Better Care, Operation Expected
With New Organizational Structure

In a move to upgrade patient services and add efficiency to its many lines of supervision, Barnes Hospital early this month switched from a "geographic" administrative pattern to the "horizontal" type.

Need for reorganization of the administrative structure was seen in the old pattern where five separate and disassociated admitting offices reported to four different administrators. Another example was that of the center's nursing service where the one department head was responsible to four different administrative officers.

The hospital had fallen farther automatically into the "geographic" pattern during 50 years of growth. As a new hospital came into the Barnes group an administrative officer was put in charge of the additional unit.

Now, with the hospital group enlarged and the lines of supervision so extended, the board of trustees concluded that consolidation and elimination of duplication would better serve patients, staff and community. The horizontal pattern was also recommended by the firm of Haskins and Sells, which has studied hospital administration throughout the nation.

Six major divisions now mark the hospital's organizational chart. They are professional services, general services, public services, controller and the new offices of patient services and assistant treasurer.

The 15-member board of trustees heads the organization with director and deputy director responsible for carrying out the board's policies. The six departments answer to Harry E. Panhorst, acting director, and the deputy director is unannounced.

Dr. Crofford O. Vermillion, associate director, will have major responsibility for professional services with Robert Frank assisting him. These services include laboratories, pharmacy, operating rooms, medical records, social service and an- (Continued on page 3)

BIDS LET FOR RENARD HOSPITAL ADDITION

Another construction elevator, similar to the one in front of the Rand Johnson Surgical Wing, is due to be on the Barnes scene in the next few weeks. The new elevator will serve Renard Hospital which is to have a seventh floor added.

Contracts for the $385,000 project were let earlier this month. Construction, scheduled to begin in July, is being financed by a grant from the United States Public Health Service with matching funds from Washington University which owns the Barnes-administered psychiatric unit.

The addition will house laboratories, now on the second floor, for the study of various aspects of mental disease. The space released will be used for other psychiatric studies.

The new floor, to be constructed in the same style as the present building, will be connected by a covered bridge to the sixth floor of the Wohl Clinics, which houses other laboratories used for psychiatric research.

Renard Hospital, opened in 1955, provides 100 beds for patients with psychiatric diseases, plus laboratories and offices for the department of psychiatry and neurology. Before Renard was built, psychiatric patients were cared for in Millan, one of the first general hospitals in the country to accept such patients for diagnosis and treatment.

BOULENGER TO HEAD NEW SERVICES DEPT.

Albert L. Boulenger, a 1955 graduate of the Washington University course in hospital administration, has been selected by Barnes Hospital to head the new patient services department, established in the recent administrative reorganization.

Presently administrator of Good Samaritan Hospital, Vincennes, Ind., Boulenger will assume the title of associate director in July and will be assigned full time to the nursing department with duties in both service and education.

Basically, his duties will be to assure better patient care, recruiting of more nurses, better training of students and recruiting more students for the hospital's school of nursing.

He became administrator of the Indiana hospital in 1954 following residency at the Jefferson Hillman Hospital, Birmingham, Ala. Boulenger graduated from Bowling Green State Uni-

Payroll Office Will Close At Noon Every Saturday

Brooks Gattermeier, payroll supervisor, has announced that the payroll office will be closed at noon on Saturdays. Employees picking up checks on Saturdays must do so before noon or wait until the office opens Monday.

Weekdays the office is open from 8 a.m. to 5 p.m. All checks that are not given to employees by their supervisors are returned to the payroll office and held for pickup.

Vol. 16, No. 6
Student Nurse Offers Comfort, Aid Beyond Daily Requirements

Karen Sue Crites is a young student nurse at Barnes Hospital who spends about as much time doing things for patients in her spare time as she does while on regular duty.

A pretty blue-eyed girl from Jackson, Mo., she prefers to think of the patient as not simply "a name behind a room number," but a fellow human being who deserves the same kind of treatment that would be given a member of one's immediate family.

"I wouldn't treat my own mother indifferently," she said, "and I feel the same way about any other ill person."

Karen maintains she has never met a patient she didn't like. She admits that some fretful patients can be irritating to a degree but, says she, this usually can be resolved with a little tact and a few encouraging words.

Now in her second year at Barnes, Karen is firmly convinced she was meant to be a nurse. Neatly dressed in her blue and white uniform and nurse. Neatly dressed in her blue and white uniform and

Promotions Announced For Barnes Employees

Thirty-three employees have been promoted during the period from May 12 to June 14, according to the personnel office.

Moving from student nurse assistant to junior nurse assistant are: Annie Anderson, Sylvia Frazier, Clemette Pittman, Lovetta Morris, Darlene Lowe, Barbara Francisco, Elizabeth Holloway, Jane Ozbrin, Willie Ethel Collier, Johnnie Mae West, Joyce Virginia Walls and William Gardner.

Promoted from senior nurse assistant to floor technician are: Mayrose Milton, Shirley Kelley, Irma Jean Cotton and Joan Sutliff.

Promotions include: Sylvia Cunningham to supervisor of medical records; Julia Ann Trout to chief technician; Carolyn Moyer and Evelyn Dial to telephone operator; John L. Warmbrodt to controller; Virginia Chamberlain to dictaphone operator, Loretta Miller to senior nurse assistant and Evelyn Gay to technician trainee.

Also, Margaret Huber to head nurse; Harrietta Hause to nurse assistant; Helen Casey to administrative officer; Billy Joe Poole to refrigeration journeyman; Opal C. Runzi to assistant director of nursing education, Lewis J. Thomas to staff anesthesiologist; Shirley Freeman and Richard A. Dial to laboratory technician trainee and Elene Annette Murdock to secretary.

Employees With 67 Years Service Retire From Barnes Hospital June 1

Three Barnes employees with a combined service of 67 years retired June 1. Those stepping down are Miss Mary Lodwick, night admitting officer who joined the staff in 1939; Mrs. Carrie Rushing, head housekeeper, an employee since 1940, and Charles Boling, chief engineer, who also began with Barnes in 1940.

Miss Lodwick, whose duties have been assumed by Mrs. Helen Casey, in 1943 became the first woman on the night job after serving four years at the information desk.

Her hours, 11 p.m. to 7 a.m., although unusual for most workers, "didn't bother me because there was so much to be done," Miss Lodwick says. She termed her work both interesting and exciting and took special note of the hospital's growth, being "so very cooperative and nice to work with." Telephone calls, Miss Lodwick said, made up the bulk of the work. Many calls came from families worried that a relative had been involved in an accident and there were even those from people who couldn't sleep and just wanted to talk.

She will spend three months at her family's cottage in Minnesota and then return to St. Louis to take up her hobbies of sewing, reading and playing bridge.

Mrs. Rushing was promoted to head housekeeper nine years ago and with her guidance the responsibilities of the department grew to include not only Barnes, but McMillan, female patients in the Maternity, Barnard, Wohl and Renard hospitals and the Wohl Clinics.

Her plans for retirement are not yet complete, but she thinks she will probably take up residence in Illinois, close to her daughter. Dillon Trulove, former supervisor of central supply, has taken over the duties of Mrs. Rushing.

Boling came to the Barnes group in 1940 thinking he could reduce the maintenance staff of 19 men. Instead, he built a department with many capabilities, known to all as Charlie, calls "the best mechanically equipped hospital in the world."

One complimentary remark to the hospital is that the junk yard. To illustrate, a washing machine almost discarded 22 years ago is still in daily service.

J. C. Claywell has taken over the chief engineering position. He inherited what the departing chief, who had been there 24 years, calls "the best mechanically equipped hospital in the world."
Chaplain's Corner
By George A. Bowles

Some people have given evidence of the fact that they seem to believe that a sense of dedication belongs to only one area of life. In all faith groups it is expected that the followers shall have something to say about this element quite often, and they do, for this is an essential part of the foundation upon which the believers stand.

It is regrettable to find that a sense of dedication is ever circumscribed and confined to any one area of thought or action. We can be dedicated to anything, sometimes even to things that are not good for us or for the society which surrounds us. In the world in which we live there are philosophies of life which could lead the human race to greater disappointment and chaos, and the people who follow after these would go to any length to bring them to pass. So this means that there is a heavy responsibility in making choices.

A sense of dedication belongs to every worthwhile piece of work that a person does in the process of making a living. That does not mean that we have to get a thrill out of every part of the task. How dull it would be for any job to have no difficulties! All of us can think of individuals who are very happy in work that seems just about unbearable, from our point of view. The happiness most likely comes from the ability to combine a sense of dedication with the performance of duty.

REORGANIZATION
(Continued from page 1)

The new patient services department, under the direction of Albert L. Boulenger, new associate director, will be responsible for patient care, nursing education, central services, activity therapy and the nursing residence.

General services will be divided between associate directors Joseph Greco and Donald Horsh. Greco will be responsible for housekeeping, laundry, stores and fire protection while Horsh administers maintenance, dietary and the department of hospital administration.

Assistant Director Raymond Grossman, aided by Dr. Vermillion, will be responsible for the public services department which includes admitting and emergency, telephone, parking, security, dispatch, drug store, beauty and barber shops, private doctors' offices, optical shop and the Barnes auxiliary.

John Warmbrodt, as controller, is in charge of accounting, budgeting, payroll, accounts payable, inventory, insurance and data processing.

A position of assistant treasurer has been established to provide a system of financial checks and balances. Robert Frank, holding that office under the guidance of board member Irving Edison, who is treasurer, will be in charge of the cashier's office, credit and collection, payroll and the bookkeeping.

Mrs. Cornelia Knowles, associate director, will develop a new horizon on the hospital organization of accounting. Through daily inspections and patient visits she will provide recommendations for improving hospital service and environment.

Know Your Hospital

Barnes Staffs Largest Hospital Switchboard In City; Daily Task Includes 20,000 Routine, Emergency Calls

With more than 15,000 telephone calls originating at Barnes Hospital in a single day and an average of 5,000 more being received during the same period, it takes a huge switchboard and an efficient telephone work force to keep communications moving.

This dynamic operation can be seen in action by walking through the corridor just north of the main lobby of Barnes. Through the large plate glass windows one can view five operators busy at the switchboard.

"Good morning—medical center" is the official greeting which echoes repeatedly throughout the room. Formerly the operators answered by merely saying "Forest 7-6400," but the new greeting was recently adopted to generate more warmth and cordiality.

More than 1,000 stations and several tie lines in this private telephone network plus 72 trunk lines connecting with the telephone company make this the largest hospital communication system in the St. Louis area.

"Since life or death is often determined in a matter of seconds in a hospital, it takes capable help and equipment to meet the telephone emergencies," said Dr. Crofford Vermillion, an associate director of Barnes.

He is directly responsible for the telephone center's operation which serves not only the Barnes hospital complex but Washington University School of Medicine.

Recently the hospital consolidated paging assignments by installing a trunk line specifically for that purpose. Under this arrangement, calls for doctors are channeled through one position on the board instead of all six as was the case formerly. Each operator takes her turn presiding over the paging circuit.

"We are constantly trying to improve our telephone system," says Dr. Vermillion. "Numerous discussions are held periodically with telephone representatives to explore ways of expanding and modernizing our communications."

Another relatively new labor-saving device is the direct line system developed for more than 300 patient phones. Outside calls from these stations, previously placed through the board, now can be dialed direct.

A team of 12 operators and a supervisor, Mrs. Rose Tullmann, keeps this nerve center of the institution, these women are always poised and ready to speed into an emergency.

While continuously working to keep abreast of the normal flow of traffic in and out of the institution, these women are always poised and ready to speed into an emergency.

Referring to the number of contacts that must be made on such occasions, one operator observed jokingly, "After all only a woman can talk fast enough to alert seven people within two minutes."

REPORT NAME CHANGES

Have you changed your name lately and neglected to request a new Social Security card showing your present name? If so, report to the Barnes personnel office and necessary steps will be taken to obtain a new up-to-date card for you.
J. WARMBRODT NAMED CONTROLLER AT BARNES

John Warmbrodt, assistant controller since June 1960, has been appointed controller of the hospital. He succeeds William Anderson who retired in April after more than 20 years with Barnes.

A resident of South St. Louis County, Warmbrodt graduated from the school of commerce and finance of St. Louis University in 1939.

Following five years with the U. S. Army Intelligence Corps, Warmbrodt became an accountant in 1948 and a certified public accountant in 1948. Serving in Europe, North Africa and Italy, he was awarded seven campaign stars.

Warmbrodt is married and has three children, a girl, 15 years, and two boys, 13 and 10.

DIPLOMAS AWARDED 61 NURSE GRADUATES

Commencement exercises for the 61 members of the Barnes Hospital School of Nursing graduating class were held June 14 at St. John's Methodist Church, 5000 Washington Blvd.

Diplomas were presented by Dr. Frank R. Bradley, director emeritus, and the graduation address was made by J. Wesley McAfee, president of Union Electric Co. and a member of the Barnes board of trustees.

Awards were presented during the ceremony. Reta Jean Michaels received the $300 Copher Award to further her nursing education. A $50 award from the St. Louis County Zonta Club went to Genie Jo Stumpf. Awards of $50 each for outstanding theoretical achievement and outstanding clinical experience achievement from the Barnes Hospital Auxiliary went to Brenda Fay Haltman and Mary Westlake Terrill, respectively.

Special honors were awarded Mildred Elizabeth Moore, Priscilla Jane Glenn, Maureen Catherine McCarthy, Judith Katherine Loeffel and Peggy Ann Meeker.

More than 50 communities in Missouri, Illinois, Indiana, Kentucky, Oklahoma, North Carolina and California were represented by the graduates who successfully completed the three-year nursing course.

STUDENT NURSE

(Continued from page 2)

to someone's nursing career," smiled the Rolla resident.

Mrs. Johnson, who works for the United States Geological Survey division in Rolla, should be well qualified for judging hospital care because she has been admitted for treatment in various hospitals more than 15 times in her lifetime.

"I have been treated wonderfully at most of the hospitals in which I was confined," she said, but 1've never been cared for more considerately than by the Barnes group."

She spoke from a bed in Wohl Hospital where she recently returned for an operation. While there, she thanked Karen personally for the thoughtful letter, and the two cheerfully reminisced about Mrs. Johnson's previous stay.

Although Karen wasn't the attending student nurse during her friend's latest convalescence, she managed to drop in almost every day on her break to say "hello."

Karen visits a lot of patients outside her own working area, talking to them in a heartfelt manner and attending to simple needs such as lighting cigarettes and straightening the bed clothing.

She attributes her gregarious manner to the influence of her father, Rubsy Crites, Cape Girardeau County Clerk, "who loves to socialize and talk to people." At times Karen accompanies her father on political tours and supplements his talks with a few chosen words of her own. She also lectures on her own to local clubs and organizations in Jackson, speaking mainly on her chief interest in life—nursing.

Besides the mother-like attention Karen gives to patients in and out of the hospital, she also fills a religious role in missionary work and as president of the Crusader Youth Group at St. John's Methodist Church.

She says she lives by the philosophy of Thomas Dooley, stated in his book as, "I live from hour to hour and not day to day."

Hospital officials are very proud of the job Karen is doing and more than once she has been cited to new student nurses as "a shining example." She was recently elected vice-president of the student association at Barnes.

As Joseph Greco, associate director, puts it, "She does those little things above and beyond the call of duty that swell enormously in the hearts of people."

Barnes Hospital prepares and serves over 2,600,000 meals a year, including 195 tons of meat, 23 tons of frozen vegetables, 23 tons of other foods and 76,000 gallons of milk.

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