Edgar M. Queeny—His Commitment To Barnes

Hospital Loses Great Leader
by Robert E. Frank, Director

The death of Edgar Monsanto Queeny, chairman of the Barnes Hospital board of trustees, is a tremendous loss. His contributions of time, knowledge, ability, leadership and financial support to the hospital have never been exceeded and have culminated in bringing the Barnes group of hospitals to the highest point of public service that has ever been achieved in this very old institution.

1961 Became Chairman

Mr. Queeny became chairman of the board of trustees of Barnes Hospital in November, 1961. During the ensuing seven years, the size of the board more than doubled and the value of the hospital's service to the community increased by approximately $15,000,000 annually. His commitment to community, patients, medical staff, employees and physical plant soon became apparent. He believed patients should be cared for in pleasant, modern facilities and that hospitalization in itself represented a sufficient departure from everyday life without added anguish of the traditional institutional aura of hospitals—consequently, he dedicated his energies to transforming patient room areas into homelike surroundings. His belief in justice and equity resulted in his constant efforts to increase the hospital employees' minimum wage and improve their fringe benefits into closer conformity with their industrial counterparts.

Allowed for Depreciation

From his experience he knew that the orderly planned growth of an organization was tantamount to excellent service and implemented internal financial measures that would insure the replacement of worn out plant and equipment. Because of these innovations the hospital only seeks community support for major expansion projects and is not dependent on gifts for its daily operational needs.

He was instrumental in bringing about new understanding between the Washington University School of Medicine and Barnes Hospital. He made possible the construction of Queeny Tower, a building which introduced a new approach in patient care to the nation. Queeny Tower combines many facilities under one roof, all aimed at convenience, efficiency of care and higher morale for the patient. He was a familiar figure to employees at Barnes, as he was interested in every part of the institution.

Concern for Quality and Cost

Mr. Queeny brought to Barnes Hospital all of the vision, energy, determination and entrepreneurial skills that enabled him to become a titan of American industry. Years before the present general concern over rising hospital costs in relation to the quality of care, Mr. Queeny recognized the need to develop new concepts and to apply modern business techniques to the hospital field. Those who knew Mr. Queeny were quickly aware of his ability to cut through jargon, technicalities and pretense, of his faculty for recognition of and the preference for fact and certainty as opposed to fiction and uncertainty. His keen mind and strong will were dedicated to the task of making Barnes Hospital, and St. Louis, foremost in healing the sick and injured. While improved wages and working conditions and the infusion of large amounts of capital into the hospital plant contributed immeasurably to the advancement of the hospital and thus to the community, those who worked with Mr. Queeny knew that he personally—his mind, heart, and personality—contributed even more to the position of St. Louis as the nation's medical center.

Excerpts from the board of trustees memorial resolution for Edgar Queeny:

..."He came to this Board with all of the ability, determination, and vision by which he had achieved an international reputation as a leader. In the depth of his work pursued with a zeal for perfection in his fields of interest and in the broad scope of his achievements he was truly a renaissance man. "During these years (as chairman of the board), the generosity of the financial support from Edgar Queeny and his wife, Ethel, unparalleled in Barnes' history, was exceeded only by the freely given gift of his genius..." this board pledges it will memorialize Edgar Queeny by its work to make his dreams for this medical center a reality."
Jetta Martin Chosen Messenger for August

Jetta Martin doesn't know why, but she's "crazy about elevators." Of all the tasks this latest messenger of the month performs, she thinks running elevators is the most fun. As a relief operator, she does elevator duty on the freight elevator, the Maternity elevator, and the operating room elevators of Barnes and McMillan.

Jetta also likes her regular assignments—trips and shuttle runs. She particularly enjoys taking patients for x-rays, to the eye clinic, or for various types of tests and treatments.

According to Mrs. Verneal Vance, supervisor of the dispatch department, Jetta was chosen messenger of the month because she does "everything she's asked to do, and does it well."

Messengers do a lot of walking, and Jetta has been considering getting one of those gadgets that measure the number of miles traveled in each working day. However, Jetta really doesn't mind walking, as she has lost 20 pounds since she started working as a messenger last November.

In her spare time, Jetta likes to dance, ride horseback, or swim. She also likes to cook, but absolutely hates to sew. Cooking is done for her family—her mother, father, sixteen-year-old sister and twelve-year-old twin brothers. Jetta's not sure what she will do in the future, but she's considering going to beauty school in a year or two when she's old enough. But if that's the simple quality of patience.

We know some people, of course, who seem to have no patience, but most of us sense that something should be done when health breaks down, reason dictates that something should be done about it. Patience with people, as well as with circumstances, requires an understanding each one of us can help to build.

United Fund Speakers Learn Barnes Hospital Story

The Barnes Hospital Bulletin was awarded the "Publication of the Month" for June, 1968, by the Industrial Press Association of Greater St. Louis. In a letter to Connie Barton, director of public relations, and Lucy Martin, associate editor, the awards committee said they felt the Bulletin is "a fine example of editorial content aimed at informing and serving its audience." The committee took particular note of the two articles "The Doctor is a Lady" and "Malfunction of Pituitary Gland Produces Giants and Dwarfs" which "... brought to the attention of its readers fairly common, but nevertheless unusual aspects of the medical world. We commend them on an excellent job," the letter ended.

Barnes received further honors in a national contest held for hospital publications sponsored by PULSE on Patient Relations, a monthly national newsletter for hospital administrative personnel. In this competition Barnes won two honorable mention certificates for Best Overall Patient Relations Program and Best Hospital Newsletter (the Bulletin) from among 435 entries.

Nearly New Shop Relocates on First Floor Wohl

"NOTHING TOO LARGE, NOTHING TOO SMALL, Nearly New will take it all!" is the solicitation slogan of the hospital thrift shop run by the Women's Auxiliary volunteers and stocked by donations of used clothing, glassware, toys, lamps and novelty items. The shop has recently been moved from the basement of Barnes to the first floor of Wohl Hospital, where the Crest Room cafeteria formerly was located. Hours are 8 a.m. to 4 p.m. Monday and Friday of each week. Pictured in the new location are: (left) Mrs. Lizzie Brown, senior nurse assistant on the eighth floor of Maternity and (right) Mrs. Betty Holland, a maid in housekeeping. With her back to the camera is volunteer Mrs. Eloise Weatherby, who has contributed over 1300 hours of service to the Nearly New Shop.
Ancient Glassblowing Skills Serve New Demands in Medicine

Artesian Produces Utensils for Lab and Hospital Use

"Minimum hourly charge, $9 ... if you watch, $10 ... if you help, $15 ..." reads the sign in the glassblowing shop on the first floor of the Washington University Medical School, an area fascinating to everyone who learns of Harry Huth's occupation. In his one-man department Mr. Huth repairs, designs and creates glass instruments for the medical school and Barnes.

When a piece of tubing broke on a 36-foot coil in the Auto-Analyzer, Mr. Huth was able to replace the defective piece for $10 in half a day. Had there been no glassblowing shop, an entire new coil would have been ordered at a cost of approximately $100 and several days' shipping time.

Designs Lab Equipment

Mr. Huth makes coils, clamps, pipettes, and dissecting dishes to specification for experimental laboratory work in the medical school. A chemist needed a dissecting dish to be used under controlled temperatures so Mr. Huth designed and made one to exact size that would withstand great variations in temperature. Often he has to work from a rough drawing provided by a doctor or chemist.

A researcher recently came to him with a problem: he had a commercial test tube with an inner plunger that fit the tube within 3/1000 of an inch. But the chemist needed one that would fit even closer to the outer tube yet still move up and down within it. None was made commercially. Mr. Huth produced a unit with a ¼/1000 of an inch clearance and the plunger moves as smooth ... as glass.

Glas\[s\] IS BLOWN to achieve certain shapes as is demonstrated by the graceful swan produced by Mr. Harry Huth, who operates the glassblowing shop located in the Washington University Medical School. Glass is also blown as a cooling tool when doing a job that requires cracking, particularly when doing a job that requires alternately heating and cooling," Mr. Huth emphasized.

Time-Consuming Profession

Because of the length of time necessary to produce an intricate glass piece, Mr. Huth limits his practice to producing items that are not available or too costly to obtain commercially. He is quick to point out that to complete an order for a dozen pieces it takes just as long to produce the 12th piece as it does the first. One piece already heated or partially blown cannot be put aside to start another.

Mr. Huth's raw materials are pyrex glass tubes ranging in size from 2 to 150 millimeters diameter and a variation of gas jets and power tools. In making the tightly curled coils such as on the Auto-Analyzer, Mr. Huth uses an industrial lathe. A metal tube or mandrel the inner diameter of the finished coil is placed across the center of the lathe and held by a chuck at either end. A series of gas air jets are ignited to 2000°C under the electrically revolving mandrel.

Starts With Glass Tubes

Mr. Huth works with pre-formed 4-foot sections of glass tubing of the necessary diameter. By holding the glass over the fire until it becomes soft enough to bend, he can then guide it around the revolving metal tube. When working on a 24-foot coil, Mr. Huth first fuses 6 four-foot tubes making one continuous piece of glass which stretches across his entire workroom. When the glass coil is completed, it can easily be slipped off the end of the metal tube as the metal mandrel contracts when slightly cool.

Tools Explained

Another tool of the glassblower is the annealing oven, in which glass is heated then slowly cooled to eliminate strain. Calibrations are marked on test tubes and beakers by applying decals at the various measures and firing them to the glass.

A polariscope, resembling a translucent tub with glass top, is used to detect the stress zones on a piece of glass. By looking through Polaroid eyeglasses into the piece of glass held against the lighted tub, areas stressed by heat application can be seen and then annealed to regain their original strength.

Cracking Big Hazard

In making bends or twists the glassblower must be able to judge the exact moment when the glass is pliable enough, but not too soft, to do his bidding. Then he quickly completes the job before the glass reaches the strain point and cracks. "The biggest hazard in working with glass is cracking, particularly when doing a job that requires alternately heating and cooling," Mr. Huth emphasized.

Because the "feel" of working with glass is such an integral part of glassblowing, an apprenticeship is an essential part of a glassblower's training. Two-year programs in glassblowing are now available at a limited number of schools, however before World War II, the art was carefully passed down from father to son.

Glassblowers Ranks Increase

Before 1940 Mr. Huth reported there were fewer than 500 glassblowers in the United States; now there is an American Scientific Glassblowers Society with 1000 in their membership, and they are only a small percentage of the total craftsmen in the field. The study of glassblowing includes many courses in math, chemistry and physics in addition to years of working with the glass itself.

Before becoming a glassblower, Mr. Huth worked on the Cyclotron in Washington University's physics department. As a student electrical engineer, he became interested in glass and spent five years assisting another glassblower before he moved into his own shop in the medical school.

Remind...
Edgar M. Queeny: the man and the legend were far apart. To those who knew him only by reputation he was the industrialist who built the Monsanto Company to the chemical empire it is today; to others he was the dynamic chairman of the board of Barnes Hospital. In both capacities, he may have seemed remote and slightly frightening to some.

But to many employees at Barnes—in the departments of housekeeping, maintenance, nursing, and throughout the complex—Mr. Queeny was a familiar figure as he strode through the halls. All problems brought to his attention were given courteous consideration often accompanied by a slow smile and quiet good humor.

"While Barnes has an unsurpassed staff and superb tools, it has a somber, stirring plant," said Mr. Queeny in March, 1962. This was a few months after he became chairman of the Barnes board in October, 1961.

Hospital Attributes Changing

"The distinguishing attributes of hospitals have been changing," he declared in 1963. "Not long ago, most people entered hospitals only for operations. No American President was born in a hospital; nor were two other recent and rather young aspirants—Nixon and Rockefeller. None of my forebears died in one . . . however, much has changed, even in my generation."

Mr. Queeny's recognition of the changing pattern of hospital service brought many changes in Barnes during his first year here. In the 1962 annual report he said, "To enable the Barnes Board of Trustees to better cope with its current opportunities, the Circuit Court granted a petition to increase its membership from seven to fifteen . . . with the aid of management consultants, the administrative staff was reorganized for more effective supervision of the hospital's daily operations, and the prosaic functions of hospital accounting and finance were changed to conform with the most modern practice, giving administrative better knowledge of costs and better means of controlling them . . . with the aid of other consultants, duties of all employees were reviewed, defined and scheduled. In consequence, the standard work week was decreased from 44 to 40 hours; the average pay scale increased 24 per cent; and salaries of nurses, interns and residents were raised."

'Red Carpet Feeling' Encouraged

The next year, the patients at Barnes became aware of an improvement in the halls. All problems brought to Mr. Queeny were given courteous consideration often accompanied by a slow smile and quiet good humor.

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'Red Carpet Feeling' Encouraged

The next year, the patients at Barnes became aware of another difference at Barnes when they got the "red carpet feeling" encouraged and partially financed by Mr. Queeny. In the admitting area, the lobby, and in the new four floors atop the Rand Johnson building, there were signs that the patients' need for pleasant surroundings were being met. For the first time, hospital rooms and public areas had handsome carpeting, soft lighting, and comfortable furnishings. A brighter look brought a brighter outlook to sick patients and their families.

By 1964, Queeny Tower was rising at the corner of Forest Park and Kingshighway through a $4,500,000 gift from Mr. and Mrs. Queeny. The Tower is a monument to two of Mr. Queeny's basic feelings about hospital care: first, that the patient as a person is vitally important; and second, that Barnes is a community hospital, serving St. Louis and the surrounding area by responding to the specific needs and requirements here.

Contributions by Queeny

A number of other contributions were made to Barnes Hospital by Edgar M. Queeny. Some of them are:

- One of his first projects as trustee was to finance the renovation and construction of operating rooms in McMillan Hospital to alleviate overcrowded conditions.
- Mr. Queeny was a sophisticated businessman, as the growth and prosperity of Monsanto showed under his direction. However, the results of his business acumen did not stop with the chemical field. Over and over Barnes benefited from his keen insight and perception.
- Mr. Queeny studied numerous proposals to bring about an acceptable working arrangement between the Washington University Medical School and Barnes, finally reached in 1964.
- Mr. Queeny personally financed the installation of high intensity lighting in Operating Room Three. An idea he learned from his association with drafting rooms, the system was controllable from 0-400 foot candles per square foot. It allows for a shadowless work area and increases the individual's depth of field.
- Another area of the hospital that benefited from Mr. Queeny's interest in the internal plant was Safety and Security. Mr. Queeny frequently made suggestions and gave support to measures that would increase the safety of Barnes patients, staff and employees. The security force was almost doubled during Mr. Queeny's tenure on the board.
- Realizing the parking problems for employees and staff, Mr. Queeny personally financed the purchase of the ground at Duncan and Taylor Streets for a parking lot. The area continues to operate free of charge for employees and house staff.
- The Barnes Hospital Bulletin was first envisioned by Mr. Queeny, who felt employees and friends of the hospital deserved a more interesting and comprehensive monthly publication. Through his encouragement, the old Record was retired, and the new paper, the Bulletin, was born. Mr. Queeny selected the name for the newspaper, and was always vitally interested in the quality of its content.
- Mr. Queeny's work for Barnes was by no means confined to the local scene. In the formative stages of Medicare, he led a task force to the Health, Education and Welfare office in Washington, D.C., to plead the cause of the university teaching hospital to provide allowances for depreciation and teaching costs.

The Watchman Advocate, a local weekly paper, said: "Edgar M. Queeny was rightly known for his industrial and civic leadership and the manner in which he piloted the Monsanto Company to its position of preeminence in the chemical field. But, for all of his ability in these fields and the recognition which he has received therefrom, none quite measures up to the spark that he gave to building the Barnes Hospital complex to its present position . . . though he was not as well known for this accomplishment as he was for some of the accomplishments in other fields where he labored, this one will, in the end have perhaps more far reaching effects than any other in years to come."

Possibly his contribution was most succinctly summarized in the words of Raymond E. Rowland, Barnes trustee and former chairman of the board of Ralston Purina Co., who said: "Edgar Queeny did more for Barnes Hospital than any man since its founder, Robert Barnes."
In his office on the seventeenth floor of Queeny Tower, the board chairman displayed framed photographs he took on hunting and fishing trips.

At Jarville in St. Louis County where he resided for many years, Mr. Queeny rests with Mike, one of his black Labradors. An amateur photographer of professional caliber, Mr. Queeny filmed a movie entitled "Mike" about his hunting dogs.

"For his outstanding leadership in stimulating the Barnes Hospital group to its highest point of public service" Edgar Queeny was awarded the coveted St. Louis Award in December, 1967. Here he is congratulated by friends including James P. Hickok, chief executive officer and chairman of the board of the First National Bank of St. Louis.

In his capacity as chairman of the board of trustees, Mr. Queeny accepts a basket of 50 one thousand dollar bills from Mrs. Spencer Allen, president of the hospital auxiliary. The 1966 photo represented funds raised by the auxiliary for use in hospital expansion and improvement.

In his role as recipient of the St. Louis Award for 1967, Mr. Queeny turns a spade of earth to plant an evergreen in Forest Park below the Government Hill Pavilion between the electric fountain and the zoo. Each winner plants a tree in what is now a grove of evergreens.
National League for Nursing Reaccredits Barnes School

Hospital Adopts Problem-Solving Teaching Approach

The Barnes Hospital School of Nursing has been accredited by the National League for Nursing, Inc., the school was informed in a recent letter from the League's board of review for diploma programs.

Cited Diploma Program

In April, Barnes was visited by a team from the nursing league to evaluate the school's program. The board of the NLN met late in June in New York, and recommended that the school be accredited. The letter said, “The members of the board of review commend the faculty (of the Barnes School of Nursing) for their individual and effective efforts to satisfy the current evaluative criteria, and for their active participation as nurse educators in the self-evaluation and improvement of their diploma program.

Designing Women

Head Nurses Display Decorating Talent

Straitening the New Drapes in room 617 of McMillan is head nurse and chief decorator, Mrs. Pearline Gregory. At the request of head nurses on various floors of McMillan and Maternity, two rooms per division are being renovated as an interim improvement of areas that will be taken out of service when the East Pavilion has been built. Mrs. Gregory coordinated the window treatment, wall color, pictures (held by Mrs. Minnie Hayer) and table lamp (held by Mrs. Rose Pilla) appropriate for a child's room. Sixteen rooms will be re-decorated by the end of the year.
Medical School to Share $10 Million Mellon Grant

Washington University School of Medicine is one of 30 medical schools in the nation that will share a $10 million grant from the Richard King Mellon Charitable Trusts for expanding and strengthening their medical teaching.

The grant to Washington University is for $500,000 per year for a period of five years.

M. Kenton King, M.D., medical school Dean, said of the grant, "This gift is for one of the greatest single needs of academic medicine today; that of increasing the number and enhancing the caliber of junior faculty members."

"As is the case with other medical schools, we are finding it increasingly difficult to attract qualified young men and women to enter fulltime careers in teaching. With this addition to our existing funds, and with the freedom to use the money where it is needed the most, we will be able to recruit and support promising young physicians and medical scientists."

Changes in status for a number of Barnes physicians have been announced by Robert E. Frank, director. Additions to the staff as assistant surgeons are: James R. Wamsley and Granville J. Womerack, ophthalmologist, effective July 1 through June 30, 1969; Charles Anderson and Charles Johnson, department of general surgery, July 1 through June 30; James C. Elbasser and Benjamin Kleinster, orthopedic surgery, from January 1 through June 30, 1969, and July 1 through Dec. 31, 1969 respectively; also Harold G. Norman, Jr., plastic surgery, and Morris Wise, genitourinary, both effective July 1 through next June 30.

Assistant pediatricians added to the staff include: Harold S. Zarkowsky effective September 1 and Robert Cohen, assistant obstetrician and gynecologist, returned from a leave of absence effective July 1.

Jay Wesley Smith, assistant physician, and Sheltiel J. Cohen and Charles R. Blackwell were appointed assistant anesthesiologists, all effective July 1. Blackwell will be located at 3162 College Lane in St. Louis.

Richard Sutter has been added to the staff as of July 1 as a paramedical scientist in occupational medicine. His offices are located at 819 Locust Street. At the same date S. David Rockoff joined the staff as assistant radiologist.

Assistant psychiatrists added to the roster are: Donald W. Goodwin, Remi J. Cadoret and John W. Oney, all effective July 1.

Additions to the surgical staff are: Ralph A. Lehman and John Van Gilder, assistant neurosurgeons, effective July 1 through Dec. 31, 1968; Edward Dalton, assistant orthopedic surgeon, January 1 through June 30, 1969; James Morris III, assistant surgeon, and R. Dale McGhee, assistant in genital urology, both July 1 through June 30, 1969.

Robert Cohen, assistant obstetrician and gynecologist, returned from a leave of absence July 1. His offices are located at 100 North Euclid. At the same address is Matthew Newman, assistant ophthalmologist, as of July 1.

Changes of address should be noted for Ferris Pitts to 4511 Forest Park Boulevard, and for David Lieberman to Suite 6105, Queeny Tower.

Three physicians have taken leaves of absence: Mary Parker, assistant pediatrician, and Kevin B. Schaberg, senior assistant resident obstetrician and gynecologist, effective July 1; and Robert N. Miller, assistant anesthesiologist, as of September 1.

The following physicians are reported off staff: Warren Stamp, assistant surgeon in orthopedics, as of June 30, 1968; Thomas R. Cate, assistant physician, as of August 31; R. Philip Eaton and Lester S. Garfinkel, assistant physicians, as of June 30; Joseph A. Reinkemeyer, assistant in genital urinary, as of May 28; and Sorrel S. Resnik, volunteer assistant in dermatology, as of June 30.

Assistant surgeons off staff as of June 30, 1968 are: John P. Christy, Robert A. Grummon, Robert S. Hunt, David L. Nelson, Stephen J. Shocat, Thomas J. Banton (orthopedic surgery), Bruce Tall and Wesley Walker, genital urinary.

A BUILT-IN FUME HOOD is a new piece of equipment in the pharmacy clean room for use when working with noxious gases. George Hinne, supervisor, explained that a vacuum exists inside the working area and lethal fumes are drawn through the top of the hood outside the building.

In this way the pharmacist can safely work with acids such as hydrochloric and nitric that in combination produce noxious fumes. Duplicate nozzles for cold water, gas, air, and vacuum are located to either side of the fume hood within easy reach.

Clean Room Receives New Equipment

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Auto Seat Belt Adjustments Needed

'Seat Belt Syndrome' Characterizes Injuries To Intestines and Hips

It's an established fact that seat belts save lives, but assistant surgeon Charles L. Witte recommends they be redesigned to prevent intestinal and hip injuries that sometimes occur when the body hits the belt.

Dr. Witte, on full-time assignment at City Hospital, has had ample opportunity to see accident victims with the "seat belt syndrome" of injuries, and has published his observations in a recent issue of the *Annals of Surgery*. He has observed seat belt syndrome injuries to the intestines and upper hip that range from bruises to fatal disorders.

**Car Protects Driver**

Injury in an accident results not from the primary collision when one car hits another car or another object, but from the secondary collision when a person hits something inside the car, or is thrown out of the car, according to Dr. Witte. "A car is like a cockpit and protects the driver or passenger from the object with which it collides," he says.

Dr. Witte estimates the impact force of acute deceleration after an automobile collision averages around 2,000 pounds. Seat belts are made to withstand 4,000 pounds of pressure, and they are occasionally broken from tremendous impact.

**Belt Good Idea**

"Based on the physical laws governing colliding bodies, improved engineering of seat belts is needed," the surgeon says. "However, the seat belt itself is an excellent idea as it reduces injury by confining the accident victim to a small area within the vehicle, rather than letting him be thrown around inside or outside the car."

Dr. Witte suggests the lap seat belt be redesigned to allow for more elasticity or "give" in order to soften or diffuse a transmitted impact to the abdomen. He also suggests moving the strap buckle to one side as a detriment to the steering wheel and dashboard. Facial injuries (such as fractures to the collarbone or shoulder) may result from impact against the shoulder harness. However, these are considered less serious than those sustained by the intestines from impact against the lap type seat belt.

**Favors Shoulder Harness**

Dr. Witte advocates the use of an additional shoulder harness to better distribute the collision impact over a wider area of the body and to hold the head upright so it cannot jackknife into the steering wheel or dashboard. Facial lacerations are also avoided in this way. Injuries such as fractures to the collarbone or chest restraint (top right) would eliminate the jackknifing of the torso and probably soften the impact to the abdomen.

**Candy Stripers Urge Voter Registration**

GET OUT THE VOTE was the 1919 suffragette's cry and these emancipated young Candy Stripers carry out their community duty during a drive to remind citizens to register. Elaine Allen presents a VOTE button to mail carrier, Lowell Scott, whose decorated shirt shows he has already done his duty. The other Barns volunteers are left to right: Karen Minor, Linda Winston, Patricia Kirwan.

**Use of Rand Johnson Elevators Restricted to Passenger Traffic**

The new Rand Johnson elevators are now in service for use by patients, staff, visitors, and personnel with limited use for freight.

The two elevators are to be used for freight traffic only under the following circumstances: dispatch messengers moving patients in wheelchairs or on stretchers, inhalation therapists transporting respirators, laboratory technicians taking electrocardiogram machines to patients' rooms, maintenance personnel for fire emergency carts, and personnel transporting life-saving devices, such as in the event of a "Code 7" alert.

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**BARNES HOSPITAL**
Barnes Hospital Plaza
St. Louis, Mo. 63110

*DIAGRAMS* drawn by Dr. Witte show (upper and lower left) facial and head injury resulting from jackknifing of the trunk over a lap type seat belt during sudden deceleration. The addition of a shoulder or chest restraint (top right) would eliminate the jackknifing of the upper torso and probably soften the impact to the abdomen.

FROM HIS OFFICE at City Hospital, Barnes assistant surgeon Charles L. Witte explains the inadequacies of standard lap style automobile seat belts. A pattern of injuries resulting from the collision impact that forces the body against the belt has been termed the "seat belt syndrome."