

GRMC

HEALTH CURRENTS

ADVANCED MEDICINE. PERSONAL TOUCH.



We're celebrating!

To celebrate 50 years of service, we've prepared this special edition of *Health Currents* to showcase the people and efforts that have led GRMC to where it is today. Thank you to all the physicians, staff, employees—and especially patients—who have made it all possible. Here's to another 50!



Then and now: The top photo shows the original Guadalupe Valley Hospital building in 1965, and the lower photo shows the Patient Tower at Guadalupe Regional Medical Center as it is today.

How our story began

This August, Guadalupe Regional Medical Center (previously Guadalupe Valley Hospital) will celebrate its 50th year of providing medical care to Seguin and the surrounding communities at 1215 E. Court Street. The remarkable story of our hospital begins well before it opened its doors in 1965.

A bold beginning The 26-bed Seguin Hospital opened in 1946 on Weinert Street as a gutsy venture by two army nurses—Sarah Hazard and Dorothea Siepmann, who took out a \$26,000 federal government loan to purchase and renovate the county's only hospital. The *Seguin Enterprise* at the time reported: "Brown-eyed Miss Siepmann and blue-eyed Miss Hazard aid doctors in the operating and delivery rooms. When the girls took over, the hospital had 40 sheets, now it boasts 150."

Growing pains By 1959, the 11 physicians of Seguin began promoting the idea of a bond election to build a bigger and more modern hospital. The *Seguin Enterprise* summarized their opinion as follows: "In this age of industrialization, Seguin must provide better hospital facilities if it is to continue to lead the area in drawing industry."

After the first attempted bond election failed in 1959 and the prospect of closing the Seguin

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Hospital loomed large, a citizens’ group made up of Mrs. Roland Blumberg, Mrs. H. Starcke Jr., Henry Donegan Jr., Fredlein Schroeder, Marvin Selig and Theos Morck initiated a new campaign for a county bond election.

New owners, new name, new leader In the meantime, the Guadalupe County Commissioners voted to purchase the Seguin Hospital for \$65,000 as an interim, emergency measure in 1961. Among their first decisions was to adopt the new name Guadalupe Valley Hospital (GVH) and to appoint Luella Huffman, RN, as administrator.

In addition to Huffman’s impressive clinical and management background, the *Seguin Gazette* noted that her hobbies included “gardening, painting, writing, teaching dancing, and chaperoning teenage social functions.”

A healing atmosphere By 1962, the GVH staff at Weinert Street included Huffman (administrator, director of nursing and purchasing agent), three office employees, 10 registered nurses, seven licensed vocational nurses, nine practical nurses, four kitchen employees and two housekeepers.

This staff of 36 full-time and part-time employees was supplemented by the newly formed Hospital Auxiliary, comprising 64 active members who “helped the hospital to develop

a spiritual conscience—the vital elements of warmth and friendliness so essential to the patient’s recovery and rehabilitation.”

Funding found Three years after the first bond election failed, a second one calling for an even greater expenditure of \$450,000 was overwhelmingly approved in November 1962. The city of Seguin and Guadalupe County pledged to split a \$15,000 annual payment to the hospital. Supplemented by a Hill Burton federal grant which was at that time available to hospitals that pledged to care for indigent patients, the funds for the new hospital were at last secured.

A brand-new building Groundbreaking on Court Street occurred on March 22, 1964, and the dedication and open house were held on Aug. 29, 1965. At that time, there was very little development in that part of town, with the hospital seemingly located in the middle of nowhere.

Patients were given a choice of “double, private or deluxe private rooms in six different color schedules. Each room is provided with a color chart on the inside of the wardrobe doors, so that proper chairs, draperies,

Then & Now	
Number of Guadalupe County residents	
1965	2015
40,000	137,000

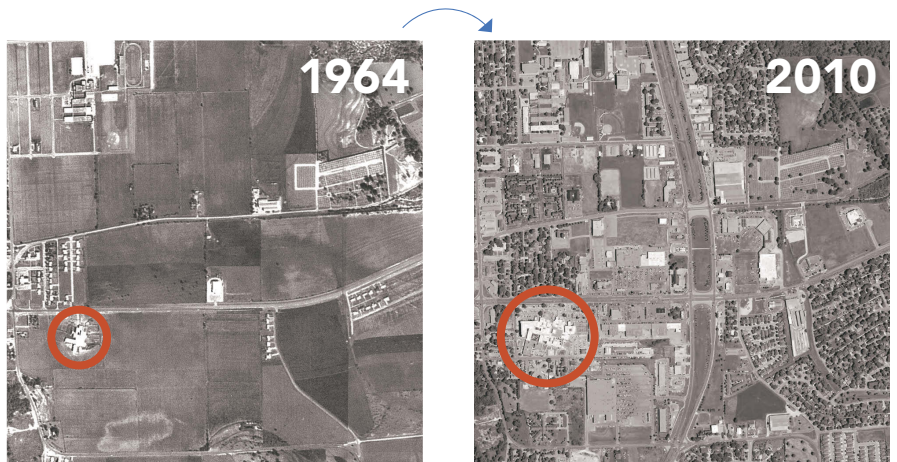
bedspreads, waste baskets and ashtrays may be readily kept in place.”

The hospital planners were particularly pleased to provide “fingertip communication between patient and nurse,” white fiberglass shower walls and a “varying color scheme in the hallways proven to help nurses tire less easily.”

Best docs in the country The GVH medical staff included Drs. Robert Ray, Leroy Weiss, George Bachman, Juan Garcia-Perez, Jack Mueller, Herbert Liberty, Andrew Raetzsch, Henry Moore, Jesse Williams, Donald Wilson, Robert Knolle and Allen Heinen.

The medical staff minutes in March of that year record, “In observance of Doctor’s Day, Mrs. Huffman Brown made the keen observation that not only do we have the best, we also have the best-looking medical staff in the country.”

Aerial views of the hospital site show the vast development that has occurred over the past 50 years. As the community has grown, so too has the hospital’s scope of services. The photos at right show how we have expanded in relation to the community.



Volunteers: Giving that personal touch

In October 1961, a group of dedicated and caring women gathered to organize an auxiliary for the hospital serving Seguin and Guadalupe County. In November, the group joined the Texas Association of Hospital Auxiliaries. There were 59 active members, who served in many areas of the hospital.

The auxiliary played a major role in the move to the new Guadalupe Valley Hospital (GVH) in 1965. Carline Lehnhoff was president of the GVH Auxiliary at that time. The auxiliaries wore "cheery cherry uniforms" in 1965 and switched to the "pink ladies and men" uniforms in the early 1990s; today the Guadalupe Regional Medical Center Volunteers wear blue jackets with white pants.

What they did then The auxiliary members worked in the following areas:

- Taking coffee and newspapers to the patients before breakfast
- Manning the information desks
- Helping in the linen room
- Delivering notes, flowers and mail to patients
- Running errands and providing transportation service for patients
- Assisting on the medical and surgical floors
- Helping in sterile storage
- Emergency room support
- Helping out in x-ray
- Staffing the sewing room
- Keeping records of admissions and discharges
- Notifying a church when a member was admitted

- Purchasing items for the hospital
- Awarding scholarships to needy medical students
- Taking newborn photos

What the GRMC Volunteers do now Today, the list of duties is much the same: assisting medical departments like Imaging, Endoscopy, Hospice, Marketing, Maintenance, Prescription Assistance Program, Wellness Center, Outpatient Surgery Center and Wound Care and assisting patients during their time at GRMC.

The number of volunteers has grown to 160, which equates to nearly 17 full-time employees. In the past nine years, the GRMC Volunteers have donated \$1,000,623 toward medical equipment, new service development and hospital renovations.

Current GRMC Volunteer President Sue Kaulfus says: "Being a volunteer at GRMC is an opportunity to be a part of one of the best programs in Texas. We



Carline Lehnhoff (right), president of the GVH Auxiliary in 1965, offers a token of appreciation to another volunteer.



Sue Kaulfus, Current GRMC Volunteer President

wear our uniforms proudly as we work to greet each visitor to make them feel welcome and cared for. GRMC is a great place of which to be a part."

Former Auxiliary President Carline Lehnhoff said that "it just wouldn't be the same" if the auxiliaries weren't there. "There wouldn't be that personal touch."

The same holds true with the GRMC Volunteers today.



Auxiliary members enjoyed staffing the original gift shop at Guadalupe Valley Hospital.

Then & Now

Number of volunteers

1965	2015
64	160

Anesthesia and surgery During surgery in the 1950s and early 1960s, physicians monitored the patient's blood pressure manually, and they often taped a cotton ball to the patient's nostril to count respirations for safety.

Soon after Guadalupe Valley Hospital opened in 1965, modern anesthesia equipment was bought and Marion Ghormly, the first nurse anesthetist in Seguin, was hired. Over the years, others followed: Roy Beckett and Joe Lemon, CRNAs; Stewart Wilbur, MD; and Michael Murphy, MD.

In the early days, there was no onsite pathologist—instead, the operating room nurse went to the post office each day and mailed the surgical specimens to the pathologist in San Antonio.

Today, Guadalupe Regional Medical Center has a skilled and committed group of anesthesiologists and a full-time pathologist, who help care for more than 10,000 surgical and endoscopic patients each year.

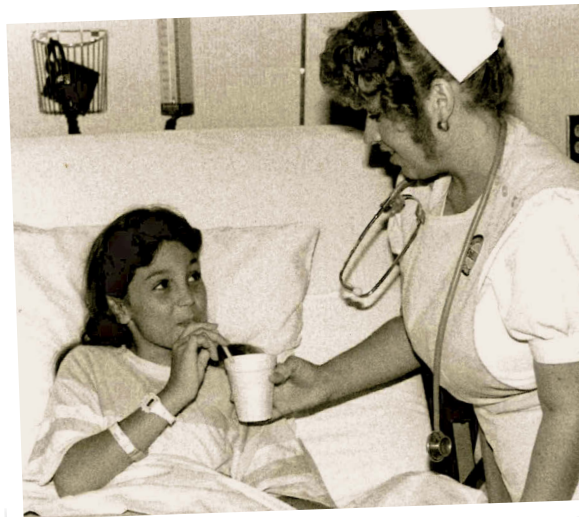
Emergency services There was no ambulance service in Seguin in the early 1960s. Instead, funeral home hearses were dispatched to medical emergencies—they would bring the patient either to the hospital or to the funeral home. In 1965, the city of Seguin began its firefighter and EMT service, which still serves our region.

At the inception of GVH and into the 1970s, the Emergency Room was just a small room staffed by one or two nurses, with an assigned rotation of family doctors on call.

Today, GRMC's 25-bed Emergency Department is staffed with board-certified emergency physicians around the clock, with a support team of nurses, technicians and physician specialists available to care for the 36,000 patients who arrive at our emergency doors each year.



Betty Ann Matthies, RN



Candy striper Shana Duke cares for a young patient.

Nursing Betty Ann Matthies, RN (former mayor of Seguin), was one of the nurses who helped move GVH from Weinert Street to the new facility on Court Street. The nursing staff appreciated the expanded kitchen staff at the Court Street location because they no longer had to make the biscuits if the cook didn't show up! Matthies recalls that a day in the life of a nurse in 1965 would include:

- Running the OR, along with fellow RNs Beth Lange and Barbara Ryan
- Posting inventory and ordering supplies
- Sharpening needles
- Managing "the drug room," with help from pharmacist Bill Burges

- Being careful to never drop the glass IV bottles

Of course, nurses were well paid—about \$250 per month.

Daphne Blake, RN, MSN, is Chief Nursing Officer at GRMC today. She notes that although nursing has become more specialized in the past 50 years, the main goal remains unchanged: to take good care of the patient.

Today, GRMC employs over 300 nursing staff members with specialized training in various areas.

Orthopedics and Radiology

The first two orthopedists in Seguin were Drs. John Hinchey and Spencer

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with the huge strides and
medicine nationwide.

Rowlan, who came from San Antonio to provide care. In the early days of GVH at Weinert Street, there was no x-ray capability in the operating rooms, meaning that these surgeons had to rely on finger measurements to estimate size of implants and to ensure proper alignment of fractured bones.

When the hospital moved to Court Street, Bob Cone was hired to manage lab and x-ray services. Though a small x-ray unit was purchased from Army Surplus, there was no automatic processor for the films. Instead, three plastic wastebaskets were filled with solution, where the films were individually dipped to develop.

The first full-time orthopedist was

Dr. David Wolfe, who set the standard for the high quality of comprehensive orthopedics provided today at GRMC. Similarly, Dr. Thomas Cody set the standard of radiology care that GRMC continues to provide, with the addition of specialized imaging technology that had not even been invented five decades ago.

Social environment Significant social changes over the past 50 years have affected healthcare. Some things that seem incredible today:

- Smoking was commonplace in the 1960s—in the nursing stations, in the patient rooms, in the doctor’s lounge and even outside the OR!



Thomas Cody, MD, radiologist



Peggy McGarity was famous for her homemade biscuits.

- Today’s patient monitoring system, cardiac cath equipment, robotic surgery and MRI imaging would have been considered science fiction in the 1960s.
- Communication has evolved from telephone land lines to modular phones to today’s smart cellphones.
- In the same year that GVH was established on Court Street, Medicare was passed. Before that, hospital bills were paid based on the charges submitted to the insurance company, but Medicare required that a medical record substantiate the charges. A now-famous quote from Dr. Robert Knolle at that time: “Next thing you know, they’ll expect us to keep a chart on every single patient!”
- Also in 1965, federal wage and hour laws changed so that minimum wage was increased to \$1.30 per hour and a 40-hour work week became the new norm.
- A last-minute decision was made to *not* include a nuclear fallout shelter in the hospital design, though in fact the same-era physician’s office at the nearby corner of Court and King *did* include an underground fallout shelter.

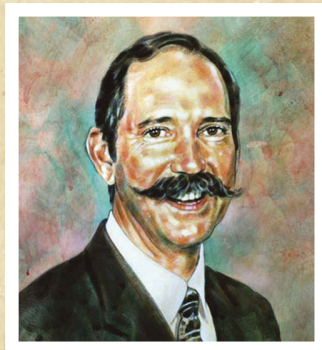
Medical staff culture The physician culture at GVH and GRMC has always been supportive and united. Perhaps that began when the first generation of doctors had no modern equipment, but instead had to rely on their own clinical competence and on each other. They learned to improvise and work as a team, committed to providing the best healthcare possible.

That same culture of unity and commitment is still evident today among the 85 active staff physicians at GRMC.

All three of the hospital's top leaders were clinicians before working in their administrative role, helping to inspire their commitment to patient care and caregivers. All three were and are known for their visionary influence on the organization and in this medical community.



Luella Huffman Brown
Seguin Hospital 1962–1965
Guadalupe Valley Hospital
1965–1977



Don L. Richey
1977–2003



Robert G. Haynes
2003–present

Our dedicated, longtime leaders

A remarkable fact about Guadalupe Regional Medical Center is that it has had **only three administrators in its 50-year history**—almost certainly a record in an industry known for high turnover among its top leaders. This stability contributes to the ongoing success of the organization and the support given to the administration by its staff, physicians and community.

First Lady of Guadalupe Valley Hospital

Luella Huffman Brown was the trailblazer who elevated the quality of care, inspired strong community support and insisted that the “new hospital” be built larger than was considered necessary, as she correctly foresaw that it would soon be serving a larger community than simply Seguin. The modern and stylish 64-bed hospital she planned and administered was run like a tight ship, “keeping expenses down and still giving the doctors everything they needed.”

More than his moustache

Don L. Richey took over the helm at GVH in 1977, and he brought with him a vision for growth of the ICU, the medical wing, his much-beloved Maintenance Department and chiller, a new outpatient wing that enlarged the Emergency Department, Radiology, and the Physical Therapy Department.

Next came an affiliation with the Victoria Licensed Vocational Nursing school, home care and hospice programs, and a post-acute care unit. His vision did not stop there, as subsequent projects included the purchase of the adjacent “old Gibson’s building” (now the East Campus complex), buying the actual street (Leonard Lane) that separated the hospital from the Gibson’s building (now the Central Entrance) and then the next parcel of land over, allowing for the building of the popular GRMC Wellness Center.

The highly successful Physician-Hospital Organization was formed under his leadership, implementing a managed care contracting system that continues to aid physicians and employers in providing healthcare access to the community. His legacy extends way beyond his infamous handlebar moustache, as his foresight set the stage for much of the hospital’s current facility and campus.

Trust builder

Beginning in 2003, Robert G. Haynes stepped in as only the third administrator of GVH. His passion for developing talent and leadership among the hospital staff continues to be his guiding force. His oft-repeated refrain that “it’s all about trust and relationships” is an underlying value in every decision.

The fruits of his leadership have been evident over the past decade of growth: a strong and diversified medical staff and engaged employees; the \$100 million facility transformation that doubled the hospital facility in 2010; the increase of sophistication in medical care; and the GRMC Wellness Center. His mission is to create a culture which allows GRMC to make a positive difference in the lives of those we are privileged to care for!

Then & Now

Number of annual admissions

1965	2015
1,750	4,800

GRMC Board of Managers represents city and county

GRMC is unique in many ways, including being the only city-county hospital in the state of Texas. It is organized and established so that the seven members of the volunteer Board of Managers are appointed for six-year terms: three members by the city of Seguin, three members by Guadalupe County and one at large member appointed jointly by the two. In this manner, the citizens of both the city and the county are represented.



Then, above, and now: GRMC's Board of Managers are, from left, standing: Jeanne Schnuriger; Eric Vordenbaum, Secretary; Dave Calkins, Board Chairman; Louis Ramirez Sr; seated: James Lee, MD, Vice Chairman; Betty Ann Matthies, RN; and Dolores Major, MD.

We are GRMC

OUR LONGEST-SERVING EMPLOYEES

1 MARY GRACE RIVAS

Housekeeping (November 1978)



"I've stayed at GRMC for 37 years because I enjoy working here. It's like one big family—all of the people I work with come together to keep patients and visitors happy. I'm very proud of that!"

2 ANNETTE JONES

Operating Room (September 1979)



"This hospital has been my second family. I have been able to pursue my career goals here, and they have supported and encouraged me. I started here as an LVN, went back to school to obtain my RN licensure and since then have been given the opportunity to work in many areas."

3 BARBARA T. JUAREZ

Birthing Center (June 1980)



"I've chosen to make GRMC my career, and I don't want to work anywhere else. Here, we're close-knit, and we have a good working team."

4 IRMA C. FLORES

Intensive Care Unit (September 1980)



"Here at GRMC, I have always felt like I was part of a big, happy family. Feeling this way makes me loyal to the hospital, wanting to represent it in a positive manner, therefore benefiting the patient."

5 JESSE VILLARREAL

Imaging (September 1981)



"For as long as I can remember, it has always been my dream to work in healthcare, and I can't imagine another vocation that brings the satisfaction I get knowing that my efforts may have helped heal someone or, in some cases, even saved their lives."

In this issue



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Then & Now

Number of employees

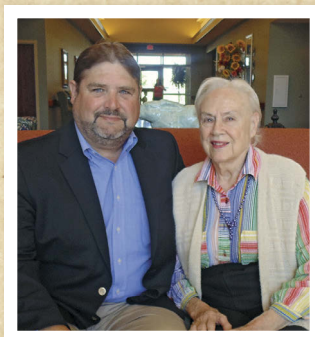
1965	2015
36	711

Number of active staff physicians

1965	2015
11	85



Mrs. Alfred Kolbe and her son, Scott Anthony Kolbe, the first baby born at GVH, on August 31, 1965—then and now.



His two older siblings were born at the Seguin hospital on Weinert Street.

The best is yet to come

As I reflect on our hospital's 50-year history, I naturally look back on my own 40 years of healthcare experience, beginning as an inhalation therapist and continuing through a long and fulfilling career.

I learned the basis of healthcare from talking to patients, assisting surgeons, obeying nurses' orders and participating in the whole spectrum of care, from bedside to CEO perspective. This I know: Take care of the patient first and foremost—the rest will follow.

I am proud to be part of a healthcare community that was founded on that very premise. GRMC's unique city-county, nonprofit, noncorporate culture is based on taking care of the patient first. Our roots are grounded in community pride and expectation for top-quality care and the recognition that it is our privilege to care for Seguin and the surrounding communities.

In reviewing articles related to

the grand opening of Guadalupe Valley Hospital in 1965, I was pleased to see that my predecessor, Luella Huffman Brown, was quoted as saying: "Hospital work is a real privilege. There's no other position in which you have such an opportunity to learn of others' problems and to serve."

Her words and sentiments are echoed today at GRMC, as our mission statement is centered on the privilege we have to make a positive difference in every life we touch.

It is my honor to be the third administrator of this hospital and to follow in the visionary footsteps of Mrs. Huffman Brown and Mr. Richey. The best is yet to come.



Robert G. Haynes, FACHE, CEO

Robert G. Haynes
Chief Executive Officer

GRMC

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