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### Goshen Health System- Product Analysis

All businesses offer either a product and/or service to a consumer. In the case of Goshen General Hospital, both are offered. The purpose of this paper is to analyze the product and services offered, and then give my input on what is valuable and what needs to be added. To start I wanted to know the general idea of what the hospital's goals and objectives were. To find these I went to marketing director Jennifer Hayes. Jennifer told me the mission statement of Goshen Health System is to improve the health of our communities by providing innovative, outstanding care and services, through exceptional people doing exceptional work. It is evident that the hospital takes this mission statement serious by the programs they offer and people they hire to run these programs with state-of-the-art technology. During my interview with Jennifer she made it clear that the hospital wants to offer the best of everything to the community. They believe by doing this they are offering the best service in the area with competitive pricing and satisfactory approval. In order to promote the idea of having the best in all areas, the hospital created a "BEST" program. BEST stands for Bringing Excellence and Service Together. The hospital wants the employees and community to feel good about coming to work everyday or coming to the hospital knowing they are going to do everything possible to make you feel better, physically, mentally, and spiritually.

The basic structure of Goshen's Health System is broken down into several products, or in most cases services. The Goshen General Hospital, Center for Cancer Care, The Retreat, Healthy Generations, Park Home Medical, Indiana Lakes Managed

Care, Prime Care, and finally the newest service offered, Team Bariatrics, are all products and services offered by the hospital. These services range from cancer treatment to purchasing a wheel chair at Park Home Medical. Each of these departments offer specialized procedures to fit your need with an overall goal of improving your health with the latest technology and superior medical expertise.

The Goshen General Hospital does just what the name says; it offers general healthcare for emergency treatment or in most cases ingoing and outgoing patients. This care varies from child birth and emergency surgery to sleep disorder treatment and rehabilitation. The quality of care was recently confirmed when the hospital was awarded an accreditation by the Joint Commission on Accreditation of Healthcare Organizations in 2001. The hospital has roughly one hundred and seventy doctors on its staff.

Introduced in 2000, the Cancer Care Center has quickly become one of the leading services the hospital offers. A primary reason that contributes to this quick success has been the incredible technology and doctors that the college has brought to the facility. Most of these doctors are well known throughout the cancer society and have years of experience in their area of focus. When people come for cancer treatment they not only receive fantastic treatment but are also taken care of beyond the therapy with overnight housing and other programs aimed at making the experience more stress free and painless. The Cancer Care Center treats most cancers, such as breast, colon, liver, lung, and prostate by using either surgical, medical, or radiation oncology. Other unique programs the center offers are complementary and alternative medicines. These programs give customers a strong mind, body, and spirit connection in hope of curing the

cancer with alternative resources. Like most hospitals, Goshen also offers clinical trials for patients who are willing to try new drugs and offer feedback in hope of creating a cure someday.

During the same time the hospital was moving forward with the plans on the Cancer Center, it was also conducting local and national research to determine what the community could next use to improve their health. Their research showed there was a strong interest in developing a program specifically for women and their specialized health needs. With careful planning the hospital decided to create The Retreat Women's Health Center located approximately three miles from the hospital, with intent of serving the greater Michiana area. The goal of this new facility is to offer a service in the form of women's specialized health issues. Laura L. Morris, MD, MBA, FACS, board-certified breast surgeon and breast disease specialist is currently the medical director at The Retreat. Some services The Retreat offers are mammograms, bone density tests, ultrasounds, and a variety of breast care procedures. The Retreat also has a complementary and alternative medicine program which offers aromatherapy, acupuncture, yoga, naturopathic consultation, and cosmetic consultation. According to a recent article in the Wall Street Journal aromatherapy not only relaxes and relieves the stress of a person, but may also now lead to weight loss. The Goshen Health System claims you will not find anything similar to The Retreat within a three-state geographical region. This fact attributes to how successful The Retreat has become across Michiana.

Healthy Generations was created with the intent of promoting healthy lifestyles within the community. By recognizing the problems or weakness in the community's health system the hospital is able to offer programs that address these needs to ensure

healthy families now and for generations to come. In order for these programs to succeed the hospital teams up with other agencies such as, schools, churches, government agencies, and businesses that help spread the word and involve their own employees or members in these programs. An example of what Healthy Generations might do to promote a healthy lifestyle, would be similar to how the Wall Street Journal is publishing a series of articles on how to control cholesterol with exercising. Although not done on this type of scale, you might be able to find helpful hints from articles similar to these in your local newspaper or on TV ads.

Park Home Medical is a branch of the Goshen Health System that accessorizes patients with physical goods such as wheel chairs, chair lifts, canes, and walkers just to name a few. Park Home Medical in connection with the hospital eases the transition from the hospital to the home, where the patient may need assistance standing, moving, or performing other basic functions. As a service to the customer, once a product is purchased or rented, it will be delivered to your home at no cost. Although often a forgotten branch of the Goshen Health System it is often one of the most appreciated services the hospital offers.

Although not operated by the Goshen Health System, the Indiana Lakes Managed Care Organization (ILMCA) is connected deeply to the hospital. The job of the ILMCA is to offer health plans to the community and businesses. In other words, the ILMCA is your health insurance provider. Since ILMCA is under contract with Goshen General Hospital, the hospital will provide an ILMCA user with care and then accept your insurance claim in return.

Similar to the Indiana Lakes Managed Care Organization, Prime Care is not directly run through the hospital, but is managed and represented by the Goshen Health System instead. By definition, Prime Care is a group of family physicians that work independently in surrounding communities under the Goshen Health System, and Clarian Health Partner. These physicians have the support of Goshen General Hospital, but independently have their own clientele and schedule under which they operate. Goshen General Hospital operates and offers Prime Care as a service to the community to make it easier for patients to reach health care rather than traveling to the hospital every time a family member needs a check up or minor stitch repair.

The Goshen Health System, along with a large number of other hospitals, has realized obesity is starting to become a major health concern. In a recent issue of The Wall Street Journal, Blue Cross Blue Shield insurance announced they were now going to cover the cost of treating obesity in North Carolina in hope of preventing future obesity cases in which they lose approximately 83.1 million a year in costs. In order to counter obesity, Goshen General Hospital created Team Bariatrics. Team Bariatrics' primary goal is to serve those who are either obese, over weight, or have a history of either. In order to conquer this disease Team Bariatrics treats it through nutrition, exercise, health education, and in some situations surgery. For the hospital this is a great product to offer, not only is health concerns more on the mind of people today than ever before, but obesity is also the second leading preventable death behind smoking. Although gastric bypass surgery is very dangerous and can lead to several other health concerns for most people it is worth the chance to feel young and vibrant again. Goshen General Hospital feels that although sometimes necessary, surgery should be the last resort, and by way of

proper eating and exercising, immediate results will show. If surgery is the only option available then Team Bariatrics offers an in-depth before and after surgery program in which you have a pre-surgery program for three months and then an after surgery program for approximately six months. This insures the surgery was successful, and it also helps the patient maintain a nutritional diet and practice healthy exercising techniques.

After researching Goshen General Hospital and all of its components, it is apparent that they are one of the best hospitals in the area based on their products offered. With new facilities in the Cancer Care Center and The Retreat, it is clear they have a strong bond with the community and understand what their needs are. What impresses me the most about these facilities are how advanced and state-of-the-art the equipment and treatment techniques used are. The hospital did not just add on a mid level cancer center or women's retreat, but instead went out and purchased the biggest and best of everything they could. This includes not just technology but they also brought in world renowned employees. It is also obvious that these programs have been very successful with people coming as far as Toledo to use the Cancer Care Center. Late this year the hospital is also starting construction by adding onto the cancer center to improve its capacity and research capabilities. With the addition of the Healthy Generations and Team Bariatrics the hospital has shown the community it cares about their health and the health of family members to come generations from now. Another thing that impressed me is how the hospital continues to take care of the patient after the service is complete. With a system like this they are sure to bring people back for future health needs.

As far as areas that I see could use some improvement in the services the hospital offers would be to add a men's health center in collaboration with The Retreat. Another possible branch the hospital could include would be to add LASIK program. LASIK is quickly becoming a very popular and useful eye surgery for millions of people across America. However, I think the hospital does a good job of surveying and talking with people in the community to find out what is needed next.

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Goshen Health System- Distribution

In line with most services, Goshen General Hospital generally only serves the surrounding area in which its facility is located. The purpose of this paper is to explain the service area which the Goshen Health System primarily operates in. For the hospital to reach patients outside its service area, patients must be willing to travel to Goshen for treatment. The problem with this is typically there will be a hospital that can offer as good or maybe better treatment for you within an hour's drive of your home. For instance, there would be no need for someone from Valparaiso to travel to Goshen for treatment. This is true except when specialized services are needed, such as the cancer treatment which can be done at the Cancer Care Center. Most local hospitals do not offer this unique service. For that reason, the majority of relationship building with the client is done within the immediate service area surrounding the hospital.

As a hospital, the Goshen Health System serves the greater northern middle district of Indiana. This district is composed of several key counties that largely compile most of the hospital's patients. These counties are Elkhart, LaGrange, Noble, and Kosciusko. The main reason this service area extends out of Elkhart County is a direct result of the Indiana Lakes Managed Care insurance that is sold to businesses then given to their employees with directions to have all medical treatment taken care of under a Clarion Health Partner. Coincidentally the Goshen Health System is the closest hospital in the area that is in partner with Clarion Health. Other productive marketing strategies the hospital uses to extend its coverage area is by running TV ads on local stations, placing

billboards on major roads across Michiana, and most importantly by word of mouth throughout the communities. Right now the Goshen Health System has its total service area broken down into three categories sorted by zip codes. Under its core service area, which is another word for their main service area, there are currently nine zip codes in which people who live in this area would use Goshen as their first hospital for treatment. The next two divisions are the primary and secondary. The primary service area lists eight zip codes, which mean people who live under one of these eight, generally come to Goshen General for treatment. Under the secondary service area there are seventeen zip codes which indicate people living here would usually go to Goshen as a second choice.

As previously mentioned, the Cancer Center draws a large number of people not only from the local service area, but also from surrounding states. During my interview with marketing director Jennifer Hayes, she told me people come from as far away as Toledo, OH for cancer treatment because Goshen is nationally known for having one of the best cancer care services nation wide. She also said it is common for people to come from Ft. Wayne and Lower Michigan. This is the only service the hospital has that draws patients from outside the state or usual service area. Although The Retreat is commonly used by people in the surrounding counties, that seems to be as far as people are willing to travel for specialized women's health needs.

Ironically, there happens to be two other hospitals located in Goshen Health System's service area. Elkhart General in Elkhart County, and Kosciusko Community Hospital located in Kosciusko County. These two hospitals account for most of the competition Goshen faces in Northern Indiana. Since Elkhart General and Goshen General are both located in Elkhart County they each face stiff competition from one

another. However, the distribution map shows both co-exist by spreading out east to west. Since Elkhart General is located on the west side of the county, closer to St. Joseph County, they serve a significantly larger amount of patients than Goshen. On the flipside, Goshen serves more customers to the east, in LaGrange County, than Elkhart General would.

I've learned from the distribution section that in order for a business, in this case the hospital, to survive, it is important they keep a wide service area rather than concentrating on one specific region. This prevents the competition from surrounding them and forcing them out of business or into worst case scenarios. Based on my research and the information I received from Mrs. Hayes, the Goshen Health System has a diverse service area that rivals any competitor. The Cancer Care Center also plays an important role because it helps spread the word not just locally but nationally.

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### Goshen Health System- Price and Evaluation

Success comes from coworkers teaming up with one another to attain a predetermined set of goals and guidelines that advance their company into an elite level. I created this statement as a benchmark for the Goshen Health System in order to analyze and determine if the Goshen Health System meets these standards that are also in line with what the hospital believes. The purpose of this paper is to evaluate whether or not the hospital has met its goals and success at these expectations. I firmly believe the best way to tackle a problem is with a team approach from the beginning to end. The more insight and options available the more likely you are to become successful, especially on the first try. Another purpose of this paper is to discuss the hospital's pricing plan and how they establish the price they charge to patients. Although, not a large section of the paper will be spent on pricing, it is still a vastly important part of the hospital and their promotion plan. In order for the hospital to be successful they must first offer prices that patients can afford before they even consider the quality of treatment they would receive. Keeping costs manageable while still offering low priced services has become a problem for hospitals across the nation.

The price of good healthcare today is not cheap; and the Goshen Health System understands this. With prices usually increasing yearly because of the need for new updated equipment, building and service expansion, utility costs, more specialty doctors, and the increasing insurance coverage for doctors. These costs are not cheap and account for a larger and larger portion of the hospitals budget year after year. To counter this

problem, and in order to provide affordable services for patients, the Goshen Health System is adding more patients and involving their workers in programs to express their ideas on ways for the hospital to cut costs. Programs similar to this are becoming popular amongst businesses of all kinds across the world. Rather than having people come from the outside in order to analyze how your business can become more efficient, management is using its workers inside the company who run the business daily to critique their processes and energy. This process is by far the most efficient and cost effective.

As mentioned earlier, in an attempt to keep costs low, the hospital is expanding out into the community by increasing patient numbers. This is shown by the 2004 Leaderships Goals that marketing director Jennifer Hayes presented to me. Priority A for the hospital was to increase new patient consult volume for oncology. Priority B then followed as attaining Goshen Health Systems consolidated net income. This is significant because the top two goals for the hospital were relating to cost and price controls. Before the hospital can move forward or concentrate on other areas, these two goals must first be achieved.

Mrs. Hayes also informed me that Goshen General Hospital was presented with the low cost provider in the area award by the Indiana Hospital and Health Association. This award meant a lot to everyone involved with the hospital because it shows the community they are trying to work with them to provide affordable health care. I also learned from Mrs. Hayes that Medicare is the most important factor when determining a price for a service, followed by the cost of operations, and lastly by overhead expenses.

However, whether you go to the hospital or The Retreat, the price for a service will be the same at each.

Although growing up in Goshen and knowing a little about the hospital, I wanted to go in with a clean slate and no bias opinion toward any aspect of the Goshen Health System. I think this has enabled me to dig deeper for the truth and inside information on what really goes on at the hospital from product to price to placement. In order to receive the most accurate and helpful information available to me, I contacted Marketing Manager Jennifer Hayes. From this interview I gathered information on what services the hospital offers, how they set their prices to compete among other hospitals, along with how and where they target their future patient. Looking back, this interview was vital to my understanding of how the hospital approaches the business side of the service they provide. So my evaluation for the hospital is as follows. Based on my current knowledge about the hospital I can truly say I would feel safe and secure as a patient at Goshen General Hospital, or any of their relating offices. There is no stronger trust then to say I would put my life in the hands of the people who work for the hospital. I firmly believe that after comprehending the beliefs of the Goshen Health System they offer a great service at a great price with your small town care. With the following next steps I will outline why I have evaluated the hospital with such a strong recommendation.

First, and foremost, since the moment I found myself in Mrs. Hayes's building before the interview, to the moment I left, there were numerous times in which people initiated conversation with me to me to make sure I didn't need help if I was lost, or to ask if there was anything I could use. The warm feeling you receive when you know someone cares how you are or what you're interested in was felt throughout the office.

This is where I feel the Goshen Health System excels above the rest. The hospital and all of its employees try to extend an open hand to you, not just at work, but also in the community. The hospital realizes that word of mouth and the respect you show someone are the two primary ways it continues to bring in patients. By building a friendship within the community is a strong bond that works for both sides. However, this bond does not end here, but is instead factored in to every element of the hospital.

These elements are the incredible services the hospital offers to the immediate and surrounding community. When people were interested in a local cancer center to treat their disease and limit travel time, the hospital responded. When the women of the community called out for a center where they can go with questions, treatment, or a place to meet other women who they have something in common with, the hospital answered. Finally, with the more recent and real threat of obesity taking control of peoples every day lives, people wanted answers and help on how to treat this growing disease. With out delay, the hospital answered. These three services I have laid out are not an example of the hospital trying to get rich quick, but rather the hospital caring for its community and the people who work there. Every time the hospital was called upon they answered, and not just with discussion and debate, but with a full all out assault. When the Cancer Care Center was built the hospital bought the best equipment and brought in the best doctors to offer the best available treatment to its patients. When The Retreat was started, the hospital made sure to have everything it needed and more, to make it one of the few programs with services resembling these in the region. Finally, when obesity became a problem within these last few years, the hospital has set up a facility to stay up to date on the latest and best ways to treat this disease.

The community to which I have spoken about this entire paper is comprised of seventeen zip codes and reaches four counties. For one hospital, this is a significantly large service area. The size of its service is accredited to word of mouth and smart strategic advertising within these zip codes. Within its primary service area alone it covers nine zip codes and roughly two counties.

Finally, the one thing that's always in the back of everyone's mind, price. My first conclusion was the price of these services was going to be high or at least equal to that of the surrounding competition. This conclusion was based on the excellent service and care the hospital provides. However, when Mrs. Hayes toward me the hospital was awarded as the low cost provider in the area by the Indiana Hospital and Health Association, I was pleasantly surprised. Although prices often fluctuate, this shows that the hospital keeps prices constant and low from period to period.

So as I stated earlier, the hospital offers a great service to all in need. I would recommend the hospital's care because of their commitment, faith, teamwork, and their goal to always become the best.

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