Diversification to highlight New Year and beyond

In its 70th year of service to St. Louis and the world, Barnes Hospital is facing a health care climate that is dramatically different than anything ever envisioned by its founding father, Robert A. Barnes.

Who could have foretold an era, where, in just a few short years, the focus of health care would make a revolutionary shift from in-hospital treatment to preventive medicine and outpatient surgery?


Yet, here we are. Ironically, if hospitals wish to remain financially viable, they can no longer be “just” hospitals. They must be total health care providers.

In this regard, Barnes’ original mission to serve as one of the world’s pre-eminent providers of health care has not really changed. What has and is changing is the scope of services required to accomplish this goal.

“The entire health care environment is changing,” says hospital president Robert E. Frank. “Outpatient care is being demanded and price and ability to pay are becoming increasingly important factors in nearly all treatment decisions.”

Underlining these changes is a growing awareness that it costs less to stay well than it does to recover from illness.

Subsequently, Barnes is entering a period of expansion. This time, however, it is not more buildings and beds that are being planned, but innovative programs, facilities and joint ventures designed to meet the dynamic needs of today’s health care consumers.

The New Year at Barnes will be highlighted by diversification. Departments such as the diagnostic laboratories, cardiac diagnostic lab and laundry will “unbundle” their services to those outside of Barnes and the medical center. Community outreach through the department of education and training and Barnes’ home health program will continue to grow, bringing the expertise of the hospital’s staff closer to those that need it.

Industry’s needs for cost-effective health promotion activities, outpatient care and inpatient treatment will be met through Barnes’ Sutter HealthCare and the new StayWell® program, which is currently being implemented at Barnes for its own employees. Other programs and service packages are also being designed.

Joint ventures with other health care providers, including doctors, hospitals and health maintenance organizations are now being negotiated. These new alliances will broaden Barnes’ base of services and will strengthen its ties to referrals when inpatient, tertiary care becomes necessary.

1985 also will see the opening of the hospital’s new outpatient surgery center, trauma center and subsurface garage addition, as well as the first heart and liver transplants ever performed at Barnes.

“Providing our patients with the most up-to-date facilities and current medical technology available will continue to be one of our top priorities,” says Mr. Frank. “While many of our new programs are designed to help keep people out of the hospital, when inpatient treatment does become necessary, Barnes will always have the full range of primary to tertiary care required to meet any health need. It’s important that St. Louisians realize that they do not have to travel beyond our doors for state-of-the-art treatment on par with other outstanding teaching hospitals around the world.”
from heart transplants and more than 40 are currently on waiting lists. Dr. Bolman said he expects his Barnes team to perform 6 to 12 transplants the first year and increasing numbers after that. "One big problem remains the lack of donors," he said. "Another is that the cost for these operations is still high (the average cost is about $50,000 to $100,000) and not all insurance carriers nor federal programs cover them."

Dr. Bolman received his medical degree from St. Louis University in 1973 and served his surgical residency at Duke University Medical Center and the University of Minnesota Hospitals. He is a member of the American Board of Surgery, the American Board of Thoracic Surgery, and a Candidate of the American College of Surgeons.

Japanese observe lab computer system

Two Japanese businessmen were guests of the Barnes laboratory department November 27 to observe laboratory computers and how they interact with the main hospital computer system.

Eiji Mizuno, supervisor of central clinical laboratories at Mitsui Memorial Hospital in Tokyo, and Fusao Urata, general manager of sales and marketing for Nagase America Corporation of New York, researched the Barnes computer system as a possible model for a total information system being developed at Mitsui Memorial Hospital. While at Barnes, the two men observed the labs and several other departments to determine how computers help the hospital function efficiently.

Barnes was the first stop for Mr. Mizuno and Mr. Urata and was the only institution visited in St. Louis. The men plan to visit other institutions around the country to compile additional information.

"We have given tours of the labs to people from other parts of the United States, but this is the first time we have had guests here from another country," said Curtis Parvin, assistant medical director of clinical chemistry and laboratory computing.

Mr. Parvin explained that Mr. Urata had contacted him to arrange the tour following a Japanese translation of a textbook article which had been read by both men. The article was written by John Lewis, former director of computer systems in the department of pathology.

"We can give tours of the labs to people from other parts of the United States, but this is the first time we have had guests here from another country," said Curtis Parvin, assistant medical director of clinical chemistry and laboratory computing.

Pension plan revisions to benefit retirees

Barnes Hospital employees who are 62 years of age and have 30 years of service can now retire "early" without being penalized by a reduction in their pension. Previously, employees received a four percent reduction in benefits for each year under age 65, regardless of years of service.

In addition, employees whose credited years of service (actual years they have participated in the plan) are less than the number of years they have worked at Barnes, may enjoy larger monthly payments as the result of a revision in the minimum benefit formula, according to John Tighe, director of compensation and benefits.

With the revision, however, these employees will get a higher monthly benefit. The minimum benefit has been raised from $4 to $8 times the total years of service. Therefore, a 50-year-old employee will receive an absolute minimum of $240 a month and probably more, depending upon their earning history.

Employees receive 4 percent compensation

Barnes employees had a little something extra to be thankful for during the past holiday season when they received an extra check on November 20. The checks, representing four percent of an employee's projected earnings for 1984, were given in place of a wage increase generally approved each fall.

"This year, it was felt it makes more sense to grant this increase in the form of a lump sum rather than to spread it out over the coming 12 months," says Robert E. Frank, Barnes Hospital president. "Barnes finished 1984 in a strong financial position and, with current economic conditions, it is hard to predict Barnes' position in 1985," he added.

Mr. Frank attributed part of Barnes' success in 1984 to employees' hard work and efforts to keep hospital expenses down. He encouraged employees to approach 1985 cautiously and to continue to look for new ways to reduce costs. "I have every confidence that through your efforts, Barnes will be able to meet the challenges and uncertainties of the future and will continue to be one of the outstanding hospitals in the world," Mr. Frank said.

Dr. R. Morton Bolman

Dr. Paul Manske receives Elizabeth Lanier Award

Dr. Paul Manske, orthopedic surgeon-in-chief, is recipient of the Elizabeth Lanier Award of the American Academy of Orthopaedic Surgeons. Dr. Manske, who is also Fred C. Reynolds professor and chairman of the division of orthopedic surgery in the department of surgery at Washington University School of Medicine, was honored for a report on "Flexor Tendon Repair."

The award was shared with his co-author, Dr. Richard H. Gelberman, professor of orthopedic surgery at the University of California, San Diego. The Elizabeth Lanier Award is one of the most prestigious honors of the Academy and carries with it a $5,000 stipend.

Cancer support groups to hold meetings

"Cancer and how it affects the family" will be discussed at the January 17 meeting of S.H.A.R.E. (Support Has A Reinforcing Effect), the breast cancer support group started here in 1981. Donna King, social worker for Healthcare Network, will be guest speaker. The meeting begins at 7 p.m. in the Barnes Health Education and Screening Center, located on the ground floor of the West Pavilion.

A "Let's Talk" session, sponsored by S.H.A.R.E., will be held January 22 from 9:30 a.m. to noon in the Florissant Valley Community College library, 3400 Pershall Road. This session offers women with breast cancer an opportunity to share experiences, discuss common concerns and thus provide mutual support to one another.

Both programs are free and open to the public. For more information contact Karen Greening in the Barnes Department of Social Work at 362-5585.

Services available for hearing impaired patients

Professionally trained interpreters and a portable pocket telephone are now available to hearing impaired patients at Barnes.

Interpreters are sometimes needed to obtain a patient's medical history or consent for treatment, to explain a medical procedure, prescribed medication or a doctor's special instructions, in emergency situations, or for discharge planning. A portable pocket phone and TDD (telecommunications device for the deaf) are also available to hearing impaired patients who wish to communicate with others outside the hospital who have similar equipment.
Patient education receives two awards

Barnes Hospital’s patient education program has received national recognition from the American Hospital Association. The awards were presented at the annual Missouri Hospital Association meeting held October 31 through November 2. The program was cited for excellence in its hospital-wide management of patient education and for its program for chronic obstructive pulmonary disease (COPD) patients. Barnes is one of only three hospitals nationwide to win two awards during the second annual Patient Education Awards program.

Barnes’ COPD Patient Education Program was one of eight receiving a Leader Award; the AHA’s highest honor, for outstanding achievement in the management of patient education for a specific population. This is the first time a pulmonary program has won the Leader Award. Additionally, the Barnes Pulmonary Patient Education Program is the only adult lung program in the United States to receive national recognition.

Barnes was selected for the awards from a field of 150 applicants. Hospital commitment to patient education and a well-designed management structure supporting the delivery of programs were important criteria in determining the winners.

The pulmonary program at Barnes provides patient education services for all medical and surgical specialists and was designed by Jill Feldman, pulmonary nurse specialist, who also serves as the program’s ongoing director. Hospital-wide programs, coordinated through the department of education and training, are headed by Walter Klein, DET director, and Linda Knight, patient education coordinator.

In recognition of the awards received by the patient education program, the Barnes Hospital Society passed a resolution expressing their gratitude to members of the pulmonary education team for their outstanding achievement. The resolution cited the program for its benefit to patients by “helping them understand the nature of their illness and reasons for therapeutic intervention” and to families of COPD patients because the program assists them with the “multifaceted problems that are present after discharge from the hospital.”

Dr. Robert Bruce, pulmonary specialist, drafted and presented the resolution to the BHS.

The Barnes Hospital Society comprises more than 800 members of the hospital’s medical staff who work to assist in the development of Barnes as a source of community service and a center of medical progress. Dr. Willard Walker, general surgeon, is president.

“Health Matters” series airs on Channel 9

Lung cancer, arthritis, the heart, teenage suicide and teenage alcoholism are a few of the subjects being presented as part of the “Health Matters” series on Channel 9. The half-hour segments on health care and technology are telecast at 7:30 p.m. Sundays, and repeated at 11:30 a.m. the following Saturday.

Upcoming programs include: lung cancer (January 6); pacemakers (January 13); cancer update (January 20); arthritic joint replacement (January 27); teenage suicide (February 3); teenage alcoholism (February 10); and prostate cancer (February 17).

Several doctors on the Barnes staff served as guest speakers for various segments of the series. Dr. Jon Moran, a cardiothoracic surgeon, and Dr. Shabbir Safdar, oncologist, will discuss lung cancer and its treatments. “For Men Only,” a segment explaining prostate and testicular cancer, will be covered by Dr. William Catalona, urologist-in-chief, and Dr. Bruce Waiz, radiologist. Dr. Joseph Rutwich, cardiologist, will be the featured speaker on pacemakers for the segment on “The Heart Electric.” Arthritic joint replacements are being discussed by Dr. Owen Kantor, rheumatologist, and Dr. Robert Shively, orthopedic surgeon.

The 26 segments are being produced by Medstar Communications, Inc., in cooperation with Barnes, Jewish and Children’s Hospitals, the Mallinckrodt Institute of Radiology and the Washington University School of Medicine. Doctors and other health care professionals from each institution have been interviewed.

Barnes publications win three statewide awards

Barnes Health News, the hospital’s quarterly magazine, and the brochure “Heart to Heart” captured three awards from the Missouri Association for Hospital Public Relations during its annual Mule-shoe competition. The awards were presented November 1 at the yearly MHA convention.

Barnes Health News received honors for excellence as an external publication and for color photography. The “Heart to Heart” brochure won first place for Special Purpose Publications. This brochure details the diagnosis and treatment of cardiovascular disease, as well as describing reasons for heart attack and failure.

Copies of these publications can be obtained by calling the Barnes Public Relations Office at 362-5290.

Burn network created for dietitians

The formation of a burn network is giving registered dietitians an opportunity to exchange information and expertise on problem cases. The organization, founded by Nancy Bradley, a registered dietitian and clinical unit manager in the Barnes department of food and nutrition, allows dietitians in the area of burn care to ask questions and gather information from dietitians working in other burn centers.

The network consists of dietitians from 22 hospitals in Missouri, Illinois, Kentucky, Tennessee, Kansas and Arkansas.

“Before the network was formed, dietitians in burn care really didn’t have anyone to share their experiences or expertise with,” Mrs. Bradley says. “If someone had a problem or special case to deal with, there was no one to call for answers. The network was started so dietitians could talk to someone in the same field and get support from someone who, perhaps, has been in the same situation.”

The group holds regular meetings to discuss hospital protocol and other topics concerning the treatment of burn patients. The meetings are open to all registered dietitians. More information can be obtained by calling Mrs. Bradley, 362-1950.

Barnes chosen for diabetes pilot program

Barnes Hospital has been selected as a pilot site for a new program designed to improve the care and treatment of people with diabetes. The goal of the program is to set national standards to upgrade the quality and accessibility of diabetes patient education.

According to Libby Hughes, diabetes nurse specialist, many health care facilities treat diabetic patients, but some have no standards to measure how well they are teaching patients to manage their disease. She added that patient education is an important factor to the success of the overall treatment program and to the short- and long-term health of patients.

Although patient education is important in the management of diabetes, many health insurance companies do not consistently cover the cost of patient education programs, especially on an outpatient basis. Developing national standards through this pilot program would help establish coverage for these services.
1914 was a year of change and advancement. Europe erupted into what would be a world war. President Woodrow Wilson and his influential Secretary of State William Jennings Bryan pledged to keep the U.S. out of the conflict.


St. Louis celebrated its 150th birthday, and a New Cathedral which offered worshippers a taste of Byzantine art and exquisite mastery of mosaic artistry.

On Dec. 7, 1914, another event captured the headlines: the dedication of Barnes Hospital, a “modern general hospital for sick and injured persons, without distinction of race or creed,” provided for in the will of St. Louis businessman Robert A. Barnes.

Born in Washington, D.C., in 1808 and orphaned at the age of 13, Robert A. Barnes migrated from Kentucky to St. Louis to seek his fortune in 1830. He worked his way up from grocery clerk to ownership of a successful wholesale grocery and president of Old State Bank, and was quite wealthy.
when he died in 1892. His children had died in infancy and for reasons of his own he decided to give St. Louis a hospital bearing his name.

Barnes Hospital—yesterday and today

Within its first decade, Barnes was already recognized as a top medical center because of its renown staff and its position at the forefront of major medical breakthroughs. Barnes was one of the first hospitals in the United States to treat diabetic patients with insulin and developed a method of visualizing the gallbladder via x-rays, a procedure which opened doors for successful gallbladder surgery.

Barnes gained a national reputation both for advanced research and patient care and for the quality of professional training of interns and residents.

As Barnes entered its 50th year, many of the original buildings in the complex had begun to show signs of age. In addition, Barnes was rapidly becoming a major referral center for the midwest. More space was needed to administer the specialized care the hospital had become famous for. A master plan was developed, and construction began on the 17-story Queeny Tower, a new concept in hospital service that included self-care rooms, a dining room and lounge, swimming pool and doctors' offices. Edgar Queeny, former chairman of the Barnes board of directors and former president of the Monsanto Chemical Company, provided both the concept and the funds for construction.

During the 1970s, the second and third phases of modernization, the East and West Pavilions were completed.

Barnes Hospital in the future

Although Barnes has moved into the world of high technology and great advancements in medicine, it has not lost sight of its mission—to achieve excellence in education, research and patient care with the main focus remaining on the individualized treatment required by the patients.

Even as Barnes enjoys a reputation as one of the top ten hospitals in the nation, it will continue to diversify existing services to meet individual patient needs. Steps are being taken in this direction through the implementation of home health care services, construction of an outpatient surgery center and new emergency facilities, and the development of wellness programs.

The past 70 years provide a solid foundation for Barnes to stand on as it continues to grow and develop to meet patients' needs in the future.
Media spotlight
As a national leader in patient care and medical research, Barnes serves as an information resource center. In 1984, more than 900 queries from broadcast and print media representatives were made to the hospital requesting that Barnes medical and professional staff explain current health care concerns and discoveries. Highlights of the media’s coverage of Barnes during the last month include:

Dr. Paul Packman, psychiatrist, discussed depression November 8 on KTVI-TV as part of the 5 and 10 p.m. news broadcasts.

Joe Burke, R.N., administrative director of the Barnes emergency department, explained the city-wide disaster drill November 8 for KMOX radio. He also discussed Barnes’ participation in the drill, and methods used here to treat disaster victims.

“Alarms for Life,” which raises funds to provide smoke alarms for St. Louisans, was featured in three articles appearing in the St. Louis Post-Dispatch November 11, 16 and 26 and in the St. Louis Globe-Democrat on November 25. It is a project of Barnes Burn Center and its support group.

Tissue plasminogen activator (t-PA), a new drug capable of stopping heart attacks within minutes by dissolving the blood clots that cause them, was the subject of national newspaper coverage featuring Dr. Burton Sobel. t-PA was also spotlighted by the Post-Discpah and Globe-Democrat on November 12 and was the subject of a November 12 television segment in which KTVI medical reporter Kathryn Pratt interviewed Dr. Alan Tiefenbrunn, cardiologist.

KFVS-TV of Cape Girardeau, Missouri, aired two segments with interviews from Barnes doctors. On November 13, Dr. James Cox, cardiothoracic surgeon-in-chief, discussed WPW syndrome, a short circuiting of the heart’s electrical system, and on November 15, Dr. William Catalona, urologist-in-chief, talked about bladder cancer.

A $750,000 gift from St. Louis businessman Charles J. Cella to establish an endowment fund in honor of Dr. Norman Knowlton, internist, was the subject of an article appearing in the Post-Dispatch on November 16 and the Globe-Democrat on November 24.

Barnes/Sutter Healthcare was spotlighted as a pioneer in the field of “walk-in” health care as part of an article on downtown clinics in the Post-Dispatch November 20.

Heart disease was the focus of an interview December 1 on KMOX radio featuring Dr. Edward Geltman, director of the cardiac diagnostic lab. A series of reports on cochlear implants, tiny hearing devices surgically placed inside the ear, aired December 4-6 on KMOX radio. Dr. John Fredrickson, otolaryngologist-in-chief, was featured.

“Weatherizing winter skin” was the topic of an article December 2 in the Post-Dispatch. Dr. Sherry Swanson, dermatologist, discussed ways to protect skin from the harsh effects of winter.

Hospital notes
Dr. Burton E. Sobel, cardiothoracic surgeon, has received the 1984 Distinguished Achievement Award from the American Heart Association. Dr. Sobel is one of six recipients of the award, which was presented November 13 in Miami Beach, Florida. The Distinguished Achievement Award honors individuals for major contributions while serving on AHA scientific councils, adding substantially to new knowledge in the field or to teaching and clinical care, or for leadership in professional organizations.

Dr. Jack Hartstein, ophthalmologist, has been invited to write a monthly column for the bi-weekly journal, Ocular Surgery News.

Barnes registered dietitians Laurie Marggrander and Cindy Sherwood have developed materials for nutrition classes available for pregnant women and pregnant diabetics which will be used statewide.

Gene Bonine, director of laundry and linen service at Barnes, has been named Laundry Manager of the Year by the St. Louis Institutional Laundry Managers Association. The award was announced at the annual Missouri Hospital Association meeting in November. Mr. Bonine will receive the award in March during the yearly Laundry Managers Association convention being held in New Orleans, Louisiana.

Rose Dunn, vice-president, has received membership status in the American College of Hospital Administrators. Gary Fears, administrative director of the department of laboratory services, has been admitted to the ACHA as a membership nominee.

The Washington University School of Medicine’s national center for victims of Epidermolysis Bullosa, a rare genetic skin disease, has received a $25,000 donation to support its research and treatment programs. The center is directed by Dr. Eugene Bauer, Barnes/WU dermatologist.

Activity therapy holds mental health programs
Barnes activity therapy department is continuing to host a series of free educational programs for patients, family members and the general public on various aspects of mental illness. Each program begins at 7 p.m. in the activity therapy conference room on the 14th floor of the West Pavilion.

Upcoming sessions include: “Coping With Manic Depression in Your Family” by Dr. Jeff Danziger, psychiatrist, and Dan and Delores Segal of the Manic Depression Association of St. Louis on January 14; “Shock Treatments—Not So Shocking” presented by Dr. Kevin Butler, chief resident of psychiatry at Barnes on January 28; “Chemical Dependence” by O. Miller, director of the Black Alcoholism and Drug Information Center; and “What is Alzheimer’s Disease?” presented by Emily LaBarge of Alzheimer’s Support Group on February 19.

Gifts to Barnes Hospital
Listed below are the names of persons (honorees in boldface) who have made contributions during the period October 10 to December 12 to the funds at Barnes Hospital. Because Barnes is a private hospital and does not receive public funds, it relies on the gifts of individuals to continue providing quality patient care and to support research aimed at improving the lives of our patients.

Donations to the hospital may be made through the Barnes Hospital Auxiliary or the Development Office. (Donations through MasterCard or Visa are welcome.) The Auxiliary coordinates the Tribute Fund, which is used for specific hospital projects.

Auxiliary Tribute Fund

John S. Jewell

IN MEMORY OF:

Dudley J. Cohen
Roslyn C. Moss
Mothers of William Doty
M/M Robert E. Frank

Henry Fred Gruetzemacher,
M/M Donald Gruetzemacher
Ada E. Jackson
Betty Marks
M/M Jerome Marks
Ian Haber
D/M Robert Roseman
Robert Hanes
M/M Ronald E. Markland
Stanley Jenkins
Georgia M. Griffith
Ruth Wakefield Johnson
M/M Robert J. Weck

Barnes Annual Fund
Anonymous
M/M William J. Abbott
Arnold J. Ackermann
Carl W. Adams
Carl W. Adams
M/M Mrs. Kenneth H. Adams
Charles Allen
Margaret M. Allen
Anne M. Alsbrook
M/M Joseph Annman
Birdella D. Andrews
Chesteen R. Andrews
Marie A. Arnold
Leonette B. Asustus
Cornelia E. Austin
Bessie Bailey
Ruth Bailey
George A. Baker
Wilma M. Benet
Lizzie Banks
R. A. Banger
Rajmund K. Barham
Gerald Baron
Marguerite Bartok
Marguerite Bartok
John R. Barton
Albert Bauer
Gladys Bauer
Frances M. Beakle
M/M Davis Beauchamp
Lillian Becker
M/M Vic Beckmann
Eleanor L. Begeman
Eleanor L. Begeman
Eleanor L. Begeman
M/M Victor H. Biederman, Jr.
Bernice Bierman
Verda E. Bietsh
M/H Henry Blanny
M/M Warren Spoonkleen
Irima Bohle
Irene Bolte
Flo Bollinger
D/M Isaac Bonikuk
Katharine M. Boos
James Bracco
Ozella V. Brand
Robert P. Brennan
Mrs. Abe N. Brinkman
Vivian F. Bristol
Estate Brodmann
Max Brody
Josephine Brunworth
Charles G. Buffum, Jr.
Ruth Burris
Burris
Charlene V. Byrd
Christine C. Byrd
Helen Byrd
Emil L. Caracelli
Gertrude N. Carney
Andrew J. Carosy
Leon Carr
Geneva N. Carter
Anna Casteele
Warren L. Christner
Syd D. Clark
Elmer Cohen
William L. Cobbett
William A. Costello
M/M Rex D. Copes
Bertha P. Coughlin
Gustav H. Cycholl
M/M T.R. Dalton
Ray Dane
Sarkis Davidian
Versel DeCicco
Dr. John Defino
M/M Ramon DeMoulin
Evelyn Derier

In Honor of:

10th Anniversary of TAFCO
M/M Gerald Padawer

William Love
Mrs. Edwin R. Culver, Jr.
Mary Mahan
Mrs. Dean Baumgardner
Irna Rechtien
M/M Robert E. Rechtien
Dorothy Tennen
Dorothy Tennen

Daughter, Thelma
Mrs. Larry Tucker
Mrs. Larry Tucker

IN HONOR OF:

Daughter, Theta
Mrs. Larry Tucker
...
"Unsung employees" saluted by former patient's wife

Rosemary Hackbarth wrote the following letter to Barnes in appreciation of the care received by her husband, Arnold, and the concern shown to her and other members of her family during her husband's hospitalization here.

My husband, Arnold, was a patient at Barnes during the first half of August, while I, and various members of our family stayed in Queeny Tower.

We want to thank the doctors and their protégés and staffs for medical care, Pat Gatrell, head nurse on the eleventh floor of the East Pavilion and her staff for the nursing care, all of which was excellent. But having worked in hospitals for 41 years in four different states, I know that the physicians and nurses always get the kudos. The support staffs, such as administration, dietary, housekeeping, the business office, public relations and all the others who enable the direct care-givers to accomplish their jobs are taken for granted and go unrecognized.

We were so impressed by the physical conveniences of Queeny Tower and the kindness, patience and courtesy of everyone that we met or observed that I would like you to convey our gratitude via your monthly newsletter, so that all these unsung employees know how much we appreciated their efforts. We know several people here in Terre Haute who come to Barnes on a regular basis, and without exception, they all share our sentiments. May God bless all of you.

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Pay Periods, Paydays 1985

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