Healthcare Workforce

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Scott & White Healthcare
**Integrated Medical Model**

**S&W Clinics**
- Covering 32 counties
- 1,300+ employed providers
- Over 2.1M+ patient visits
- Covering 25,000+ sq miles

**S&W Hospitals**
- 12 Hospitals - owned/managed/invested
- Over 50,000 IP discharges (FY11)
- Operating 58% of IP beds in PSA

**Research & Education**
- 640 Students/Residents – 33 Programs
- 369 Active Research Projects
- Full 4-yr A&M track in Temple (‘08)

**Health Plan**
- Approx. 200,000 Enrollment
- Covering 50 counties
- Offering: Commercial, Self-Insured, Senior Care and Part-D products


$2.2 Billion ~ Operating Revenue  
$2.3 Billion ~ Total Assets  
> 12,500 ~ Employed Staff
Scott & White, then...
… and Scott & White now.
Workforce Characteristics at Scott & White

- Integrated health care – knowledge base
- Ability to work with vast data base – not only academically but day to day
- Understanding team dynamics / processes
- Flexible but specialized (know unique area but also how it fits in whole)
- Continuous learning and change (workforce is entrenched at a time of dramatic change)
What are we doing?

- Executive leadership training for doctors / executives
- Internship for new RNs
- S&W University
- Over 1,000 students in training every year
- Quarterly leadership academy
What could we do now?

- Introduce process improvement (e.g. Toyota LEAN) in all health related curriculum
- Introduce Rapid Cycle change / implementation & cascading
- Require team based learning across health related professions