

A HISTORY OF GOSHEN GENERAL HOSPITAL AND GOSHEN HEALTH SYSTEM

In 1898 hospitals in the Goshen area consisted of small, privately-owned and operated facilities. One of the more successful efforts was operated by Dr. J.S. Bucknell who established a hospital on the top floor of his office building on South 5th Street, where he served the people of Goshen for 15 years. Despite the fine efforts of Dr. Bucknell, the people of Goshen sensed a strong need for a public hospital that would be open and available 24 hours a day, 7 days a week. On May 20, 1906, a meeting was held by a group of interested people who began planning for what eventually would become Goshen General Hospital.

The Goshen Hospital Association was incorporated on December 18, 1909. Over the next few years, the long hours of hard work and painstaking efforts of the newly named board of directors resulted in the purchase of the first hospital property in January of 1912. The property, formerly the residence of Mrs. Rebecca Smith, was located on 5th Street. In 1912, the home was considered a mansion and was the venue for many social functions. Mrs. Smith had operated a boarding house known as Goshen House in her home up until that time. After almost two years of planning, fundraising and renovation, the hospital was ready to open its doors to care for the sick and injured of the community. The date was November 29, 1913. Goshen Hospital's capacity was 25 beds.

During the first several decades, several significant events that had an impact on the history of Goshen General Hospital:

- June 1, 1920: Goshen Hospital was closed after a dispute between some of the physicians and surgeons of Goshen and the board of directors of the hospital.
- July 20, 1920: Goshen Hospital reopened under the direction of Mrs. Laura Fell White, a previous matron of the hospital.
- 1921: The Laura A. Kindig School of Nursing opened, accepting single women only.
- 1923: Goshen Hospital began construction of an addition that would increase its capacity to 50 beds.
- 1941: Goshen Hospital was free of indebtedness for the first time since 1924 when the new addition was completed.
- 1955: The School of Nursing was closed.

Due to crowded conditions in the 1940s, Goshen Hospital's board of directors began to search for options to build a larger hospital at a new location. Fundraising efforts were started. In 1946 property was purchased south of High Park Avenue on Goshen's south side. In 1950, more than 600 volunteers successfully worked together in a countywide effort and raised more than \$1 million. This money was used for the new Goshen Hospital and for other health care ventures in Elkhart County. In 1952, costs were skyrocketing, and hospital

planners found themselves short of the funds needed to move the project forward. Revised plans were developed that dramatically scaled back the original plan. The hospital would be a two-story, 350,000 cubic foot building rather than the original plan for a 650,000 sq. ft. building. Even so, the modified project moved forward.

On April 2, 1953, a groundbreaking ceremony took place under a large oak tree at the edge of the property just off Main Street, which at that time was a cornfield. The citizens of Goshen were concerned about the location for the new hospital because it was "so far out in the country." Construction was completed in 1955, and at that time Goshen Hospital became a not-for-profit hospital. The new hospital facility provided 35 beds and 10 bassinets. Almost from the start, the demand exceeded capacity. Another expansion plan was developed in 1964 that would eventually allow for a total of 91 beds when it was completed in 1966. But even with the additional space, the demand continued to exceed capacity. In July following the completion of construction, the hospital was extremely overcrowded with a 107 percent census, necessitating extra beds to be set up in hallways to meet the needs of the patients. Just six months later, plans were approved to add two more floors to the hospital, bringing the bed count up to 166. Volunteers began helping at Goshen Hospital in 1963. In 1975, an addition allowed for a new lobby, gift shop, coin cafeteria and the expansion of the physical therapy department. In 1982, yet another expansion project provided new space for the emergency, imaging, laboratory and nuclear medicine departments.

In the 1980s and 1990s, the complexion of health care was drastically evolving all across the country. Changes in reimbursement coupled with improvements in the management of health care greatly reduced the length of stays, and thus the need for inpatient beds. In response to this shift, Goshen General Hospital developed services to support the needs of individuals needing outpatient care. The board of directors realized that health care would never be the same as it once was, and that they needed to plan strategically in order to ensure the future viability of the organization.

In 1995, under the leadership of James O. Dague, President and CEO, Goshen General Hospital became a part of a newly formed corporation called Goshen Health System. The health system included Goshen General Hospital, Park Pharmacy and Home Medical Equipment, PrimeCare Physician Network, Indiana Lakes Managed Care Organization and Dunlap Urgent Care and Home Medical Equipment. This vertically integrated organization provided a broader base of health care services designed to meet the growing and complex health care needs of the communities we serve.

Strategic planning efforts revealed a number of needs in the community and region. From 1996 through the beginning of the new millennium Goshen Health System began to plan and implement services to not only meet community needs, but to build a reputation for excellence in all we do.

In 1996, the need for comprehensive cancer services in the region was identified. After seeking a partner who could provide the level of services that needed to be offered, and at the same time be consistent with the mission of Goshen Health System, a joint venture with Cancer Treatment Centers of America was formed in 1998. Shortly thereafter, a groundbreaking ceremony celebrated the start of yet another expansion project that would house our state-of-the-art cancer treatment program. In December 2000, the new cancer center was completed and patients from all across the region and from many states began to receive treatment.

The resulting cancer center was so successful that in February 2001 Goshen Health System acquired the remaining 50 percent ownership interest in the joint venture. Goshen Health System then transferred all of the assets and operations of the former joint venture into a department of Goshen General Hospital naming it "The Center for Cancer Care." The Center for Cancer Care at Goshen General Hospital provides state-of-the-art cancer care using advanced technology that rivals centers in major metropolitan areas. The level of expertise and high quality of care delivered in the cancer center challenged the health system to raise the level of expertise and technology in all areas.

Exploring the importance of linking with other strong partners across the state of Indiana, Goshen Health System became a Clarian Health Partner in March 2000. This strategic partnership provided direct access to the expertise of nationally known and respected organizations such as Indiana University Hospital, Methodist Hospital of Indianapolis, and Riley Hospital for Children.

In another area Goshen Health System's partnership with Park Pharmacy led to Park Pharmacies located in the following communities:

- Goshen
- Nappanee
- Syracuse
- Middlebury

A need for an expanded, more modern, Park Pharmacy store in Goshen was identified. In December 2001, construction on the new store began in a new location on Main Street across from Goshen General Hospital. The new store was completed and it opened in June 2002. At the old Park Pharmacy location, renovation began in October 2002 to create a Park Home Medical store and to add a Park Pharmacy Corporate Office.

In 2000-01, Goshen Health System identified the need for a comprehensive women's services program. Mammography and other women's screening services were not well utilized within the hospital setting. Women in the community were asked what they wanted in a women's health program. The answers were then incorporated into the design of a unique new facility. A small former shopping center was purchased and renovations began in the summer of 2002. The Retreat, Goshen Health System's Women's Health Center, opened in

January 2003. The Retreat was established as a GE Medical Imaging Show Site with the area's only 4D Ultrasound, Lunar Bone Density, Full-Field Digital Mammography that generates results instantly on screen and R2 Checker that scans those results by computer to highlight areas for further study by the radiologist. A place designed by women for women with convenient hours, walk-in service and amenities like a wellness boutique, café, conference center and health information center with literature, videos and Internet access.

Goshen Health System began construction of an outpatient imaging center, on The Retreat site in May 2003. The new imaging center offered state-of-the-art imaging technology incorporating the convenience of a location apart from the hospital campus.

In 2003, Goshen Health System also conducted a Community Health Needs Survey. The top health concerns in Elkhart County were identified as cancer, diabetes, obesity, heart issues, geriatrics, addiction, health care/drug costs and depression. This helped the health system set strategy to better serve the community.

In 2004, Goshen Hospital started renovations by expanding the emergency department, the surgery department and the cancer center. The Goshen Physicians Center for Weight Reduction (formerly known as Team:Bariatrics) opened and the Centers for Rehabilitation at Anglemeyer Clinic Nappanee opened. In addition, Goshen Hospital earned its first Magnet Recognition for Nursing Excellence, and this four-year designation has renewed consecutively four times with the most recent designation in 2019.

On January 23, 2011, the health system legally operated as Goshen Health System, but to the community it became known as Indiana University Health Goshen. Clarian Health Partners began a rebrand and invited the health system to change its name as a marketing initiative.

In 2012, the health system conducted another Community Health Needs Survey and identified the top health concerns in Elkhart County as access to primary care, access to mental health services, obesity, smoking, diabetes and cancer. A newly remodeled Goshen Heart & Vascular Center also opened in 2012. The center offers complete, comprehensive heart and vascular care. Goshen Heart & Vascular Center has fellowship trained surgeons, cardiologists and radiologists in one place to work together in a multidisciplinary fashion.

In 2013, Syracuse Family Medicine expanded to offer onsite orthopedics, physical therapy, heart and vascular care and OB/GYN. Goshen Hospital earned its third Magnet Recognition for Nursing Excellence as well.

Goshen Center for Cancer Care at Warsaw opened in 2014. This expanded the expert cancer care services to Kosciusko County.

In 2015, the health system conducted its third Community Health Needs Survey and identified the top health concerns in Elkhart County as access to health services, access to mental health services, treatment of chronic disease, smoking, obesity and cancer. In-home telehealth monitoring began this year as well. These services expanded care to our patient population that suffers from chronic diseases.

The Goshen Health Foundation completed a community campaign that raised \$2.2 million to expand access to care in partnership with Maple City Health Care Center in 2015.

In 2016, the Goshen Physicians Family Medicine & Urgent Care Center opened on U.S. 33 expanding access to primary care and offering extended urgent care hours to our community. By 2016, Goshen Hospital had grown to 122 beds, more than 200 physicians and was ranked 5th in Indiana by U.S. News and World Report.

In October 2016, IU Health Goshen separated from Indiana University Health. The health system changed its name to Goshen Health to better reflect its mission of improving the health of the communities it serves. The marketing initiative with IU Health drew to a close.

In 2017, Goshen Hospital expanded with a state-of-the art electrophysiology lab to treat heart arrhythmias. During this time frame, Goshen Center for Cancer Care was became the first cancer center in the region to offer Intra-Operative Radiation Treatment (IORT). IORT allows patients to receive radiation at the time of surgery, eliminating the need for numerous post-surgery radiation treatments.

In addition, the NeuroCare Center opened on U.S. 33, behind the Goshen Physicians Family Medicine & Urgent Care clinic, providing leading-edge neurological services for the region.

In 2018, Goshen Health conducted its fourth community health needs assessment to identify current health needs and develop strategies to positively impact health and wellness changes. The health system expanded health and wellness offerings with the Eastlake Athletic Clubs collaboration and the Goshen Heart & Vascular Center expanded its cardiac rehabilitation facility to meet increased demand by patients who are recovering from heart failure. The Goshen Surgery Center opened, providing convenient access to high quality, high value surgical services.

This same year, Goshen Hospital expanded with a new hybrid operating room for cardiovascular patients. The new operation suite allows for performing advanced cardiac, vascular and interventional radiology procedures with minimally invasive techniques. In addition, Goshen Hospital partnered with StrokeCareNow Network

(SCNN), a regional telemedicine network for specialized stroke care. SCNN provides the 24/7 access to advanced neurological care.

In September 2018, Goshen Center for Cancer Care opened the Alice A. and Rex Martin Infusion Center. The new infusion center provides an exceptional experience for patients undergoing infusion treatment, featuring private bays with added space for friends and family to lend support during the procedures.

Today Goshen Health continues to focus on improving the health care of our community by providing innovative and outstanding care and services. This mission is fulfilled through our exceptional team of Colleagues and providers, all working together to create positive change for our patients, our community and each other.