late in the year, we learned that our Hospital was awarded the 2004 Distinguished Hospital Award for Clinical Excellence by HealthGrades, the nation's leading independent provider of health care quality evaluations. The award ranked Elkhart General among the top 3.4 percent of all hospitals in the country in seven major clinical specialties—cardiac surgery, cardiology, orthopedic surgery, neurosciences, gastroenterology, pulmonary and vascular surgery.

As representatives of the Hospital's Board of Directors, we offer our sincere congratulations to the physicians, staff, and management for their hard work and dedication as evidenced by this prestigious honor.

Jeff Wells
Chairman of the Board
Gregory W. Lintjer, FACHE
President



Quality in Action

"BUILDING FOR TOMORROW" TODAY

Scheduled for completion in the fall of 2004, the \$65 million "Building for Tomorrow" project involves construction of a 181,680 square-foot facility with three levels on approximately 3.75 acres at the northwest side of the campus.

During 2003, excavation was completed, the foundation was poured, and work began on the main building's steel framework.

The new facility will attach to the existing Main Hospital to provide access for patients, staff, and visitors. A new Main Entrance, Admitting Department and waiting area will be part of the renovations on the first floor in the existing building.

The lower level will allow centralization of oncology services, including a new radiation oncology vault. The first floor will feature an outpatient Women's Center with mammography services and physicians' offices. The second floor will house the new birthing unit, including 36 Labor-Delivery-Recovery and Post-partum beds, C-section operating rooms, a well baby nursery and an eight-bed Neonatal Intensive Care Unit.



ER Physicians Lead Medical Staffs

Emergency Physician R. Bruce Newswanger, D.O. (left), Chief of Staff at Elkhart General, with Emergency Physician Randall J. Cammenga, MD, President of the Medical Staff at Goshen General Hospital, during a reception held in their honor. The two are members of Elkhart Emergency Physicians, Inc., marking the first time physicians from this organization have simultaneously held these important leadership positions.

Hospital Hosts Medical Education Program

For eight weeks every summer, Elkhart General gives medical students the opportunity to shadow various specialties while being paid a weekly stipend.

Offered through the Indiana State Medical Association, the goal is to help the students develop an interest in a particular specialty. All have completed their first year of medical school, but most remain undecided as to a specialty.

The Elkhart General program is unique in that rotations are individualized for each student so they can get one-



on-one attention from the physician they are shadowing. The rotations are both at the Hospital and at the physician's offices. The experience includes a stint in the Emergency Department and a chance to ride along with an ambulance on a busy Friday evening. The program is coordinated by the Continuing Medical Education Department. More information is available by calling (574) 296-6472.

Mentoring Award Presented

The Greater Elkhart Chamber of Commerce awarded its inaugural Business and Education Award to Elkhart General Hospital for its mentoring program at Mary Daly



Elementary School. Pictured with the award are (from left) Karen Nicholson, Elkhart Area Career Center's Education to Careers coordinator; Phil Penn, Elkhart Chamber of Commerce President; Patsy Boehler, Executive Director of ETHOS, representing the Chamber's Education Council; Kurt Meyer, Elkhart General Vice President of Human Resources and Physician Practices; Greg Lintjer, Elkhart General Hospital President; and Ken Hawser, nominator.



2003 Highlights

Losing Weight a Big Winner

The Cardiovascular Health Management Clinics recently received the New Direction Center of Excellence Award. The Clinics were lauded for assembling the programmatic elements quickly and professionally, and for realizing tremendous growth. Other award criteria included maintaining high quality care, promoting a team concept, and building relationships with the



medical community. From left are Shelley Sill, Registered Nurse; Melissa Freer-Smith, Registered Dietitian; Liz Winet, Cardiovascular Clinics Nurse Practitioner; and Jamie Bowman, Cardiovascular Clinics Secretary Assistant.

Community Outreach Activities

Designed to address the needs of the medically underserved through prevention and early detection of disease, Community Outreach activities this year included partnering with other community groups to provide a first-ever prostate screening emphasizing minority populations. Additionally, by working in cooperation with the Elkhart County Health Department, free health fairs were sponsored in seven area schools, reaching over 3,000 children. Support was also provided for the Elkhart County Health Department Pediatric Dental Clinic.

Computerized Patient Record

For the most efficient, cost-effective, top quality care to be delivered, the providers of that care need to have timely, easily retrievable access to the patient's complete health record.

Given the volume of information required to make informed and timely clinical decisions in today's data-rich world, a paper-driven environment is becoming increasingly inadequate.

The Computerized Patient Record is an online advancement well on its way at Elkhart General. In late 2002, the Hospital entered into a comprehensive, five-year agreement with McKesson Corporation to implement the project. By computerizing the patient record, physicians obtain critical patient information more quickly and can retrieve post-discharge charts online, thus saving valuable time in the chart-completion process. Using their own PIN number, physicians can even sign records electronically. Speech Recognition Systems are being adopted for improved efficiency in transcribing reports.

Clinical applications include web-based access to patient information for physicians via wireless devices such as personal digital assistants (PDAs) and cell phones. Particular emphasis will be placed on technology that enhances medication management at every step of the process—prescribing, transcribing, dispensing, administering and monitoring.



Medical Staff Recognition

Recently honored for 25 years of service to the Elkhart General Medical Staff were, from left, Richard Hastings, MD; James Field, MD; Mabel Blunk, MD; David Saddawi, MD; and Thomas Mellin, MD. Also honored but unable to attend the Recognition Dinner were Francisco Deogracias, MD; William Kaliney, MD; and N. Stacy Lankford, MD.

Board of Directors Recognition

Recently honored for their service on the Hospital's community Board of Directors were, from left, Rod Roberson, who furnished over three years of service; Donald Krabill, who was



welcomed as a 2004 Board member; and Jeff Wells, who stepped down after two years as Chairman.

Your Community Hospital

Report of Stewardship and Support

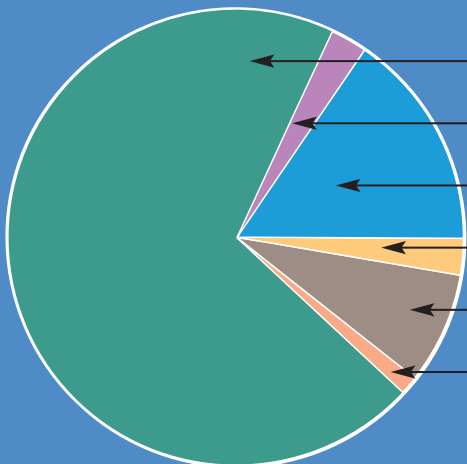
REPORT OF STEWARDSHIP AND SUPPORT



Elkhart General is a tax-exempt, not-for-profit community-owned hospital governed by a Board of Directors comprised of volunteers drawn from the community. The Board of Directors and hospital management work together to ensure that hospital profits are used to improve services, to ensure the long-term survival of the hospital, and to meet crucial health-related community needs.

Each year, particular emphasis is placed on making sure everyone in the community receives the health care they need, not necessarily what they can afford. The simple truth is that Elkhart General is often the only source of health care for many of the poor and disadvantaged in our community, and this responsibility is taken very seriously.

During the last fiscal year, Elkhart General provided more than \$22 million in health services that were unreimbursed by Medicaid, and more than \$94 million unreimbursed by Medicare. In addition, the hospital provided community outreach contributions, or "non-billed" services, valued at over \$1.5 million for free and below-cost community screenings, educational lectures, and support for some 50 health-related, not-for-profit organizations. The hospital also furnished more than \$4.4 million in traditional charity care to patients. Additional details are provided in the chart below.



Unreimbursed Medicaid Charges	\$22,423,076
Community Benefit Program	\$417,552
Traditional Charity Care	\$4,448,504
Medically Indigent Programs	\$729,578
Non-Billed Services	\$1,592,068
Low/Negative Margin Services	\$375,650
Total Community Benefit	\$29,986,428

For nearly 100 years, Elkhart General Hospital has been providing comprehensive, advanced medical care to Elkhart and surrounding communities. The full-service, 365-bed, acute health care facility serves more than 18,500 patients a month. The Elkhart General medical staff is comprised of 280 physicians representing 36 medical specialties, and over 1,800 employees serve in nursing, technical, administrative, and support capacities.

Accreditations, Licensure and Membership

- Accredited by Joint Commission on Accreditation of Healthcare Organizations
- Continuing Medical Education Accreditation by Indiana State Medical Association
- Licensed by the Indiana State Board of Health
- Member, American Hospital Association
- Member, Indiana Hospital & Health Association
- Member, VHA Tri-State
- Member, Indiana State Medical Association
- Member, The Elkhart Chamber of Commerce

Administration

- **Gregory W. Lintjer,**
President
- **Wesley Davis,**
Executive Vice President
- **Kevin Higdon,**
Vice President, Finance
- **Terri Hilyard,**
Vice President, Nursing
- **Kurt Meyer,**
Vice President,
Human Resources
- **Jim Allyn,**
Vice President, Marketing and
Community Relations

Elkhart General Healthcare System Facilities

Elkhart General Hospital
600 East Boulevard
Elkhart, IN 46514
(574) 294-2621

Elkhart General Hospital Goshen Campus
2120 Rieth Boulevard
Goshen, IN 46526

Elkhart General Health Education Center
2222 Rieth Boulevard
Goshen, IN 46526

Elkhart General Hospital Center for Behavioral Medicine
307 S. Main St., Suite 305
Elkhart, IN 46514
(574) 523-3347

Elkhart General Home Care
2020 Industrial Parkway
Elkhart, Indiana 46516
(574) 294-6181

Elkhart General Home Care
310 East McKinley Street,
Suite 320
Mishawaka, IN 46545
(574) 255-2600

Elkhart General Home Medical Equipment
225 East Jackson Boulevard
Elkhart, Indiana 46516
(574) 523-3100

RiverPointe Medical Office Building
500 Arcade Avenue
Elkhart, Indiana 46514
(574) 522-9505

Annual Statistics

ANNUAL STATISTICS

	2002	2003
Hospital Admissions	15,104	14,885
Total Outpatient Registrations	158,928	158,540
Emergency Department Visits	38,914	37,071
FasTrak Visits	10,980	12,966
Behavioral Health Visits (Outpatient)	12,473	12,726
Behavioral Health Visits (Inpatient)	554	615
Home Care Patients Served	1,968	1,994
Hospice Patients Served	214	233
Total Inpatient Days	66,714	67,814
Average Length of Stay (incl. Rehab, TCU)	4.93	5.03
Outpatient Surgery Procedures	2,472	2,730
Total Surgical Procedures	6,013	6,396
Pain Center Visits	4,291	4,119
Laboratory Procedures	545,841	550,217
Physical Therapy Procedures	66,698	69,708
Occupational Therapy Procedures	38,210	40,927
Speech Therapy Procedures	12,211	12,740
Respiratory Therapy Procedures	146,733	156,008
Radiology Procedures	115,185	121,367
Radiation Oncology Procedures	9,587	10,078
Cardiac Catheterizations	1,209	1,245
Cardiothoracic Surgeries	542	552
Angioplasties	382	435
Units of Blood Donated	4,416	4,830
Births	1,643	1,485
Employees (FTEs)	1,745	1,810
Medical Staff Members	291	280
Volunteers	420	380
Volunteer Hours Worked	46,478	49,500

Continuing Medical Education



Continuing Medical Education Director N. Stacy Lankford, M.D. (left) and Emergency Medicine physician David E. Van Ryn, M.D., work together in coordinating Elkhart General's Senior Elective Program for third and fourth-year medical students from the Indiana University School of Medicine. In addition to providing programs for students, the Continuing Medical Education Program, which is accredited by the Indiana State Medical Association, provides monthly education opportunities for the medical staff.

Medical Staff

MEDICAL STAFF

By creating an environment of excellence supported by the latest medical technology, Elkhart General has attracted an extraordinary range of primary

care physicians and specialists. More than 280 physicians representing 36 medical specialties comprise the Elkhart General Medical Staff.

MEDICAL SPECIALTIES

Allergy/Immunology
Anesthesia
Cardiology
Cardiothoracic Surgery
Colon & Rectal Surgery
Diagnostic Radiology
Emergency Medicine
Endocrinology
Family Practice
Gastroenterology
General Surgery
Gynecologic Oncology
Hematology / Oncology
Internal Medicine
Interventional Radiology
Nephrology
Neurological Surgery
Neurology
Obstetrics
Ophthalmology
Oral Surgery
Orthopaedics
Otolaryngology
Pain Service
Pathology
Pediatric Neurology
Pediatrics
Physical Medicine & Rehabilitation
Plastic & Reconstructive Surgery
Podiatry
Psychiatry / Addictions
Psychology

Pulmonology
Radiation Oncology
Rheumatology
Urology

Elkhart General Medical Staff (Active)

ANESTHESIOLOGY

Zubair B. Ali, MD
John S. Chung, MD
Christian J. Losch, III, DO
K. Gregory Lucchesi, MD
Benjamin S. Plotkin, MD
Gary R. Thomas, MD

CARDIOLOGY

Farid Jalinous, MD
Mark B. Lampert, MD
Wai H. Lee, MD
Marvin E. Mishkin, MD
Raman L. Mitra, MD
Thomas F. Nolan, MD
Sachin R. Patel, MD
Timothy M. Slaven, DO
Donald R. Westerhausen, MD

CARDIOTHORACIC SURGERY

Walter H. Halloran, MD
Thomas A. Hughes, MD
James P. Kelly, MD
Charles J. Lamb, MD
Michael F. Steinburg, MD

DIAGNOSTIC RADIOLOGY

Daniel A. Boli, MD
John C. Collingwood, MD
David C. D'Andrea, MD
Francoise M. Dion, MD
Mary C. Dynes, MD
Alan B. Engel, MD
James C. Field, MD

Michael F. Grantham, MD
John C. Hill, DO
Michael R. Holt, MD
Yazan Kaakaji, MD
Allison M. Lamont, MD
Russell B. Midkiff, MD
Pedro A. Miro, MD
Mark J. Ormson, MD
Samir B. Patel, MD
Karl W. Schultz, MD
Thomas E. Seiffert, MD
Jerrold A. Van Dyke, MD
Michael M. Wheeler, MD
Joseph L. Wind, MD

EMERGENCY MEDICINE

Michelle R. Bache, MD
Dawn M. Berger, MD
Glen H. Brookshire, DO
Margaret A. Brummer, MD
Nicole S. Brunette, MD
Randall J. Cammenga, MD
Cleveland C. Cleary, MD
Troy D. Clouse, MD
Susan M. Frayer, MD
Eugene Huang, MD
Bruce N. Hughes, MD
Daniel P. Maas, MD
Duane L. Miller, MD
R. Bruce Newswanger, DO
David W. Reser, MD
John T. Rice, MD
Daniel L. Sullivan, MD
David E. Van Ryn, MD
John H. Vandergrift, MD
Sanjay Vasudeva, MD
Doyle A. Yeager, MD
Barbara L. Zimmerman, MD

ENDOCRINOLOGY

E. Larry Knight, MD

FAMILY PRACTICE

Robert M. Abel, MD
Gerardo L. Baldassarri, MD
Jack S. Bartoszek, DO
Michael H. Borger, DO
Sam J. Borrelli, MD
Joel A. Braunstein, DO
Diane S. Cook, MD
Jeffrey A. Eck, MD
Fernando S. Escovar, MD
John H. Foster, DO
Alvin R. Graber, MD
John B. Guttman, MD
Richard A. Hastings, MD
Joyce A. Heald, MD
Verlin T. Houck, MD
Jeffrey S. Howe, MD
Michelle R. Howe, MD
Stephen D. Kennedy, DO
Robert M. Knox, DO
Thomas M. Kolakovich, MD
Genevieve A. Lankowicz, MD
Robert D. Lee, MD
Scott E. LePor, DO
Heather A. Macklem, MD
Ryan D. Matherly, MD
James R. Miller, MD
Laura E. Munkel, MD
Julie M. Ortega, MD
Cynthia Lynn Pascual, MD
Timothy J. Porsche, MD
Danielle R. Russo, MD
Thomas J. Rea, MD
Bethany L. VanderZwaag, MD
Robert R. VanderZwaag, MD
Harley W. Yoder, MD
Song Y. Yu, DO

GASTROENTEROLOGY

Abuzafar M. Arif, MD
Burton Boron, MD
John P. Karagiannis, MD

GENERAL SURGERY

George M. Brennan, MD
Steven M. Hoekstra, MD
Jeff A. Mark, MD
Kelly R. Puster, MD
Michael C. Rotkis, MD
Frank G. Schiebel, MD

GYNECOLOGIC ONCOLOGY

Michael Method, MD
Michael Rodriguez, MD

HEMATOLOGY/ONCOLOGY

Bilal Ansari, MD
Rafat H. Ansari, MD
Jose A. Bufill, MD
Juan C. Garcia, MD
William S. Kamanda, MD
Rolan A. Pascual, MD
William D. Pletcher, MD
Robin T. Zon, MD

INTERNAL MEDICINE

William P. Buckley, MD
Douglas A. Devens, MD
Minnie S. Enriquez, MD
Steven A. Hanberg, MD
Carolyn F. Hudson, MD
George A. Mark, MD
D. Thomas Mellin, MD
Geoffrey A. Rogers, MD
John C. Sorg, MD
V.J. Tristram O. Vailoces, MD

INTERVENTIONAL RADIOLOGY

Gerard I. Duprat, MD
Thomas J. Fischbach, MD
Alphonse H. Harding, MD
Kevin M. Small, MD
Howard E. Wiarda, MD

NEUROLOGICAL SURGERY

Peter M. Carney, MD
Joseph B. Schnittker, MD

NEUROLOGY

Patrick W. Russell, DO
Thomas R. Vidic, MD
Suying Wu, MD

OBSTETRICS

Jeffrey L. Cain, MD
Starla D. Graber, MD
Claude E. Hartman, MD
Stephen P. Hollenberg, MD
James P. Mauck, MD
Rosalie L. McBride, MD
Martina G. McGowan, MD
Gregory M. Mielke, MD
Timothy E. Morgan, MD
Basilio Padilla, MD

OPHTHALMOLOGY

Kenneth W. Abbott, MD
Richard C. Boling II, MD
Philip J. Gabriele, MD
James E. Gluckin, MD

ORAL SURGERY

Daniel A. Burns, DDS
David M. Fairchild, DDS
Jeffrey S. McBride, DDS

ORTHOPAEDICS

David A. Cutcliffe, MD
Robert K. Ellis, MD
Craig W. Erekson, MD
John M. Graham, DO
Michael J. Hartman, MD
Leonard J. Kibiloski, MD
Mark A. Klaassen, MD
Gary M. Lam, MD

Gregory A. Peyer, MD
Louis C. Sfreddo, MD
Scott J. Trumble, MD

OTOLARYNGOLOGY (EAR, NOSE, & THROAT)

Richard M. Carr, MD
Craig E. Meyer, MD
Kathryn L. Press, MD

PAIN SERVICE

David A. Beatty, MD
Gene W. Grove, MD
Henry C. Woodward, MD

PATHOLOGY

Alfonso Cardenas, MD
Blair A. Chrenka, MD
Francisco A. Deogracias, MD
Derrick M. Forchetti, MD
Luis N. Galup, MD
Nita R. Gerig, MD
Rick L. Hoover, MD
Kristen M. Jacobs, MD
David L. Jentz, MD
William J. Kaliney, MD
C. Kurtis Kim, MD
Joseph A. Prahlow, MD
Bobbie C. Sutton, MD
Robert J. Tomec, MD

PEDIATRICS

Mabel A. Blunk, MD
Glen A. Davis, MD
Edward A. Gergesha, MD
Sandra H. Morgan, MD
Omobola A. Olanlyan, MD
James A. Peterson, MD
MaryAlice M. Reid, MD
Lynnette M. Valentijn, MD
Roger J. Van Orsdoll, MD

PHYSICAL MEDICINE & REHABILITATION

Todd A. Graham, MD
Jon C. Markley, MD

PLASTIC & RECONSTRUCTIVE SURGERY

Ronald K. Downs, MD
Patrick J. Viscardi, MD

PODIATRY

Daniel S. Allen, DPM
Larry Best, DPM
Randall Cooper, DPM
Sean M. Henning, DPM
Jonathan E. Lehman, DPM
Timothy A. Quist, DPM
Patricia A. Soorholtz, DPM

PSYCHIATRY & ADDICTIONS

Timothy E. Davis, MD
Douglas L. Jarvis, DO
A. Majid Malik, MD
David O. Taylor, MD

PULMONARY DISEASE

Kenneth L. Gammon, MD

RADIATION ONCOLOGY

Ramesh Gopal, MD
David A. Hornback, MD
Nina F. Johnson, MD
Russell F. Johnson, MD
Toby S. Kramer, MD

RHEUMATOLOGY

Bruce A. Lockwitz, MD

UROLOGY

Jerald A. Hochstetler, MD
Anish H. Nayeef, MD
Michael H. Thomas, MD

Community Governance

2003/2004
Board of
Directors

BOARD OF DIRECTORS

Elkhart General Hospital belongs to the people it serves. A 17-member Board of Directors, who serve without pay, guides the system in its mission to provide high quality, affordable health care to the communities it serves. The Board's role includes guaranteeing fair and equal access, approving new medical staff members, and approving long-term strategies for the continued success of the hospital.



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Chairman of the Board



James Hiatt
First Vice Chairman



Mark B. Lampert, MD
Second Vice Chairman



Donald R. Anderson
Secretary



L. Craig Fulmer
Treasurer



Robert J. Deputy



Mark Klaassen, MD



Gregory W. Lintjer, FACHE



Alice A. Martin



David Perkins



Roderic J. Roberson



Linda Rothrock



Karen Thomson



Scott Troeger



David E. Van Ryn, MD



Scott Welch



John M. Wolf

Elkhart General Foundation

Throughout the 100-year history of Elkhart General Hospital, generous Elkhart County donors have contributed millions of dollars to the hospital because they recognized the importance of having high quality health care close to home. This commitment has allowed us to further our mission and maintain a modern, well-equipped hospital staffed by highly qualified medical professionals. Community support from 2003 donors (listed on this page) was invaluable and the Elkhart General Board of Directors and Elkhart General Foundation are truly grateful for their generosity.



Arthur J. Decio
President

2003/2004 FOUNDATION BOARD OF DIRECTORS

Glenn Banks	E. Larry Knight, MD	James McNamee
A.L. Bias	Gregory Lintjer	Richard Treckelo
Thomas Dusthimer	Frank Martin	Jeffrey Wells
Richard Jensen	Lee Martin	

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Mr. & Mrs. Alfred Bias	Frank & Marilyn Martin Family Foundation
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Mr. & Mrs. Thomas Dusthimer	Radiology Inc., Foundation
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Auxiliary

AUXILIARY

With 380 members, the Auxiliary reflects the close bond that exists between Elkhart General and the community. These hardworking volunteers bring an "extra dimension" to the caring atmosphere at the hospital, while also coordinating major fundraising efforts that enhance its programs and technologies.

Auxiliary President Shirley Troup (shown right) led the charge of the 380 volunteers in 2003 who contributed 49,500 hours and \$125,000 dollars to Elkhart General and the patients it serves. These contributions helped purchase a state of the art GE LUNAR Bone Densitometer.



Elkhart General Hospice

*Hospice is about life,
about getting the
most out of what we
have left.*



Elkhart General Hospice: Another year of compassionate, comprehensive care

In 2003, Hospice touched the lives of some 233 terminally ill patients, helping them confront the reality of a fatal illness and providing the care and support necessary to ensure that the remaining days, weeks, or months were as fulfilling as possible.

Hospice is about life, about getting the most out of what we have left. Making sure that happens involves a wide variety of support services – registered nurses, social workers, clergy, and volunteers all visit the patient and families in their homes. Being able to stay at home in a familiar environment filled with care and love is the heart of the Hospice mission. This support is provided regardless of ability to pay. Many Hospice patients are uninsured and do not qualify for Medicare or Medicaid.

A continuing goal of Hospice is to raise awareness of the services they provide and how to access their support. A common misperception is that Hospice is only available during the last few days of life. Not so. Patients, physicians, and family members are urged to contact Hospice when they believe the patient has a life expectancy of six months or less.

Professional Advisory Committee Elkhart General Hospice

The Professional Advisory Committee reviews and advises Hospice management concerning scope of services, admission and discharge, medical supervision, plans of care and other important policies.

Carol Eldridge
Elaine Frey
Pam Frye
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Pam Green
Joseph Gross
Tom Hartnett
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Steven A. Hanberg, MD
Terri Hilyard

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Gary Hyser
Lisa Kuric
Angie Levandoski
Jackie Miller
Shelby Morse
Nancy Rinehart
Graham Roberts
Betty Warren

*Compassion
Comprehensive
Caring*

Elkhart General Hospice Donor List

ELKHART GENERAL HOSPICE DONOR LIST 2003

1st Bank Holding Company of Colorado	Batteries Plus, LLC	Ms. Elizabeth Brownwell	Continental Casualty Company
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ELKHART GENERAL HOSPICE DONOR LIST 2003

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Our Vision

O U R V I S I O N

The health and quality of life of the people of Michiana will steadily improve because of the contributions of the Elkhart General Healthcare System and the medical community. Health improvement for individuals and groups will be promoted through the leadership and cooperative, supportive efforts of Elkhart General.

To achieve comprehensive health improvement, we will develop a model integrated delivery system that nurtures strong relationships with primary and specialty care physicians, as well as with other regional health providers. This System will be recognized not only for its quality and cost-effectiveness, but for its creativity and collaboration in addressing the unique needs of the medically underserved, physically challenged, and other special groups. Further, we will strive to create an environment that makes the System an outstanding place to work and to grow as a professional and team member.

Our work will be carried out in a manner that earns the respect and trust of our patients, their families, and the community. As a not-for-profit organization, our reinvestment strategy will be driven by the health needs of the community we serve.

This annual report was prepared by the Elkhart General Marketing Department. For additional copies or more information, please call 574-523-3303.

Marketing & Community Relations Department

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Elkhart, Indiana 46514-2499*

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