

ELKHART GENERAL HEALTHCARE SYSTEM

2004 REPORT TO THE COMMUNITY



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Elkhart General Receives HealthGrades Award for Clinical Excellence

One of Elkhart General's proud accomplishments was receiving the 2004 HealthGrades Distinguished Hospital Award for Clinical Excellence. HealthGrades is the leading provider of quality information for hospitals.

The Clinical Excellence award is given to those hospitals that achieve exceptional patient outcomes in seven major clinical areas. "This award was earned through the dedication and hard work of all EGHS employees," said Greg Lintjer, EGHS President. "It reflects our ability to work together as a highly professional and caring team."

This award places EGHS in the top 3.4 percent of hospitals in the nation; in the top five hospitals in Indiana; and in the top 164 hospitals nationwide.



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Your Community Hospital

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 more than 280 physicians representing 36 medical specialties, and over 2,000 employees serve in nursing, technical, administrative, and support capacities.

Administration

Accreditations, Licensure & Membership

- 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
- Continuing Medical Education Accreditation by Indiana State Medical Association

- 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 Street
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



ELKHART GENERAL HEALTHCARE SYSTEM 2004 REPORT TO THE COMMUNITY

2004 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 \$26 million in health services that were unreimbursed by Medicaid, and more than \$109 million unreimbursed by Medicare. In addition, the hospital provided community outreach contributions, or “non-billed” services, valued at over \$950 thousand for free and below-cost community screenings, educational lectures, and support for more than 50 health-related, not-for-profit organizations. The hospital also furnished more than \$4.5 million in traditional charity care to patients. Additional details are provided below.

Unreimbursed Medicaid Charges	\$26,948,929
Community Benefit Program	\$497,703
Traditional Charity Care	\$4,574,858
Medically Indigent Programs	\$816,719
Non-Billed Services	\$958,738
Low/Negative Margin Services	\$521,106
Total Community Benefit	\$34,318,053



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2003-2004 Annual Statistics

	2003	2004
Hospital Discharges	13,036	13,714
Total Outpatient Registrations	158,540	163,947
Emergency Department Visits	37,071	37,862
FasTrak Visits	12,966	13,884
Behavioral Health Visits (Outpatient)	12,726	16,852
Behavioral Health Visits (Inpatient)	615	616
Home Care Patients Served	1,988	1,965
Hospice Patients Served	233	231
Total Inpatient Days	67,814	68,394
Average Length of Stay (incl. Rehab, TCU)	5.03	4.99
Outpatient Surgery Procedures	2,730	2,760
Total Surgical Procedures	6,396	6,612
Pain Center Visits	4,119	4,378
Laboratory Procedures	550,217	586,435
Physical Therapy Procedures	69,708	70,177
Occupational Therapy Procedures	40,927	41,344
Speech Therapy Procedures	12,740	11,303
Respiratory Therapy Procedures	156,008	148,195
Radiology Procedures	121,367	125,945
Radiation Oncology Procedures	10,078	8,879
Cardiac Catheterizations	1,245	1,652
Cardiothoracic Surgeries	552	664
Angioplasties	435	651
Units of Blood Donated	4,830	5,627
Births	1,485	1,670
Employees (FTEs)	1,810	1,867
Medical Staff Members	280	289
Volunteers	380	390
Volunteer Hours Worked	49,500	55,000



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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

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.

For a complete listing of Medical Specialties and the Medical Staff please see the following pages.



ELKHART GENERAL HEALTHCARE SYSTEM
2004 REPORT TO THE COMMUNITY

Medical Specialties and 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
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 SUR- GERY

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

DIAGNOSTIC RADIOLOGY

Daniel A. Boll, MD
John C. Collingwood, 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

Medical Specialties and Medical Staff (continued)

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 Y. 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. Sfredo, MD
Scott J. Trumble, MD

Medical Specialties and Medical Staff (continued)

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. Olaniyan, 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 & RECON- STRUCTIVE 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. Nayee, MD
Michael H. Thomas, MD



Community Governance

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.



2004/2005 BOARD OF DIRECTORS



Jeff Wells
Chairman of the Board



James Hiatt
First Vice Chairman



Mark B. Lampert, MD
Second Vice Chairman



Don Anderson
Secretary



L. Craig Fulmer
Treasurer



Robert J. Deputy



Mark Klaassen, MD



Gregory Lintjer



Alice Martin



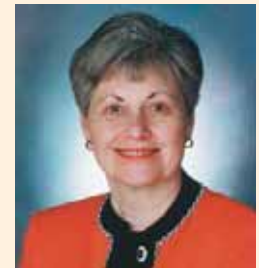
David Perkins



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 2004 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

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	

2004 Contributors

Acordia	Dr. & Mrs. E. Larry Knight
Mr. Roy L. Beck, Jr.	Mr. & Mrs. Gregory Lintjer
Mr. & Mrs. Alfred Bias	Frank & Marilyn Martin Family Foundation
Mr. & Mrs. Norman Bingham	Dr. & Mrs. Jeffrey McBride
Mr. & Mrs. William Bissell	Mr. & Mrs. James O. McNamee
Mr. & Mrs. James Bock	Mr. & Mrs. Ward S. Merchant
Dr. & Mrs. Glen H. Brookshire	Mr. & Mrs. Kurt S. Meyer
Mr. Wilbert H. Budd	Dr. & Mrs. Russell Midkiff
Community Foundation of St. Joseph County	Dr. & Mrs. James Miller
Mr. & Mrs. Wesley A. Davis	Dr. & Mrs. Pedro Miro
Dr. Frederick K. Dean	Mr. & Mrs. Richard Myers Nephrology, Inc.
Mr. & Mrs. Arthur J. Decio	Radiology Inc.
Mr. & Mrs. John DeWees	Radiology Inc., Foundation
Mr. & Mrs. Thomas Dusthimer	Road to Recovery
Elkhart General Hospital Auxiliary	Mr. & Mrs. Gerald Shank
Fairmont Homes	Mr. Chester Swarrson
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Mr. & Mrs. Kevin J. Higdon	U.S. Business Systems
Dr. & Mrs. James Hurley	Mr. Jeffrey M. Wells
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Mr. Keith Juday	



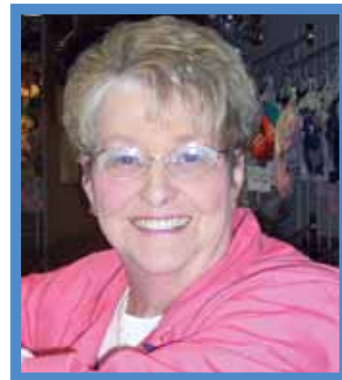


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2004 Auxiliary Report

With 390 active 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 Ruth Falcone led the charge of the 390 active volunteers in 2004 who contributed 55,000 hours and \$148,000 dollars to Elkhart General and the patients it serves. These contributions helped purchase a state of the art GE LUNAR Bone Densitometer.





ELKHART GENERAL HEALTHCARE SYSTEM MISSION AND VISION STATEMENTS

MISSION STATEMENT

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 wholistic, 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.

OUR VISION

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.