Caregivers and communities come together to bring world-class care to the Hill Country and Highland Lakes region
A century ago, our founders made a promise to serve the community, and today that promise continues its evolution. We’re moving full steam ahead with even more ways and places for patients to access Scott & White Healthcare expertise. We want you to take advantage of the innovation and convenience we’re offering so you can protect the most important thing in your lives: your family’s health.

We’re transforming healthcare in the region. It takes the brightest minds in medicine, infrastructure, belief, and strategic and tactical planning. These are elements embraced by Dr. Arthur C. Scott Sr., and Dr. Raleigh R. White Jr. We’re bridging the past with the future, and taking bolder steps forward to reach out to you, with new services and locations. Scott & White Healthcare is bringing advanced patient care to even greater heights.

We want to connect with you every chance we get. Let us know where you see opportunities, because we want the care you receive at Scott & White Healthcare to feel personalized, and the very best you’ve ever experienced.

ROBERT W. PRYOR, MD, MBA
President and CEO, Scott & White Healthcare
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ON THE COVER: Hundreds of people—caregivers at
Scott & White Healthcare and community members—
deserve a round of applause for their commitment to
the Hurd Regional Medical Center Scott & White.

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A combined effort to bring healthcare excellence to an important region
After many years of planning and hard work, a complete, world-class medical campus is now being realized. The 120-acre Hurd Regional Medical Center Scott & White is located at Highway 281 and TX 71, on an easily accessible parcel of land in beautiful Marble Falls. It is designed to offer patients convenience and coordinated care, and make communities healthier. A three-story specialty clinic houses 60,000 square feet of primary and specialty outpatient care services and after-hours care. When completed, the hospital bed tower will also be a much-needed resource that will contribute greatly toward a high quality of life for residents in Horseshoe Bay, Marble Falls, Burnet, Llano, and the Highland Lakes region.

Previously, people who sought access to a broad range of medical expertise had to travel for an hour or longer to a more urban area like Austin. This situation disrupted lives, especially for retirees and families.

Wayne Anderson, capital campaign steering committee member and Horseshoe Bay resident, says, “This is a wonderful resource for anyone in the region. The people I’m talking to are most excited about the availability of great healthcare in a great location. When my wife, Dottie, and I bought

The comprehensive medical campus opens first with the specialty clinic this spring, followed by a 46-bed hospital in 2014.
Economic Development Grant and Impact

The City of Marble Falls’ strong commitment to the creation of a medical center campus is without peer. It is underscored by the millions of dollars the city invested to bring in a new water tower and sewer lines, and a $2.5 million economic development grant awarded to the project for job creation over a five-year period beginning in 2013. Hundreds of jobs will be created, including those to support physician practices and the hospital.

Hurd Regional Medical Center capital campaign steering committee member John Racz, of Horseshoe Bay, affirms and applauds the passion and support of the City of Marble Falls. “The city of Marble Falls has been marvelous,” he says. “It was heavily involved in the effort to get us here, as well as key people in Horseshoe Bay. The city really stuck its neck out, because it sees the Hurd Regional Medical Center as a tremendous boost for the entire area.” Mr. Racz and his wife, Barbara, have demonstrated impressive commitment and continued investment in the project. “When you build something like this, the area’s going to grow. We’re benefiting from a world-class medical center,” he says. “Barbara and I made another pledge to the campaign because we feel it’s an important thing to do.”

“When you build something like this, the area’s going to grow. We’re benefiting from a world-class medical center.” —John Racz

our property here 20 years ago, Dottie said we needed a good hospital close by. Now we’ll have one. We’ve seen too many times situations when a spouse has a problem, and the family’s ability to access high-quality specialty services has been difficult. It’s a big time investment to get to an urban area for care, and with some medical conditions, time can be of the essence.”

Scott & White Hospital - Marble Falls: Opening 2014

When the hospital bed tower opens in 2014, the 200,000-square-foot facility will house 46 medical/surgical and intensive care unit beds, with future plans to accommodate 80 beds, to keep pace with demand for inpatient care. Diagnostic services, laboratories, obstetrics, surgery services, a pharmacy, an emergency department and much more will be on-site.

“The most important thing is we’re expanding access to an even higher level of specialty healthcare for people in the region,” says Robert W. Pryor, MD, MBA, president and chief executive officer of Scott & White Healthcare. “We’re offering services such as oncology and other areas of specialty care to make patients’ lives easier in an area that is sure to attract even more people in the future. We look forward to the opening of the hospital next year.”

A dedicated community by our side

Collective enthusiasm and a steady commitment from the communities
we’re privileged to serve, have been involved in the creation of the medical campus. At the right time, the unprecedented project was calibrated to be consistent with Scott & White’s standards for development of regional hospital and specialty clinic locations. It included an accelerated timeline for completion because of construction progress and community responsiveness.

City governance and community members have embraced the idea of Scott & White bringing excellence in healthcare services to the region. Marble Falls mayor George W. Russell says, “This is one of the biggest things to happen in our area in a long time. We believe the presence of the Hurd Regional Medical Center will help residents receive the best healthcare and set the stage for even more economic growth in the future. The new medical center will assist enormously in job creation and contribute to a renewed vitality in the region, creating a pathway for additional commerce and residents who will be drawn here to one of the most beautiful areas of Texas.”

In 2007 Scott & White formalized a partnership with the City of Marble Falls. Scott & White also acquired the Llano Memorial Healthcare System, which has faithfully served the community for almost 60 years. The alignment of Llano Memorial (now Scott & White Hospital - Llano), and in particular the Hoerster group of physicians, is an important part of our effort, as we collaborate on behalf of patients’ needs.

The presence of the medical center campus creates an impetus for the entire corridor to flourish. The Hurd Regional Medical Center will serve a growing population and meet their healthcare needs in ways that serve them best, with coordinated, clinical expertise available near home. “There’s an air of excitement about the opening of the Hurd Regional Medical Center,” says Mike Jenkins, of Kingsland, a capital campaign steering committee member. “As we age we will no longer have to move away to be near an advanced medical facility. Thank you Scott & White for coming to the Hill Country.”

**Philanthropy helps build momentum and sustainability**

Nancy Birdwell, executive vice president and CEO of the Scott & White Healthcare Foundation, and chief development officer of Scott & White Healthcare, says, “We’ve been inspired by the stellar commitment and the good works of individuals and organizations that are supporting our effort. We want all individuals to know they can get involved and to know they’re helping shape healthcare delivery for the future.”

In 2011 Scott & White leadership named the medical center in honor of Wayne and Eileen Hurd, two visionaries from the Hill Country whose unwavering generosity and support of Scott & White Healthcare and the new facilities spans almost two decades. Incredible acts of generosity and leadership have helped reach this milestone. The Hurd Regional Medical Center capital campaign steering committee commitment of $1 million in 2008 directed toward supporting medical services and programs was a significant show of support for the eventual creation of the Hurd Regional Medical Center Scott & White. This enthusiastic group helped create initial excitement and further commitment to the medical center among many community
individuals and organizations. Their tangible gift propelled the realization of the dream forward.

Last year, longtime Horseshoe Bay residents Robert and Barbara McFarland made a leadership gift of $1 million to support the Hurd Regional Medical Center Scott & White. Their desire to invest in the future of their community stemmed from a deep affection for the area and their enduring appreciation for the lifesaving care Mrs. McFarland received at Scott & White.

While creating the medical center campus has always been a priority for Scott & White Healthcare, philanthropy is needed to help sustain advanced level services, and give people access to high-quality care that is nearby.

The overall project cost of the Hurd Regional Medical Center Scott & White is $150 million. The capital campaign has raised about $7.5 million, leaving significant opportunity for individuals and organizations to get involved in the campaign. Completion of the campaign is necessary to help offset the higher costs of running the new hospital in its first years of operation, including the acquisition of advanced technology, additional services, and the recruitment of more specialty physicians.

In the meantime, construction teams remain hard at work on the new hospital bed tower that will be opening next year. “When I go to Austin to see my grandkids, I drive past the intersection where the medical center is. Every time I drive past, I smile a little bit bigger,” says Mr. Anderson.

Meet Our Leaders

Randall Grimshaw, MD
Chief medical officer,
Scott & White Hill Country Region

Dr. Grimshaw looks forward to offering patients a wider scope of services and recruiting more physicians to help reach that goal. “Scott & White was creative in their thinking to deliver important healthcare services and bring the project forward earlier,” he says. “There’s been a lot of excitement in the medical community about the clinic opening!” At the clinic, physicians have been recruited in cardiology, dermatology, obstetrics/gynecology, orthopaedic surgery, pain management/anesthesia, podiatry, and urology. More physicians will be recruited for gastroenterology, general surgery, hematology/oncology, neurology, and ophthalmology. Hospitalists, hospital-based physicians, and physicians in emergency medicine and radiology will also be recruited for the hospital.

“Scott & White was creative in their thinking to deliver important healthcare services.”
—Randall Grimshaw, MD
Kevin Leeper

Chief executive officer, Hill Country Region, and chief operating officer of the Hill Country Clinics, including Scott & White Hospital - Llano and the Hurd Regional Medical Center

Kevin Leeper knows the Hill Country and Highland Lakes region well. As chief executive officer of Llano Memorial Hospital (recently renamed Scott & White Healthcare - Llano) since 2001, he has witnessed firsthand the growing need for specialty healthcare in the area. Mr. Leeper was also named CEO of the Hurd Regional Medical Center in 2011.

“The need for world-class healthcare, especially in a rural community, is real. People really stepped up and decided that this is a place where they want to stay and complete their lives right here. It’s something the communities we’ll serve can truly own,” he says. “I think this area is the golden nest egg of what Texas offers! I fell in love with the area when we moved here in 2001.”

Mr. Leeper is enthusiastic about what the medical center will bring to the region. “The hospital itself will help thousands of patients and create about 500 jobs total, including staff for the hospital and physician offices,” he says. “I’m impressed with how our communities have embraced the idea of growth. We can be successful with the community’s passion and the strong network of Scott & White physicians.”

Go to swcatalyst.org to learn more about Mr. Leeper and Dr. Grimshaw, including their deep Texas roots!
End-stage organ failure is a critical juncture for patients with heart, kidney, lung, and pancreatic disease. More life-saving and life-enhancing solid organ transplants are being performed at Scott & White Healthcare. This includes the first lung transplant in 2012, the only program of its kind in Central Texas. Patients are receiving the care they desperately need right here near their homes.
Organ transplantation is a miracle of modern medicine. It can be a patient’s last hope for life. When kidney transplants were first performed at Scott & White in 1997, it was a pivotal moment in our patient care, increasing the quality of life for hundreds of patients. Since then, we’ve performed more than 500 solid organ transplants, including kidney, heart, lung and pancreas.* Scott & White Healthcare has made an enormous investment in the clinical expertise and infrastructure to expand its transplantation programs, much to the relief of grateful patients and families.

Basar Sareyyupoglu, MD, director of Thoracic Transplantation and Mechanical Circulatory Support at Scott & White Healthcare, says, “By providing transplant services in Central Texas, Scott & White spares local patients the added worry of travel to Austin, Dallas, or Houston.” This is good news for patients on organ waiting lists, because their care requires multiple appointments with specialists. These include intensive evaluation and tests prior to surgery. They can also mean the use of technology, such as ventricular assist devices for heart failure patients, and dialysis treatment for diabetic patients. Long-term follow-up care, such as anti-rejection medication management and monitoring by a patient’s clinician team, is essential as well.

Candidates for organ transplantation include diabetics with kidney failure and cardiac patients with coronary artery disease or viral infections that may trigger heart failure. Emphysematous lung diseases and interstitial lung fibrosis are the main conditions for patients evaluated for lung transplantation. Also, cystic fibrosis and pulmonary hypertension are diseases that cripple patients’ lungs.

**A big year for “firsts”**
In September 2012, Dr. Sareyyupoglu and Kenton Zehr, MD, director of Scott & White Healthcare’s Division of Cardiothoracic Surgery, performed the hospital’s first lung transplant (see next page), and two more patients have since undergone double lung transplantation. In December of the same year, two surgical teams led by Dr. Zehr and Gregory Jaffers, MD, director of the Division of Transplant Surgery, joined forces to perform Scott & White’s first combined heart and kidney transplant. “If a heart is functioning poorly, it doesn’t profuse – or supply blood – to other organs very well,” says Dr. Zehr. “Often the kidney is the first to fail in this situation, and that’s why kidney failure often accompanies heart disease.”

The heart transplant program reached a significant milestone in the spring of 2012 when it received certification from the Center for Medicare Services for reimbursement.

**It takes an entire team**
Because the stakes are so high, meaning a patient’s life is on the line, collaboration among dozens of caregivers on patients’ behalf is vitally important. A transplantation program requires more than highly skilled surgeons who can perform the complex operations. Medical specialists, anesthesiologists, intensive care physicians, nurses, and critical care experts are important members of the team, too. Many other clinical professionals look after a patient’s multiple needs as well. For example, transplant coordinators manage a patient’s preoperative evaluation and care. And emergency medical transport personnel handle the most delicate of tasks: ensuring organs are delivered safely to surgeons’ hands. Psychologists and social workers see to the patient’s psychosocial needs, and dieticians help patients follow healthy nutrition plans. Also, financial coordinators help patients manage the expenses of transplant surgery and related care.

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<th><strong>Scott &amp; White solid organ transplantation totals</strong></th>
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*Corneal and bone marrow transplants are performed at Scott & White as well, but are considered tissue transplants.*
What’s next
Scott & White’s goal is to perform liver transplants as well; this could happen in three years’ time. With that service, Scott & White would offer the full gamut of complex transplant services to Central Texas.

More dual organ transplants are likely as well. Dr. Zehr foresees Scott & White surgeons performing five to 15 heart-kidney transplants over the next several years, as more patients need this sophisticated level of care. “When you bring transplantation into a tertiary care center, you escalate the quality of all the other programs around it,” says Dr. Zehr. “At the end of the day, everybody is a better doctor.” And patients benefit, too, knowing the healthcare experts at Scott & White continue finding ways to bring the most advanced care to them.

Dr. Jaffers is also an associate professor of surgery at the Texas A&M Health Science Center College of Medicine.

Dr. Nolan is also an assistant professor of internal medicine at the Texas A&M Health Science Center College of Medicine.

Dr. Sanchez is also an assistant professor of medicine at the Texas A&M Health Science Center College of Medicine.

Dr. Sareyyupoglu is also an assistant professor of surgery at the Texas A&M Health Science Center College of Medicine.

Dr. White is also an assistant professor of medicine at the Texas A&M Health Science Center College of Medicine.

Dr. Zehr is also a professor of surgery at the Texas A&M Health Science Center College of Medicine.

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A birthday gift for Tracy

Twenty-five is a lucky number for Tracy Barnett, of Giddings, Texas.

Last year, he celebrated his 25th birthday. He also got the news of a lifetime on September 25, when a pair of lungs became available to relieve the young man of a debilitating disease he had battled his entire life. Mr. Barnett had bronchiectasis (a difficult to diagnose condition), and pulmonary hypertension. Both conditions made it hard to breathe, and they eventually ravaged his lungs. By the time Mr. Barnett was referred to Scott & White, and saw Kirkland Nolan, MD, head of the division of pulmonary medicine at Scott & White Hospital - Round Rock, his lungs had deteriorated to the point where he was told he may only have months to live. Mr. Barnett had to quit work and rely on oxygen tanks and breathing treatments to help him survive. Luckily, he had to wait only a month for a new set of lungs. He would be the first person at Scott & White to receive a lung transplant.

Last January, Scott & White received certification for lung transplantation from the United Network of Organ Sharing (UNOS), the governing body for organ transplantation. Until that point, two dozen people each year in Central Texas had to leave the area for a lung transplant. Now, more patients are counting on Scott & White for this lifesaving surgery.

After a three-week hospital stay following his successful transplant and intensive care, Mr. Barnett had continued follow-up visits to Juan Sanchez, MD, medical director of the lung transplantation program, and pulmonary medicine specialist Heath White, DO. Now, Mr. Barnett feels great. “It’s wonderful to go dancing on the weekends and listen to country music. I can also run up the stairs to a movie theater with my friends, which I couldn’t do before,” he says. “Now I’m back to work driving my truck. It’s not just a career—it’s my passion!”


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Hear from Lisa Mitchell, a patient who received a kidney-pancreas transplant from Dr. Jaffers. Also, discover how caregivers move to action when UNOS announces an organ is available, and learn more about how organs are procured.
It’s a whole new world for this brave toddler

Paige Kummerfeld has always been a step ahead. She rolled over at six weeks, sat up at five months, crawled at six months, and ran, not walked, at nine months. At 14 months, Paige climbed atop the kitchen table and laughed. She is affectionately called “Rampage” by her parents, fifth-year Scott & White Healthcare orthopaedic surgery resident David Kummerfeld, MD, and his wife, Katy. As Paige’s bruises would attest, the 22-month-old McLane Children’s Champion is fearless.

When Paige was three months old, however, Mrs. Kummerfeld worried that her daughter’s bruises might be the result of something other than excess energy. Her eyes were still crossing, and her right eye drifted inward. Her mother also noticed that Paige’s eyes didn’t follow moving objects, such as the ceiling fan, people entering the room, or the light-up toys that belonged to her big sister, Lilly. “When we walked about a foot away from her, Paige cried as though she couldn’t see us,” Mrs. Kummerfeld recalls.

Go to swcatalyst.org to learn more about McLane Children’s Champions.
Temple, Texas, pediatrician Bethany Black, MD, examined Paige and referred her to McLane Children’s Hospital Scott & White pediatric ophthalmologist Monica Verma, MD. Paige was diagnosed with infantile esotropia, a rare form of strabismus (eye misalignment) in which one or both eyes turn inward. It can result in permanent vision loss if not corrected by the time a child reaches the early years of grammar school. Infantile esotropia can appear during the first six to eight months of life. One in every 2,500 babies is diagnosed with this inherited condition, and it had affected children on both sides of the Kummerfeld family in the past. Paige also had weaker vision in her right eye—a fairly common condition known as amblyopia or “lazy eye”—and no depth perception, making those early feats of hers that much more amazing.

Because of the family history of the condition, Mrs. Kummerfeld asked Everett Moody, MD, of Irving, Texas, the pediatric ophthalmologist who had previously treated her, for a second opinion. Mrs. Kummerfeld appreciated Dr. Verma’s willingness to collaborate with Dr. Moody. “It gave her and me peace of mind to have two physicians on the same page,” says Dr. Verma.

Dr. Verma recommended glasses and patching Paige’s left eye for four hours a day to strengthen and retrain her eye muscles. At first, it was difficult to keep glasses on the four-month-old child, even with an assortment of straps. But as Paige grew, she stopped fighting the glasses when she realized she could see better with them. Mrs. Kummerfeld began matching Paige’s patches to her outfits and tried to make her feel special. “If she was going to have to wear glasses and a patch, we were going to treat them as accessories. If her outfit had animal prints on it, so did her patch,” she says. Three-year-old Lilly was a big help too, reminding her sister and her mother when it was time to patch. “Lilly is the best big sister, and calls Paige her best friend,” says Mrs. Kummerfeld.

When Paige was seven months old, Dr. Verma recommended surgery to achieve eye alignment. She would move the inner ocular muscles in both eyes to maximize binocular vision and the chance of gaining some depth perception, relieve any double vision, and improve the right eye’s vision. Five hours after the procedure, Paige dropped
her pacifier and picked it up, something she had not been able to do before the surgery. Her recovery took about one week, but it took six months to assess the surgery’s full results and determine whether Paige needed more surgery. In the meantime, Dr. Verma increased the patching to six hours a day.

In August, Dr. Verma performed a second operation to strengthen Paige’s eyes, this time moving the outer ocular muscles. One week later, it was clear that Paige had taken a big step forward. Dr. Verma says, “Paige’s eyes looked perfect.” The child’s vocabulary had increased to 15 words, and she was finally able to see the world around her, including her parents mouthing words when they spoke.

“Before her second surgery, Paige only knew two words, ‘Momma’ and ‘Dada.’ She was only 14 months old, but I was beginning to worry about her lack of vocabulary,” says Mrs. Kummerfeld.

Also, Paige had never shown any interest in books. As a former first-grade teacher, Mrs. Kummerfeld knows the importance of reading at least 30 minutes a day to children. “I would get so frustrated that Paige wouldn’t even let me get through the title before she was climbing out of my lap,” she says. “Well, the day we came home from her second surgery, Paige went straight to the book basket. She brought me book after book after book to read to her. She kissed every page as if she were seeing friends for the first time, almost like, ‘Oh, so you’re the Cat in the Hat that my mom was talking about!’”

Dr. Verma predicts that Paige won’t need further surgeries. “With the early intervention,” she says, “the likelihood of Paige having good vision is high. We won’t really know until she’s three and can read letters for us, but I expect a good outcome.”

“We have a team of pediatric experts that are adeptly suited to caring for children,” says Dr. Kummerfeld. “I’m very happy we could get Paige’s eyes taken care of as soon as we did, because it was important to treat her condition early on. It’s great that Scott & White is able to deliver this level of service within our own community.”

Mrs. Kummerfeld says, “Paige is incredibly bright and is one of the best problem solvers I have ever seen. I almost think that her lack of sight has pushed her to figure things out. If I see her struggling with a toy, or opening a box, I will say, ‘Paige, may I please help you?’ Paige will put her hand up and say, ‘Stay. Mines.’ God bless her, she always accomplishes her goal!”

The Kummerfelds believe that Paige will be able to accomplish many things in her life, except maybe flying an airplane. On the other hand, given her adventurous spirit, this McLane Children’s Champion just might prove them wrong.

“It’s amazing what a pediatric ophthalmologist can do,” says Mrs. Kummerfeld. “It’s so important to have these services from staff who work only with children. We have been so blessed to live in a community where our child received state-of-the-art care—and only five minutes from our home.”

Katy and Dr. David Kummerfeld dote on their daughters, Paige and Lilly.

Dr. Verma is also an assistant professor of ophthalmology and pediatrics at the Texas A&M Health Science Center College of Medicine.
AFFINITY IN ACTION

Individuals and organizations dedicated to supporting Scott & White

South Texas couple helps foster orthopaedic excellence at Scott & White

As lifelong supporters of the mission and vision of Scott & White Healthcare, Glen E. Roney and his wife, Rita K., have been vocal about their passion for Scott & White. In a remarkable act of generosity, the South Texas banker and Scott & White Board of Trustees member, and his wife have made a leadership gift to the Scott & White Healthcare Foundation. A United States Air Force veteran of the Korean War, Mr. Roney also made a successful career in banking, attaining one of the most prestigious positions in Texas finance as founder of Texas Regional Bancshares and its subsidiary Texas State Bank.

The Roneys’ desire is for this gift to be earmarked for enhancing the capabilities of the Scott & White Bone and Joint Institute, currently under construction on the Temple campus. To recognize the Roneys’ generosity and their almost 30 years of service to the healthcare system, Scott & White is pleased to name the new facility the Glen E. and Rita K. Roney Bone and Joint Institute Scott & White.

“We feel that it is both an honor and a pleasure to be so closely affiliated with Scott & White,” says Mr. Roney. “In all my years serving on the Board of Trustees, I have witnessed the many ways Scott & White maintains its patient-centered approach to delivering high-quality care, and it’s been inspiring. The orthopaedic department holds incredible promise for the future, and Rita K. and I recognize the need to help open this new facility and provide support to advance musculoskeletal care and innovations at Scott & White.”

Rita K. Roney echoed her husband’s sentiments. “We hope that our gift will help bring dynamic change to the face of orthopaedic care both in Texas and across the nation,” she says.

“Roney Bone and Joint Institute

The Scott & White model of integrated care has been designed into the structure of the institute, which differentiates this program from all others in the region and will escalate the recognition of Scott & White as a leader in healthcare excellence. Robert Probe, MD, chairman of the Scott & White Healthcare Foundation, and chief development officer, Scott & White Healthcare. “We are incredibly fortunate to have the support of Glen and Rita K. Roney. They fully believe in the important, lifesaving work that we do at Scott & White, and their gift to the Bone and Joint Institute campaign is one more visible milestone for their legacy.”

Roney Bone and Joint Institute

The Scott & White model of integrated care has been designed into the structure of the institute, which differentiates this program from all others in the region and

The Roney Bone and Joint Institute Scott & White.
Orthopaedic Surgery, knows firsthand how much this generous gift will enhance the program. "The heartfelt enthusiasm of Glen and Rita K. Roney to provide a gift of this magnitude for our new Bone and Joint Institute will ensure that our comprehensive, collaborative program continues to be one of the premier services at Scott & White," he says. "The Roney Bone and Joint Institute will be unique to the state of Texas and will introduce a new model of musculoskeletal care on the national stage."

The gift will help Scott & White purchase leading-edge equipment for the new building, establish an endowed chair in the Department of Orthopaedic Surgery, and support current and future exciting research and education efforts. Of the total gift, part will be used to spur a dollar-for-dollar matching gift challenge for the ongoing Bone and Joint community campaign.

The Roney Bone and Joint Institute will provide the capacity to care for a growing number of patients, many with increasingly complex issues that require specialized care. The experts at Scott & White look forward to helping these patients, and are grateful to the Roneys for their most generous gift."
For many patients, quality of life hinges on pain management. Our palliative care services help make a difference.

Pain is our body’s way of telling us something is wrong. The good news is that Scott & White Healthcare has the expertise necessary to diagnose and treat all types of disease and injuries to ultimately eradicate or lessen pain. However, many patients, especially those with chronic pain, can also experience emotional and spiritual crises that transcend the physical realm. Our unique focus on addressing all facets of pain helps many patients with a spectrum of disease cope and return to normal day-to-day activities.

The physiology is complex, but we all recognize pain when we feel it. Pain can result from a hot cup of coffee that burns our tongue or a torn ligament that makes our knee ache. Pain receptors in our nerves turn on when tissue is damaged as a result of disease or injury, and again when it’s restored during the healing process. The other side of physical pain—its equally significant and sometimes more palpable twin—is emotional, spiritual, and psychological pain, which can also affect patients’ well-being. It can manifest as anxiety, a crisis of faith, a need to clear up confusion or a desire to release anger. Importantly, this kind of pain can also be relieved by experts at Scott & White, who know how to help.

For many patients, such as those with cancer or debilitating back pain,
the daily struggle, beyond coping with physical pain, likely includes juggling medical appointments and trying to continue participating in the activities of normal living. It all takes a toll on patients and families. Symptoms and limitations arising from pain can create a new set of issues that need attention, such as a test of one’s religious faith in light of a medical reality, or a communication breakdown between a patient’s family and the care team. This kind of support is an integral part of patient care at Scott & White, and it speaks to the healthcare system’s overall philosophy of offering patients complete care through a multidisciplinary approach.

“Many patients struggle with debilitating pain, and need to be able to function and return to their normal lives,” says Christopher J. Burnett, MD, division head of the Pain Management Clinic. Dr. Burnett treats patients who suffer from low back pain, one of the most common reasons for doctors visits. He and his team offer innovative therapies to alleviate pain, such as spinal cord stimulators and a technique called kyphoplasty, a procedure to reduce back pain. The team also recognizes the importance of helping patients maintain quality of life, in spite of their pain. “A patient’s needs can be as simple as just wanting to play with their kids, or to do the laundry and cook meals without pain. It’s important to collaborate with specialists in other areas of care so patients’ overall needs are met,” says Dr. Burnett.

Patients are grateful when a treatment has worked to alleviate chronic back pain. “I have had patients hug me when I walk into the room after performing a spinal cord stimulator trial or vertebroplasty to treat their pain. These are truly rewarding patient encounters,” he says. Dr. Burnett will consult with a neuropsychologist if a patient is battling depression, in an effort to treat the totality of the person’s symptoms. Dr. Burnett explains that it can be difficult to know whether the physical pain caused the depression or vice versa. “What we do know is that we don’t want to keep increasing medications, and repeating the same cycle,” he says. He acknowledges that some patients will experience pain throughout their lives. “We need to be there for them,” he says. Because these services are so vital, Scott & White has expanded access to pain management strategies. As patients’ needs increase, they can take comfort knowing that Scott & White pain management services are available in and near their communities, including Temple, Round Rock, College Station, Killeen, and Marble Falls.

Palliative care and a personalized approach

Dr. Burnett directs a new pain management fellowship program at Scott & White, and medical residents in the program rotate through a service called palliative care. The goal of palliative care medicine is to help patients be more comfortable while living with chronic pain. Palliative care services can help treat non-physical discomfort, such as emotional pain, and treat these symptoms accordingly. Palliative care physicians are specialists who are highly skilled in non-invasive pain management. For patients with chronic and other pain, these physicians add a new perspective to the traditional treatment plan by exploring symptoms such as psychosocial and spiritual isolation, and offering ways to help.

Palliative care is different from hospice, or end-of-life, care. Ideally, palliative care services would be introduced in a patient’s care plan as early as possible, to help alleviate symptoms that contribute to overall discomfort, but they are integrated at any point. Palliative care team members work alongside the patient’s primary and specialty care clinicians. While palliative care is a relatively new field of medicine, its effectiveness is undeniable.
In patients with chronic obstructive pulmonary disease and lung cancer, new research shows that they have a better quality of life and frequently experience longer lives with palliative care as part of their care.

**A calming presence**

Palliative care is a specialty branch of medicine, and its physicians at Scott & White Healthcare have deep expertise in non-invasive pain management. They work with other professionals whose goal is to know more about the values patients hold, and their life experiences. Reverend A. Aquino, palliative care chaplain, provides spiritual support and counseling at Scott & White. He says, “When people think of spirituality, they think of religion, but it’s more than that. As humans we define our values, what we enjoy, and what’s important to us. At critical times, that can become unclear. I try to help make sense of it for my patients and their families.”

Chaplain Aquino collaborates with the caregiver team for each patient. “We operate as a team, by taking clinical and spiritual histories, and doing assessments that address spiritual, emotional, and physical needs.” Active listening is an important skill, too. “I ask my patients what’s meaningful to them and what they’re struggling with,” he says. Responses vary from the desire to make pain go away, to a grandmother wishing to see her grandchild, or an individual who wants to deepen his or her faith. Chaplain Aquino says, “We help facilitate our patients’ wishes, whenever possible. Most are generally looking for guidance and ways to cope with feeling a loss of control.”

Chaplain Aquino says that quality of life can be defined differently from one person to the next. In general, it’s responding to what makes the most sense for each patient, seeking how to make the patient comfortable, and diminish suffering. In the case of patients who are near death, he says, quality of life can mean having more time with loved ones. “Death can be honorable and peaceful; it doesn’t have to be tragic. Days, even hours before, you can cry, laugh, enjoy meals or football games, and say I love you. Life comes full circle and quality of life becomes the essence of what we need to receive.”

Dr. Burnett is also an assistant professor of anesthesiology at the Texas A&M Health Science Center College of Medicine.

Go to swcatalyst.org to learn about pediatric palliative care needs.
Quick on her feet, Ms. Garza wants patients to pay attention to their own feet.

Feet aren’t glamorous, but they sure are important. For people with chronic diseases or injuries, feet often reflect how well patients are doing; they can also reveal whether complications have developed. So Rosa Garza’s mission is to get her patients back on their feet, and then keep them there.

“It’s a snowball effect: If your feet hurt, you’re not going to move. If you’re not moving, you’re going to gain weight. If you gain weight, your blood pressure is going to go up. It’s all connected,” says Ms. Garza.

Patients come in with various problems, such as diabetic ulcers, tendonitis, and bunions. They’ll have procedures or surgeries done, and then come back for follow-up care. Many of those patients, especially those with diabetes and other conditions that affect healing, will see Ms. Garza weekly or monthly for years.

Ms. Garza is the advance team for the podiatrists in her department. She breezes into an exam or procedure room, sets out all the tools the doctor might
need, then pulls in the patient, offers water, takes X-rays, removes dressings, and sizes up her patients’ shoe quality.

The only times she stands still are when she’s holding instruments for a physician during a procedure, glancing over a call list to check for high-risk patients, or responding to issues that can’t wait until the end of the day.

She stops at her desk, under an “I Heart Bacon” sign, to find a patient’s cost for a certain skin cream at the Wal-Mart store in Brenham. “Oh, is he paying out of pocket?” she asks, cupping her hand over the receiver. The medication would cost about $12. “At least this way, he’ll know what his budget is when he gets there.”

Then she heads back down the hallway to clean and reset a room, talk to a doctor, loads syringes with local anesthetic, and get started with her next patient.

“We’re really running today,” she says as she speeds off into the waiting room to help Willie, a patient with a diabetic foot ulcer that developed following open-heart surgery and subsequent bed rest. His ulcer wasn’t healing well. He needed a stronger, oral antibiotic instead of a topical cream and iodine to disinfect the wound.

Ms. Garza faxed the prescription to her patient’s pharmacy and sent him home with a small bottle of iodine. “You do anything that will help a patient keep up with their care,” she says. “If I already faxed over a prescription, you might as well pick it up that day. You don’t have the chance to lose the paper or wait a few days.”

She often uses herself as an example for patients. She points to the picture on her identification badge, which looks like a different person: Ms. Garza has lost 50 pounds since that photo was taken, and she ran a half marathon to keep the weight off. But she still enjoys bacon in moderation. “I try to tell them, look at me. If I can do it you can do it. Just do a little bit.”

Podiatrist Joe Martin, DPM, says “Our patients love and appreciate Rosa, and I think they all know how important she is in providing care for them.”

Rosa Garza did not become a podiatry patient educator because she loves feet. “I thought about anything but podiatry!” she jokes. Her career at Scott & White brought her first to the electronic medical records department and then into the clinic environment.

“In this position, I see the whole picture. It’s 360 degrees of patient care,” she says. “If you’re one of my high-risk patients, then you’ve got my direct number and you know to show up if you have a problem. I’ll work you in.”

Rosa Garza and podiatrist Dr. Corey W. Pollard.
The Scott & White Healthcare system is pleased to announce a regional hospital expansion, more services, and new clinics that have opened or broken ground in the past year, including a new cancer center location.

“Children and adults across the region can access Scott & White’s specialty services from more locations than ever before,” says Scott & White Healthcare Chief Executive Officer Robert W. Pryor, MD, MBA. “Our patients’ best interests drive our expansion efforts. As more people in more locations need healthcare, we are expanding to meet that need with our high-quality care that is always focused on the patient. All patients can rest assured knowing that they will receive personalized, state-of-the-art care enhanced by systemwide electronic medical records. It allows patients to visit different locations and have confidence knowing that their medical history is accessible everywhere they go.”

<table>
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<tr>
<th>2012</th>
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<tr>
<td><strong>SPRING</strong></td>
<td><strong>SPRING</strong></td>
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<tr>
<td>Scott &amp; White Hospital - Round Rock</td>
<td>Scott &amp; White Clinic - Boonville</td>
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<tr>
<td>Completed spring</td>
<td>Opened April</td>
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<tr>
<td>Twenty-five additional physicians will be added summer 2013</td>
<td>Scott &amp; White Specialty Clinic - Marble Falls</td>
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<td>Opening spring</td>
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<tr>
<td>Scott &amp; White Clinic - Leander</td>
<td>Scott &amp; White Clinic - Pflugerville</td>
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<td>Opened spring</td>
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<td><strong>SUMMER</strong></td>
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<tr>
<td>Scott &amp; White Urgent Care - Killeen</td>
<td>Scott &amp; White Clinic - Kingsland</td>
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<td>Opened summer</td>
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<td></td>
<td>Scott &amp; White Clinic - 425 University Boulevard</td>
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<td>Opened November</td>
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<td><strong>WINTER</strong></td>
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<td>McLane Children’s Scott &amp; White Clinic - West Temple</td>
<td>Scott &amp; White Emergeny Hospital - Cedar Park</td>
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<td>Opened January</td>
<td>Opened February</td>
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<td>Scott &amp; White Clinic - Belton</td>
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<td>McLane Children’s Scott &amp; White Clinic - Belton</td>
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<td>Opening spring</td>
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Two more Round Rock Region primary care clinics are being planned.

For more information on any of these locations, visit sw.org.
A planned hospital expansion to accommodate the growing population was completed in spring 2012. Scott & White Hospital - Round Rock is serving more patients than ever before, in Williamson County and the greater Austin and Round Rock area. Focused areas of expansion included: emergency department, critical care, cardiovascular surgery, and spine surgery. Twenty-five new physicians were added to the roster, and 25 more will come on board this summer. Twenty-five beds were also added, for a total of 101 licensed beds.

New clinics serve growing populations
Several new clinics have opened or are being planned near Scott & White Hospital - Round Rock:
- The 12,000-square-foot new Leander clinic opened in spring 2012. It offers primary care and specialty services, as well as X-ray, laboratory, and physical therapy.
- The 12,000-square-foot new Pflugerville clinic, which opens this spring at 1501 Pecan Street, offers primary care and specialty physicians. The clinic replaces the existing facility, and also offers X-ray, laboratory, and physical therapy.
- Continued expansion in our 425 University Boulevard clinic (located across the street from the main Round Rock campus) includes additional medical office space for primary care and growth of specialty services.
- Two additional primary care clinics are being planned for Avery Ranch and the south part of Round Rock.

“Demand for Scott & White healthcare services continues to increase, even with the expansion of competitive healthcare systems in the area,” says Ernie Bovio, chief executive officer of Scott & White Healthcare - Round Rock. “We have been able to maintain a high level of quality and patient satisfaction during the rapid growth our region has experienced over the past five years, along with sound financial performance.” The leadership expects further growth in primary care and specialty care areas such as enhanced cardiovascular and cancer services in the future, as well as a neonatal intensive care unit.

“We are proud to continue the Scott & White tradition of clinical and professional excellence,” says Mr. Bovio. “We’re proud of being able to attract the best of the best from across the nation and have put together a group of extraordinary physicians, caregivers, and support staff. Our team is enthusiastic, passionate, and highly engaged in our mission and values, which creates an exciting environment that benefits our patients.”

### Scott & White serving Williamson County
#### Yesterday & Today

<table>
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<tr>
<th>2005</th>
<th>2013</th>
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<tr>
<td><strong>3 primary care clinics</strong></td>
<td><strong>15 primary care and specialty clinics</strong> (including three under development)</td>
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<tr>
<td>- Taylor</td>
<td>- Round Rock Hospital</td>
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<td>- Georgetown</td>
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<td>- Cedar Park</td>
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<tr>
<td>17 physicians</td>
<td><strong>165+ physicians</strong></td>
</tr>
<tr>
<td>50 employees</td>
<td><strong>1,500+ employees</strong></td>
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Scott & White Emergency Hospital - Cedar Park
900 E. Whitestone Boulevard
Cedar Park, TX
Unlike urgent care centers, which are designed to handle non-life-threatening medical complaints, or free-standing emergency departments, Scott & White Emergency Hospital - Cedar Park (a joint venture with Emerus) is a licensed hospital, adhering to the highest standards of licensing, clinical quality, and operations. The emergency hospital is open 24 hours a day, 365 days a year, and staffed with emergency medicine physician specialists, as well as experienced nursing and clinical staff. The facility has an emergency department with seven beds and an eight-bed inpatient unit for those requiring an admission for additional medical services.

Scott & White Clinic - Kingsland
105 FM 2342 and RM 1431
Kingsland, TX
Last September, a brand-new clinic began serving the Hill Country population, replacing the facility that was located at 2112 Highway 1431. The 15,000-square-foot Kingsland Clinic is conveniently located near the Hurd Regional Medical Center hospital that will open in late 2014. As many as seven full-time physicians in primary and specialty care will see patients in 16 examination rooms, and two treatment rooms. Pediatric and adult patients can seek preventive care and treatment for allergies, diabetes, and more. To make patients’ experiences easier, X-ray, laboratory services, and physical and occupational therapy will be available on-site as well. In addition, Kingsland Emergency Medical Services (EMS) station is located at the clinic.
“The team of physicians is very excited about the new Kingsland Clinic, because we’re able to help more patients than before,” says Randall Grimshaw, MD, chief medical officer of the Scott & White Hill Country Region. “People will also have easier access to inpatient services, when the new hospital opens next year at the Hurd Regional Medical Center.” (See p. 4 to learn more.) The Kingsland Clinic is about 15 miles from the new medical center.
Kevin Leeper, chief executive officer of the Hill Country Region, and chief operating officer of the Hill Country Clinics, says, “We needed to make care more convenient for people in the surrounding communities, and offer other services to make their experience more comfortable, such as better parking and a separate waiting area for children.” (Hear more from Dr. Grimshaw and Mr. Leeper on p. 7.)

Hurd Regional Medical Center
Highway 281 and TX 71
Marble Falls, TX
Scott & White Specialty Clinic - Marble Falls
A comprehensive clinic opens this spring. See p. 4 to learn more.

Scott & White Hospital - Marble Falls
A state-of-the-art hospital opens 2014. See p. 4 to learn more.
Scott & White Clinic - Boonville
748 N. Earl Rudder Freeway
Bryan, TX

The new 11,325-square-foot family medicine clinic in Bryan, TX, near the corner of Boonville Road and Austin’s Colony Parkway opened in April 2013. Our board certified, full-time physicians offer comprehensive, personalized care for the entire family. For added convenience, the clinic also houses a full physical therapy gym and team of physical therapists.

Scott & White Hospital - College Station
700 Scott & White Drive
College Station, TX 77845

Scheduled to open in August 2013, the Scott & White Hospital - College Station is the latest example of Scott & White’s commitment to providing the best and most accessible healthcare. The new hospital will provide convenient access to Scott & White physicians while connecting patients to our network of specialists and one of the nation’s largest multispecialty group practices.

Scott & White Clinic - Rock Prairie

700 Scott & White Drive
College Station, TX 77845

A four-story, 125,000-square-foot building adjacent to the new hospital opens in summer 2013. Services include: cardiology; a cancer center; ear, nose, and throat; gastroenterology; a neuroscience center; orthopaedic surgery; a pain center; pediatrics; PET; physical therapy/sports medicine and rehabilitation; podiatry; pulmonary; a sleep center; urology; and a women’s imaging center.

Scott & White Cancer Center - Hillcrest
Waco, TX

This fall, the doors will open to the new cancer center, bringing the most advanced oncology and related services to Waco-area residents. Multidisciplinary teams of caregivers will help give patients the best hope for survival and the highest quality of life possible. About 2,600 new cases of cancer are diagnosed each year in the six-county area that Hillcrest Baptist Medical Center serves. Patients will benefit from comprehensive cancer services, including chemotherapy and radiation.

WACO REGION

Scott & White Cancer Center - Hillcrest

Waco, TX

WACO REGION

COLLEGE STATION REGION

Scott & White Clinic - Boonville

748 N. Earl Rudder Freeway
Bryan, TX

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Scott & White Clinic - Belton
Loop 121 and Powell Avenue
Belton, TX

Ground was broken on the new family-centered clinic in the 14,000-plus-square-foot building, scheduled to open this summer. The existing clinic at 1505 N. Main Street remains open, although some of the physicians will see patients at the new location. There, they’ll have access to 24 examination rooms, two treatment rooms, an on-site laboratory, and X-ray services.

Scott & White Urgent Care - Killeen
Near Schlueter exit off US 190
Killeen, TX

Last summer, the new urgent care clinic opened, giving people in surrounding communities a brand-new facility to visit without an appointment for life’s minor emergencies, such as earaches, infections, flu, and sports injuries. The 13,000-square-foot clinic has 18 examination rooms, laboratory services, and diagnostic imaging. A Community Wellness Center will host parenting and nutrition classes, as well as support groups. Cooking demonstrations in the test kitchen will be held as well.

McLane Children’s Scott & White Clinic - West Temple
6684 W. Adams Avenue
Temple, TX

This past January, a 9,495-square-foot pediatric clinic opened, serving children’s preventive care needs and offering well-child care, immunizations, mental healthcare, and management of chronic medical conditions. Eighteen examination rooms and two treatment rooms are located at the facility. Patients and families have seamless access to McLane Children’s Hospital Scott & White as well.

McLane Children’s Scott & White Clinic - Belton
1009 Arbor Park Drive
Belton, TX

The new 7,500-square-foot clinic opens this spring to keep pace with demand for pediatric services. The new facility will replace the existing, smaller Sparta Road clinic. The new Belton pediatric clinic will have physician offices for primary pediatric care and behavioral health services, including a therapy room. Twelve examination rooms, one treatment room, and a laboratory will be on-site.
A community fixture whose service lives on

Louis S. Casey Jr.
Scott & White Healthcare
Foundation Board of Trustees
Scott & White Healthcare
Board of Trustees
Member, Legal, Properties &
Insurance Committee
Chairman, Quality of Services
Committee
Member, Properties Inc. Board
Scott & White Health Plan Board

Louis and Charlynn Casey
As a third-generation owner of a family business, you learn to appreciate the signals life sends you. That includes knowing when to close up shop and move on to the next chapter. The decision to close Casey’s Furniture in 2012 after more than 75 years in Temple was actually an easy one. I had been running the store for the past 43 years, following in the footsteps of both my father and my grandfather, but neither of my sons wanted to join the business. They had carved out their own paths in the world and were doing well.

Our success in appliance and then furniture sales for residential and commercial customers ran its course. It was a great experience. We navigated some challenging economic times, but always stayed true to our intent to be fair and honest with our customers. That was probably the biggest thing my father ever taught me. He was a Depression-era, World War II gentleman who always treated everyone the way he wanted to be treated. Even up until the time my wife, Charlynn, and I closed the store’s doors for the last time, customers were thanking us for the quality service we provided.

I have tried to hold true to that mission, and be the best citizen I can be in the region where I live and work. Serving on the boards of both the Scott & White Health Plan and the Scott & White Healthcare system and foundation has given me an opportunity to give back to an institution that has played a large part in my life.

A legacy of service to Scott & White

Both of my parents were natives of Temple, and while they raised their family in nearby Belton, they always turned to Scott & White whenever any of us needed medical care. I joined the board of the Scott & White Health Plan shortly after the plan was organized, and became closely acquainted with the operations of Scott & White. I think that was a major reason I even considered [then CEO] Dr. Al Knight’s invitation to join the board.

Healthcare is a complex, highly regulated industry. I’ve served on the board of First State Bank Central Texas since its inception, and I honestly thought that banking was one of the most regulated industries—until I joined Scott & White.

I think being a “local” board member lent a different perspective to my position. Since I was doing business in one of the communities that Scott & White serves, residents didn’t hesitate to come to me with questions or issues. I felt it was my obligation to hear what they had to say, and when appropriate, to help set the record straight on matters of misinformation. There have also been occasions when I have shared information with the board that I felt they needed to hear.

I know that each and every board member feels a genuine desire to help Scott & White succeed, and we are encouraged to participate in areas that match our skills and interests.

—Louis S. Casey Jr.

“I know that each and every board member feels a genuine desire to help Scott & White succeed and we are encouraged to participate in areas that match our skills and interests.”

Patient Safety Council as a trustee representative.

Scott & White has always been a quality organization, providing effective, safe healthcare to our patients, but for a long time we didn’t measure it to the degree that we—and outside agencies—now do. Both quality and patient safety are at the top of the list for the system.

If I’ve learned anything over the past four decades, it’s that in order to manage a successful small business, you really have to be a “hands-on” owner. It’s the same way with Scott & White. Despite our ultimate size, we need to stay mindful of our primary mission: to provide our patients with the highest-quality care available. I look forward to being able to serve on the board as long as I can contribute during such an exciting time in Scott & White’s journey. In the meantime, Charlynn and I will be busy spoiling our grandchildren!
Honoring a Legacy of Excellence

PART II

In the last issue of THE CATALYST, we introduced the Fellows of Scott & White Clinic, the highest honor given to individuals who exemplify service, dedication, and generosity to the healthcare system. That issue featured Jesse D. Ibarra Jr., MD, one of the three 2012 recipients of the honor. In this issue, we highlight Kermit Knudsen, MD, another 2012 recipient.

KERMIT KNUDSEN, MD

Retired gastroenterologist Dr. Kermit Knudsen embodies the kind of leadership qualities that have distinguished Scott & White’s service in its 115-year history. During Dr. Knudsen’s tenure as president of the Scott & White Clinic from 1979 to 1992, he championed the development of a regional clinic system and the creation of the Scott & White Health Plan and the medical school.

In 1979 Scott & White had one hospital, one clinic, and about 150 senior staff physicians. Dr. Knudsen led the organization through extraordinary change, including the growth of its nationally respected health plan to 80,000 members, 12 regional clinics, increased pharmacy locations, and almost 500 physicians. During his leadership, almost 40 construction projects were approved or under development to expand Scott & White’s ability to provide care where it was needed most. These included the six-story Same Day Surgery Center, a 74,000-square-foot facility on the Temple campus that doubled the existing surgical space. Dr. Knudsen also helped establish Scott & White as the primary teaching campus of the Texas A&M College of Medicine.

Andrejs Avots-Avotins, MD, PhD, chairman of the Scott & White Clinic Board of Directors, and a fellow gastroenterologist, says, “I grew up with Dr. Knudsen’s children, and I have always recognized him as a leader at Scott & White. He was the one responsible for getting us truly off the Temple campus on South 31st Street, and had the vision of leading Scott & White into the future. Dr. Knudsen made significant contributions that included the creation of the Scott & White Health Plan and the regional clinic system. Toward the end of his career, he returned to the Department of Gastroenterology and actively participated in a variety of clinical projects that included advocacy for colon cancer screening. He was a great mentor—as a clinician and a healthcare leader.”

Dr. Knudsen’s successor in 1992, John L. Montgomery, MD, said at the time: “He has quietly designed an infrastructure for our organization that will help us weather the storms of change which are inevitable with healthcare reform... Dr. Knudsen certainly demonstrated the courage to take the risk, in spite of adversity, in the decision to develop a regional clinic system. This has proven to be one of the best decisions ever made at Scott & White. As a result, we are the envy of many organizations and are the model they strive to emulate.”

Dr. Knudsen was instrumental in helping to shape the nation’s dialogue on healthcare delivery as well. As president of the American Group Practice Association in the early 1990s, Dr. Knudsen was a member of the prestigious Jackson Hole Group, a team of industry thought leaders that served as a guiding force in discussions about future healthcare delivery. As part of this group, he also served as a representative for Scott & White.

Content from Patricia K. Benoit’s book Scott & White Beyond “The Hill” contributed to this article.
Change is happening at Scott & White Healthcare. Proven treatments are helping our sickest and chronically ill patients get a fresh start. New facilities and services are reaching more patients at convenient locations.

Philanthropy is helping us change. We’re restoring health to many lives because of unparalleled support from individuals and organizations vested in good health, people, and communities.

Scott & White’s partnerships have evolved over the years, and new ones are being formed to bring effective change to healthcare delivery in Central Texas. As the healthcare environment continues its transformation, the role of philanthropy becomes even more important. Innovation, training, facilities, and other healthcare resources require an enormous investment, and a commitment from each of us. We’ll continue to offer the most advanced medicine, now and in the future. But we’ll need your partnership to ensure we all enjoy good health for years to come. Communities of people who believe in our ability to do good have made their voices heard, and we’re responding to their call for even more advanced healthcare services near them. We’re honored to make good on our promise to you.

We have one important thing we’d like you to do. Please be sure to take our readership survey for THE CATALYST magazine, inserted in this issue. Your input is important as we plan for the future. We want to know what you’re thinking.

Thank you for supporting Scott & White Healthcare, and for helping to ensure healthier futures for all.

NANCY BIRDWELL
Executive Vice President and CEO, Scott & White Healthcare Foundation, and Chief Development Officer, Scott & White Healthcare

ALFRED B. KNIGHT, MD
President, Scott & White Healthcare Foundation

Scott & White Healthcare Foundation

THE SCOTT & WHITE HEALTHCARE FOUNDATION’S MISSION:
To establish relationships and develop an understanding of and a belief in Scott & White’s mission and vision in order to obtain philanthropic financial resources to meet the needs of those it serves.

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Scott & White Healthcare Foundation

UPDATE

Scott & White Healthcare Foundation

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