A CHRISTMAS MESSAGE

Adlai E. Stevenson was considering the following message as a Christmas greeting in 1965, however his untimely death prevented its publication. Written around 1692, the author is unknown. The original was found in old St. Paul’s Church in Baltimore.

Desiderata

GO PLACIDLY amid the noise and the haste, and remember what peace there may be in silence. As far as possible without surrender be on good terms with all persons. Speak your truth quietly and clearly; and listen to others, even the dull and ignorant; they too have their story. Avoid loud and aggressive persons, they are vexations to the spirit. If you compare yourself with others you may become vain and bitter; for always there will be greater and lesser persons than yourself. Enjoy your achievements as well as your plans. Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time. Exercise caution in your business affairs; for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals; and everywhere life is full of heroism. Be yourself. Especially do not feign affection. Neither be cynical about love; nor look down on that which is humble. It is as Natal as the grass. Take kindly the counsel of the years, gracefully surrendering the things of youth. Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with imaginings. Many fears are born of fatigue and loneliness. Beyond a wholesome discipline, be gentle with yourself. You are a child of the universe no less than the trees and the stars; you have a right to be here. And whether you compare yourself with others or not it is clear to you, no doubt the universe is unfolding as it should.

Therefore be at peace with God, whatever you conceive Him to be, and remember that only persons who have performed complete hand scrubs and donned operating room attire are allowed to enter the room. Inside the magazine is an article on Barnes pharmacy with photos of the waiting room and custom packaging machine and an overall view of the waiting room and custom area.

The 'CLEAN ROOM' in Barnes pharmacy is featured in red and green on the cover of the current issue of MODERN HOSPITAL Magazine. The stop sign is a reminder that only pharmacists who have performed complete hand scrubs and donned operating room attire are allowed to enter the room. Inside the magazine is an article on Barnes pharmacy with photos of the microvoid hood, millipore filter, strip packaging machine and an overall view of the waiting room and custom area.

General Surgical Patients to Occupy Remodeled Fifth Floor of Rand Johnson

Thirty-eight beds, included in one private and sixteen semi-private rooms and a five-bed intensive care unit, are ready for occupancy on the recently renovated fifth floor of Rand Johnson.

To be used by general surgical patients, each room is fully carpeted and has simulated walnut furnishings. There is a complete bath plus an additional lavatory for the convenience of the physician and the second patient. Attached high on the wall is a permanent fixture where a television set can be attached for easy viewing from both beds.

The new intensive care unit for postoperative patients is located in the center of 5200 across the hall from the nurses station. When the renovation on the floor began in February, the nursing division temporarily moved to the eighth floor, but it has now relocated and operates under the direction of head nurse, Miss Elaine Neal.
Following is a list of contributors (names in italics) and recipients (boldface) to the Barnes Hospital Tribute Fund from June 15 to November 1, 1968. Contributions received are used for improvement in patient care, teaching and research at the medical center. Donations to this fund may be made by sending checks, payable to the Barnes Hospital Tribute Fund, to the following address: Tribute Fund, Barnes Hospital Plaza, St. Louis, Mo. 63110.

**MR. GEORGE D. FRAZIER**
Mr. E. R. Calvert III

**JUDGE BEN MOOREHEAD**
Mr. and Mrs. Francis Betta

**MR. SAMUEL FELDMAN**
Mr. and Mrs. Francis Betta

**MR. HARRY SIMPSON, JR.**
Mr. and Mrs. Robert N. Arthur

**MRS. LESTER ABBOTT**
Mr. and Mrs. Henry G. Schwartz

**MR. GENE WILKEY**
Mr. and Mrs. Fred S. Heywood

**MR. ALBERT F. DIEIDERICH**
Mr. E. R. Calvert III

**MR. EUGENE MACKAY**
Mr. and Mrs. William D. Perry

**FLORENCE DICKEY**
Mr. and Mrs. W. J. Snay

**MR. F. J. CLAGETT**
Mr. and Mrs. W. J. Savage

**KATHERINE ELLIS**
Kessler Family

**MR. JIMMY LOEFLER**
Mr. and Mrs. Roland Bergstrom

**JOHN DEHAVEN, III**
Mr. and Mrs. Gordon T. Davis

**MRS. BOARDMAN**
Mr. and Mrs. Robert Arthur

**MRS. JAY ARTHUR**
Mr. and Mrs. Charles A. Egan

**MRS. EUGENE FOX**
Mr. and Mrs. Charles E. Caggard

**JOE ROGERS**
Mr. and Mrs. Thomas E. Sanders

**MRS. ROY ROGERS**
Dr. and Mrs. Howard Weinstock

**MRS. J. TRAVIS FLEISHEL**
Mr. and Mrs. Harry E. Panhorst

**MR. E. H. LANGEBERG**
Mr. and Mrs. D. S. Myers

**MRS. WILLIAM G. MOORE**
Mr. and Mrs. Henry Jackson

**MR. TRAVIS FLEISHEL**
Mrs. Edward S. Funsten

**MRS. WILLIAM H. LANGEBERG**
Mrs. Edward S. Funsten

**MR. J. TRAVIS FLEISHEL**
Mr. Gale F. Johnston

**MRS. EDWARD E. HARDER**
Mr. John Wasserman

**MRS. DAVID T. CLAGETT**
Mr. and Mrs. James H. Arthur

**MRS. DAVID T. CLAGETT**
Mr. and Mrs. Charles E. Caggard

**MRS. DAVID D. CLAGETT**
Mr. and Mrs. Robert N. Arthur

**MRS. DAVID T. CLAGETT**
Mr. and Mrs. Robert Arthur
A hospital complex with over 3000 employees, 930 members of the attending and house staffs, and a constant census of nearly 1000 patients, Barnes has a number of channels through which information is exchanged and considered to form a broad base from which to formulate hospital policy.

The final decision on Barnes policy rests with the Board of Trustees, a 15-member organization composed of civic leaders and business executives. (The Board currently has 14 members, since the death of Edgar M. Queeny, who has not been replaced.)

14 Trustees Meet Monthly

These men, many of whose names are linked with companies such asRalston Purina, Olin, Union Electric, Southwestern Bell Telephone, UMC, and Gardner Advertising, meet monthly to finalize hospital policy and act on recommendations brought before them.

Present at all regular meetings of the Board of Trustees are the hospital director, deputy director, controller, legal counsel, vice chancellor of the medical school, and the Barnes and Allied Hospitals Society president.

The Board of Trustees appoints the hospital director and controller. It also approves medical and house staff appointments. These appointments are made from the faculty of the medical school of Washington University whom the Joint Medical Advisory Committee recommends for positions on the medical staff.

Informal Communication Provided

Four times a year following Board meetings, three trustees meet with leaders and business executives. (The board has 14 members, since the death of Edgar M. Queeny, who has not been replaced.)

The Architects of Policy

Who Makes the Decisions at Barnes and How Are They Made?

Membership in Joint Medical Advisory Committee is composed of all the Barnes chiefs of service, two representatives elected by the Barnes and Allied Hospitals Society, a representative from Children’s Hospital Medical Staff Society, and such others as the trustees designate. Ex-officio members are the hospital director, the dean, and the vice chancellor for medical affairs from the medical school, director of Children’s and Barnes director of nursing.

Medical appointments, including house staff, are brought before the monthly meetings of the Joint Medical Advisory Committee. Appointments are then recommended to the Board of Trustees for approval.

A number of subcommittees of the Joint Medical Advisory Committee supervise the quality of patient care and regulate various areas of medical concern, such as infection, medical records, blood transfusion and proper utilization of hospital facilities.

One example is the Tissue Committee which exists to educate the medical staff and monitor surgical care of patients by a review of documented work referred to it by the Sub-Committee on Tissues.

Attending Staff Represented

Representing the entire membership of the attending staff at the medical center is the Barnes and Allied Hospitals Society. It is the only organization that brings together a number of doctors from all departments and disciplines to discuss common problems. The group meets quarterly for a dinner followed by a business meeting and scientific lecture.

Membership in Barnes and Allied Hospitals Society is composed of interested attending staff. Non-medical department heads in the hospital and medical school are also included as associate members. The executive arm is a rotating 14-member council. The views of the members of the entire organization are expressed through two Barnes and Allied representatives on the Joint Medical Advisory Committee and three members on the Joint Conference Committee.

A number of permanent committees are active within Barnes and Allied Hospitals Society, one being the House Staff Loan Fund Committee, which considers applications for and makes loans to the house staff officers in financial need. Sizeable financial contributions are also made to the nursing scholarship fund.

Others are the Medical Staff Relations Committee which acts in an advisory capacity to the Council in dealing with medical practices within the center; and the Queeny Tower Committee handling matters concerning physicians with offices in Queeny Tower. There is also a special Hospital Facilities Planning Committee whose function is to assist and advise in the planning of new areas or renovations of existing patient facilities.
"Tis the season to be jolly," and so we are, with a Christmas diversion to be enjoyed by as many persons as have the holiday spirit. Start at the beginning of the month and follow the path of seasonal merriment along its winding course to that most anticipated holiday of the year. Seasons greetings, salutations, and may all your Christmas presents be big ones.

Dispatch messengers balk at wearing elf costumes to deliver Christmas mail.

Back 3

Groundskeepers complain they can't keep the partridges in the pear trees.

Back 1

Six reindeer treated in emergency room for flight fatigue.

Advance 2

Hospital gift certificates designed by forms control as perfect present for "man who has everything."

Advance 3
Gift-filled sleigh still circling the hospital in search of a parking space.

Water trickling down hall in nursing residence traced to snowman in student's room.

Overworked house staff officer found posting "Closed for Christmas Vacation" sign on admitting entrance.

Quadripped named Doshier hospitalized with delusions that he's the Easter bunny.

To balance year-end budget controller's office cancels Christmas. Expenditure appropriations to be re-submitted in February, 1969.

Clinical chemistry scores automation triumph as Christmas cheer bubbles through Auto-Analyser.

A very Merry Christmas and healthy, Happy New Year to everyone!

Purchasing department questions operating room expenditure for red nightshirts with matching caps.
Focus on Nursing

Capping Ceremony Held for Freshmen

One Man Enrolled
With 98 Females

Ninety-eight women and one man were recognized as freshmen in the Barnes Hospital School of Nursing at a capping ceremony held November 8 in Graham Chapel.

Wearing the new student uniform for the first time, each girl was given a white cap with pink band designating her freshman status. The one boy in the class received a name pin with the pink band.

Chaplain George Bowles opened the program with an invocation followed by short talks from Miss Helen McMurtry, associate director of nursing education, and Miss Ann Vose, director of nursing.

Dr. Vermillion Speaker

Dr. Crofford Vermillion, Barnes associate director, spoke to the new students on the subject of service. He described various areas of service—to self, God, and community—and discussed how one must decide in what proportion to divide their talents among these various areas of responsibility.

Miss Roberta Grace, president of the Barnes student nursing association, then welcomed the new girls, followed by a public recital of the Florence Nightingale pledge. Father Gerald Montgomery closed the program with a benediction.

New Students Listed

Members of the freshman nursing school class are: Robert Akins, Charlotte Biarkis, Regina Biermann, Brenda Bing, Shari Bonetto.

FOUR NURSING CARE ADVISORS discuss a common administrative problem in the newly remodeled nursing office. From left to right: Mrs. Jane Edwards, Mrs. Arnetta Darden, Miss Patricia Worthington (sitting) and Mrs. Jane Worthington.

RECEIVING THEIR FRESHMAN CAPS are two students of the Barnes nursing school, Beverly Ann Hall, kneeling left, and Juanita Clark Wilson, right. Miss Sue Cole and Miss Margaret Little, freshman nursing instructors, perform the capping ceremony. The students are wearing the new polyester uniforms to be standard in the future with one-piece bibs which button at the shoulder, eliminating the crossed straps.

Nursing Promotions

Mrs. Elizabeth Genke has been promoted from assistant head nurse on the sixth floor of Renard to head nurse on the fourth floor of the same building.

Miss Margaret Newton has been promoted from staff nurse to assistant head nurse in the coronary intensive care unit.

Miss Carol Brandenburger has been promoted from staff nurse to assistant head nurse on the fifth floor of Wohl Hospital.

Mrs. Lynn Stone has been promoted from staff nurse to assistant head nurse on the third floor of Barnard.

Miss Claritta Huck has been promoted from staff nurse to assistant head nurse on the sixth floor of Renard.

Four nurses have been appointed nursing care advisors at Barnes within the last six months. Each handles a separate area of the hospital complex in an educational capacity, training and advising nursing personnel and patients.

JANE EDWARDS is a maternal nursing care advisor responsible for maternity patients and newborns. Currently concentrating on an education program for nursing mothers, Mrs. Edwards also handles the daily baby bath and formula teaching program. In addition, she is a member of the team involved in planning the obstetrical and gynecological facilities for the East Pavilion.

A graduate of St. Francis Hospital School of Nursing, Mrs. Edwards graduated from St. Louis University with a bachelor of science degree in nursing and from Washington University with a master’s in nursing science. Other positions she has held at Barnes are staff development director and assistant director of the nursing office.

ARNETTA DARREN is the nursing care advisor for ear, nose, and throat patients and nursing personnel in Millan. Miss Darren explains hospital routine, procedures and the physical set-up of the medical center to newly admitted patients and their relatives. She is also involved in pre- and postoperative patient teaching and initiates team conferences for nurses working under team nursing plans. In addition, she handles bedside teaching for both patients and nursing personnel.

Mrs. Darden graduated from Homer G. Phillips School of Nursing and started working at Barnes in 1964 as a staff nurse. In 1967 she received her bachelor of science in nursing from Washington University and hopes to complete her master’s in medical-surgical nursing in January, 1969.

JANE WORTHINGTON is quite involved with patients who have been severely burned. As nursing care advisor for the burn unit she works with both nursing personnel and patients instructing them in how to change dressings and apply medications. She is also involved in a fact-finding project with burned patients studying the effects of the various types of treatment.

In addition to the burn unit, her duties include the third floor of Barnard where there are many cancer and dermatology patients, and the eighth floor of Rand Johnson which is a surgical area. Mrs. Worthington received her education at Washington University where she graduated with both a bachelor of science and master’s degree in nursing. Her duties at Barnes before her appointment as nursing care advisor included head nurse on various surgical divisions and as a staff nurse and instructor in the burn unit.

PAT WORTHINGTON, in her job with eye patients, has compiled a pamphlet to orient and educate new Millan admissions. She first talked to patients before they were admitted and later kept track of questions and misconceptions they had while hospitalized. After the patients were discharged she sent follow-up questionnaires to their homes. Information gained from patient visits and questionnaires were organized in a forthcoming brochure to be given to all new clinic patients in Millan.

Admitting instructions, pre-operative examination, hospital procedures are all explained in the pamphlet.

In 1956 Miss Worthington graduated from Washington University Dental School of Nursing, later earned her bachelor’s degree, and is currently working on her master’s at Washington University. A former head nurse on the fifth floor of Millan, Miss Worthington was also employed as an ophthalmic technician before becoming a nursing care advisor.
HERBERT WIEGAND, assistant physician, spoke on a panel for “Total Health Care” at the Missouri Hospital Association's recent three-day meeting in St. Louis.

JUAN TAYVAR, radiologist-in-chief, received the Caldwell medal, the highest award of the Rostten Ray Society, at their recent meeting in New Orleans. He then addressed the group on the early detection of paralysis in children.

PHILIP DODGE, pediatrician-in-chief, has been appointed a member of the board of directors of the Central Midwestern Regional Educational Laboratory.

Attending recent meetings of the Association for Research in Ophthalmology and the American Academy of Ophthalmology and Otalaryngology held in Chicago were BERNARD BECKER, ophthalmologist-in-chief, and M. M. R. V. O. N. SMITH, Robert Moses and Allan KOLKEN, all assistant ophthalmologists. Also attending the latter meeting were: JOSEPH OLRU, otalaryngologist-in-chief, and assistant otalaryngologists HUGH BILLER, LINDSAY PRATT, and MALCOLM STRUD.

GEORGE WULFF has been elected president of the Central Association of Obstetricians and Gynecologists at their recent fall meeting in Oklahoma City.

Chief Residents Meet With Administrators

One of the regular dinners for administration and the chief residents was held October 30 in the Queeny Tower dining room. Following dessert Robert Frank, director, spoke to the group on future hospital projects; and Bob McAllister, controller, addressed the residents on hospital costs and the effects of Medicare.

United Fund Contributions Show 28 Percent Increase

Barnes Hospital's United Fund goal reached a grand total of $46,069 after all pledges and contributions had been received from the October fund drive. The amount represented a 28 percent increase over the 1967 goal and exceeded by $7,269 the “fair share” quota computed by the United Fund for the hospital. Barnes employees also reached the equivalent of 100 percent participation, counting both full and part time personnel.

In discussing the tremendous response to the 1968 campaign, Miss Nancy Craig, chapter chairman, used as a comparison 1963 United Fund figures which showed only 71 percent participation, and a total goal of $16,946. "Within the last six years the goal has nearly tripled," she emphasized.

The St. Louis metropolitan area also topped its proposed goal. The final amount collected during the city-wide drive was $12,734,569.

A “HOLY COW” drawn on the envelope was the only identification on the letter delivered to Barnes for Cardinal sportscaster and patient, Harry Caray. Injurious fans sent flower arrangements with baseballs, redbirds, cows, and even a fresh Hawaiian pineapple made into a doll's face. Phone calls from all over the United States and more than 25,000 letters and telegrams from well-wishers around the world have arrived for the sportsworld veteran.

Knox Earns Certification As A.I.L. Laundry Manager

Frank Knox, supervisor of the laundry production department, recently attended a two-week seminar in Joliet, Illinois, sponsored by the American Institute of Laundering and the Catholic Hospital Association.

“Supervision and Management Problems” was the theme of the lecture series followed by a battery of tests, for which Mr. Knox received a certificate of completion. During the seminar, the 23-year old employee also passed an A.I.L. test for certification as a laundry manager.

Mr. Knox attended the Barnes supervisory management development seminar held here in February.

Five Graduate in Radiation Therapy

RECENT GRADUATES OF THE ONE-YEAR RADIATION THERAPY PROGRAM go over the procedures involved in calibrating the Betatron located on the ground floor of Mallinckrodt Institute of Radiology. From left to right: Chris Polak, Jackie Stacey, Mary Ann Lutchka, Bety James and Pat Proski measure the output of the machine by attaching a lucite platform and cylinder which holds a calibration chamber of a density comparable to that of tissues. When in use, the machine is lowered 90° parallel to the prone patient.

Third Party Assistance Expedient Says Ray Brown

"The historical mixing of welfare with hospital care is ceasing as the charity patient disappears from the hospital landscape," said Ray E. Brown, executive vice-president of affiliated Hospitals Center in Boston, Mass., at the annual conference of the Missouri Hospital Association, held Nov. 13-15 in St. Louis.

"The Robin Hood role leads to serious inequities to the paying patient," Mr. Brown said. "There are simply no patients rich enough to pass this burden onto. We can't survive in the manner we are now being financed. If we can't get funds from third parties—insurance, Blue Cross, the government—we can't get them from anyone."

Replacement Costs Double

"The notion of depreciation can take care of capital needs is not true," Mr. Brown continued, commenting on the financial statement made recently by American Hospital Association. "All of us know that replacement costs are twice the original costs. We are a third-party financed economy, not a government agency or private enterprise. Title 19 (the portion of the Social Security Act under which Medicaid is outlined) is unadministrable. Every effort should be made to bring persons in the labor force under a voluntary plan of health insurance, whereby an individual should be able to cover himself for the time when he is unemployed," Mr. Brown emphasized.

Finances Made Public

Hospitals should make all their financial matters public, including disagreements with agencies such as Blue Cross over reimbursement. "Because negotiations go on behind closed doors, people think there is some 'hocus pocus,'" Mr. Brown said. Compulsory planning is in the "cards," he continued. "Hospitals must have greater division of labor, Hospitals can expect to be less self-sufficient. We always have overcommitted resources because someone might need something, and we must be gloriously inefficient when human life is in jeopardy. Yet we must be efficient and dollar oriented as well."

Legislative Decisions Predicted

Predicting on the future, Mr. Brown said that hospitals will be more and more in the public arena, with many decisions made by legislation. However, he says that the hospitals will remain primarily voluntary. "Where would the government pick up the billions of dollars that the private sector is pumping into the hospital system? Other areas, such as education or defense, wouldn't stand for this."

Other subjects on the program at the three-day convention included civic disorders, the Missouri Regional Medical Program, comprehensive health planning, and many others, including special programs for nursing personnel, medical record librarians, and auxiliaries. The group met at the Sheraton-Jefferson.
Disaster Drill Held At Medical Center Recently

Nineteen victims of a simulated fire and chemical explosion were brought to Barnes Tuesday afternoon, October 29, in a surprise disaster drill held at the medical center. Dietetic interns and hospital administration students acted as victims.

Injuries ranging from open fractures and wounds to burns, and acid in patients’ eyes were channeled to the emergency entrance, seen by members of the medical staff and directed to designated treatment areas. Information on the patients’ and their condition was fed to public relations where it was processed and charted.

A native of Starkville, Mississippi, Mrs. Jenkins and her family have resided in the St. Louis area for 16 years.