Another Parking Garage to Be Built Over Railroad Tracks

Barnes, Children's Agree to Construct 400-space Garage

By early June, 1972, a new parking garage over the railroad track at the corner of Kingshighway and Euclid will be completed. The garage will contain about 400 spaces.

Children's Hospital and Barnes Hospital have completed an agreement whereby Children's Hospital will construct the garage and turn it over to Barnes at the time it is completed. This is to allow Children's Hospital to choose the type of architecture for the structure, since it will be close to the front of Children's Hospital.

However, when it is completed, the garage will belong to Barnes Hospital, with Children's given an option to rent a number of spaces.

Some equipment is already at the site, and work is beginning on the new structure.

New Pocket Pager System Will Transmit Voice Messages

One hundred-forty pocket page radios were distributed recently to Barnes' house-staff physicians and selected departmental supervisors and employees that will permit them to receive voice-messages anywhere within the medical center.

Jay Purvis, assistant director, said the new paging system is intended to improve communications throughout the hospital. "It is the first time that an extensive pocket pager system has been installed here, although there have been several pager systems used on a smaller scale—two-way walkie-talkie radios are used by the safety and security department, and pocket beepers were used by a few departments, but these pagers only had 'beeping' capabilities and no voice-messages were transmitted," he said.

According to Mr. Purvis, the pagers have been assigned, for the most part, by function. As a result, one pager may be in the possession of one or more employees or physicians during a 24 hour period.

To call a specific pager, a person simply uses the telephone, dials '39' and after receiving another dial tone, dials the desired pager number. After the pager number is dialed, the line becomes noisy for a few seconds. When the line clears, the pager will emit a series of four loud beeps to notify the individual that he is being paged and to listen for the message which can then be transmitted. To receive the message, the individual depresses a button on the side of the pager and holds the pager close to his ear. The pagers are not equipped to send messages, only receive them.

Blue Cross Initiates 50% Increase in Rates For Employee Insurance

Barnes Hospital employees now are paying a 50 per cent increase in their monthly premiums for Blue Cross group coverage, following a rate increase that went into effect August 2. The rate increase was based on the use of benefits during the last year by member hospital employees who are participating in the group program.

The amount of Blue Cross dues that each individual hospital employee pays for premiums represents about half of the actual value of the Blue Cross benefit protection offered through the hospital's group coverage program.

Commenting on the dues increase, Walter J. Hanses, director of personnel, said, "Despite the rate increase, membership in the Blue Cross group plan is still a very valuable benefit for the hospital's employees because of the fact that the hospital pays a large portion of the individual premiums."
Employe Blood Drive Below Yearly Quota; Bloodmobile to Visit

A total of 453 pints of blood must be donated by Barnes employes at the Red Cross bloodmobiles' last two upcoming visits here on September 9 and December 21 or the hospital employes will fall short of attaining this year's quota of 677 pints, the figure necessary for group blood coverage.

"Group coverage" means that if 25 per cent of the staff at an institute donate blood during one year, all of the institution's employees are eligible to receive blood at the cost of processing the blood. Two blood drives held at the hospital in January and May netted a total of 244 pints.

According to William Davis, Barnes' wage and salary analyst who is coordinating the blood drive for the hospital, the upcoming blood drive will be in classroom 228 in the nurses' residence between 11 a.m. and 4 p.m.

Mr. Davis said that although donations are lagging, there are several encouraging factors. For example: 1) three-fourths of the donors during the May drive donated for their first time which could indicate that persons who donated in January may want to donate again; and 2) it took about 45 minutes for each person to donate in May, while the January drive took somewhat longer for donations. The processing time was reduced substantially in May because additional personnel manned the bloodmobile and additional cots were installed, Mr. Davis said.

Through June, according to the Red Cross, Barnes employes or their families had used 50 pints of blood under the group participation program. One mother of a dispatch employe needed 18 pints of blood.

Four Operating Room Technicians Qualify For AORT Certification

Four operating-room technicians at Barnes recently passed the Association of Operating Room Technicians (AORT) Qualifying Examination for certification by AORT. Those successfully completing the examination were Mrs. Joan Rueweler, Mrs. Kaycell Dillard, Mrs. Lillian Coleman and Mrs. Mildred Smith.

The qualifying examination has questions concerning practical skills and surgical procedures, anatomy, physiology, microbiology, infection, wound healing, care of the surgical patient and operating-room techniques.

Cindy Young, a Candystriper at Barnes, left and Mrs. William Phelan, co-chairman of the Nearly New, the hospital's resale shop operated by volunteer workers, become acquainted with "Miss Nearly New," a flowered fashion mannequin who welcomes visitors to The Nearly New. Miss Nearly New is part of the shop's "new look."

'BNew Look' Arrives at The Nearly New

Barnes Hospital's resale shop, operated by volunteer workers, now has a new look—almost everything has been painted, spruced up or remodeled.

The renovation includes placing a flowered fashion mannequin, "Miss Nearly New," at the entrance of the shop to attract attention, set the fashion tone and welcome visitors. Overhead is a pink canvas awning. The shop's pink color scheme is representative of the "Pink Ladies," the traditional name given to women hospital volunteer workers, who are usually dressed in pink smocks or uniforms. Another feature of the renovation is a "boutique corner," set aside to display special items from the shop.

Commenting on the new look, Mrs. Louis Fehlig, shop chairman, said, "We operate strictly on donations. All of our items—clothing, jewelry, books, toys and other household objects—are given to us. However, we are making a definite effort to upgrade the quality of some of our merchandise. For example, several volunteers are asking the major department stores to donate merchandise to us.

"We are constantly looking for additional volunteers to serve as sales clerks in the shop. It normally takes four or five volunteers to operate the shop. Presently, the shop is open two days a week, Monday and Friday, but if we had additional volunteers, we could probably open the shop on Wednesdays, too."

AOA Members Sought

Physicians who are members of Alpha Omega Alpha and not presently on the membership and mailing lists of the Washington University Medical chapter are urged to contact the Medical School News Bureau, 108 Wohl Hospital, telephone 367-6400, extension 3166.

Roof to Be Placed Soon on New East Pavilion

Construction proceeds upward on the new East Pavilion addition at Barnes. Most of the work to the building's exterior has been completed. The building's roof will be put into place next month.
New Patient Relations Assistants Assist, Greet New Patients

Most patients admitted to Barnes now are greeted by a patient relations assistant to help with any questions regarding their hospitalization. Established recently under the direction of Joseph Greco, Associate Director, the new program is part of the hospital's continuing effort to personalize the admitting procedures by providing greater individual attention to patient needs.

Presently, a staff of five young women comprise the new admitting office staff. Two staff members each have been located in the hospital admitting sections of Barnes and McMillian, while one assists at the information desk, two days a week, near the Cashier's Office in the Barnes main lobby. These young ladies' duties begin when a patient reservation request is received. She telephones prospective incoming patients, who have been referred to her by physicians, to determine if the patient has completed and mailed a pre-admitting form which speeds the admitting process when the patient arrives at the hospital.

During the telephone interview, the new assistant confirms the admittance time of the incoming patient. Upon the patient's arrival, she greets the patient and hands him a personalized card which gives her name, telephone number, and a notice that she is available to provide assistance if it is needed.

Mr. Greco said, "When a patient has a question or complaint, we encourage him to call his patient relations assistants for help. If they cannot provide immediate assistance, they are trained to contact the people who are able to answer questions or fulfill their request.

In the event the patient's regularly assigned assistant is momentarily unavailable, another staff member on duty handles the patient's request, if he so desires. The new staff representatives make follow-up telephone calls to each patient after initial help was requested to determine if the patient received satisfactory treatment by the other hospital personnel who were contacted for assistance. "We consider the new admitting representatives the patient's ombudsman—to follow a request and stay with it until its successful conclusion," Mr. Greco said.

Siamese Twins Born

A set of Siamese twins was stillborn recently at the Maternity Building of Barnes Hospital. According to the physician who delivered the children, x-rays taken prior to onset of delivery gave no indication of the rare birth, although twins were expected.

The physician said the total weight of the attached twins was about 7 pounds. They were connected at the chest region. There were no visible abnormalities. The mother was reported in good condition after experiencing some early post-delivery difficulties.

Many Employees Serving as Bilingual Language Translators

A Greek shipping magnate, who spoke very little English, recently visited St. Louis to promote business interests with a large industrial firm. However, while waiting for his departure flight home, he was stricken with a severe cardiovascular attack and rushed to Barnes. He lost consciousness during the ambulance trip.

He was admitted to the hospital and transported to one of the hospital's intensive care sections where emergency treatment was administered. After a few hours, the patient regained consciousness and his condition improved considerably. The patient then started to mutter in a low tone, barely audible to one of the attending nurses. She momentarily misconstrued it to be only incoherent mumblings because he had received several pain-killing medications.

Unable to communicate with the nearby attending nurse, the patient became upset and his speech grew louder and more vehement. Soon the nurse realized he was chattering a foreign language. No one could converse with the patient. Dismayed, the nurse then telephoned the nursing officer on duty and asked for help.

The nursing officer noted that a listing of employees and volunteers who are versed in foreign language and who provide assistance if needed, could be found in the Administrative Manual, a guide for hospital supervisors. A linguist was summoned from the listing, which is periodically compiled by the Director's Office at Barnes. It includes employees who have backgrounds to help them interpret German, Spanish, Russian, Italian, French and Greek.

A few of the people on the bilingual listing and their specialties are: Greek—Miss Suzanne Leotsinis, therapeutic dietitian; Russian—Robert Nelson, director of the graduate program in health care administration for Washington University, and Mrs. Yadwiga Belkin, an R.N. in the Barnes operating room; and Italian—Miss Carol Mondia, an R.N. in the McMillian Hospital operating room.

Mrs. A. J. Spiller, a recent patient at Barnes, center, is greeted by the hospital's new patient relations assistants, Lucy Grindon, left, Jill Joshu, Ginger Boyce and Marlene Scheinkman. The girls act as hostesses by greeting patients who are admitted to the hospital and by providing information to patients about their hospitalization.

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At Barnes' Maternity Section

Making Dad A Part of the Action

Procedures instituted at Barnes' maternity section have helped father become a participant, rather than merely an observer, in the miracle of birth — reminiscent of the old days when the father of the unborn child would assist the general practitioner by comforting his wife to help make childbirth a less harrowing experience.

In the old days, when pregnancy reached full term and delivery was imminent, the GP would be summoned and the father of the unborn child would do what he could to comfort his wife and make her labor and childbirth a less harrowing experience. With the advent of modern medicine and sterile delivery procedures, unfortunately the father was shunted aside and often made unwelcome in the labor and delivery rooms. A woman had to bear alone the pain, as well as the joys, of childbirth.

Happily, this practice of isolating the pregnant woman from her husband at a time when they may need each other most has, in the last few years, been reversed at Maternity Hospital. The father is once again taking his rightful place as a partner with his wife in the miracle of birth.

This partnership begins long before delivery, when both prospective parents attend classes conducted weekly for six weeks during the last trimester of pregnancy. Although these classes commonly bear the name "natural childbirth," women who have no intention of completely abandoning pain-killers and anesthetics during labor and delivery welcome these classes as much as those women who feel anesthetics are unnecessary and wish to be fully conscious during the birth of their child.

In each case, the classes, which explain to both parents the physiology of childbirth and help to allay fears and misconceptions, go a long way to make the process as free from discomfort as possible. Obstetric residents conduct the first two sessions, which deal with the physiology of pregnancy, labor and delivery. Three RN's, Miss Alexis Barlows, Mrs. Patrick Hanick, and Mrs. Dorinda Harmon, lead the final four classes, which feature relaxation and breathing exercises and types of anesthesia and analgesia, as well as what to do after the baby comes, such as bathing and formula preparation, selection of layette, and the pros and cons of breastfeeding. Those women electing to breastfeed their infants may also attend one session to prepare them for that experience. Highlight of the class is a film of an actual delivery. Those fathers who are considering accompanying their wives into the delivery room must see this film before making a decision as to whether or not they want to be present at the birth of their child.

Later on, in the labor room, the prospective fathers have a role similar to that performed by the father in times past. They are on hand to lend moral support as well as help promote effective labor by assisting their wives in the breathing and relaxation exercises.

Unlike the hospital of a few years ago, where a glass partition always separated the father from his newborn child, Maternity now encourages fathers to participate in the feeding of the baby after normal evening visiting hours. Some mothers choose a "rooming-in" situation, either keeping their babies with them all the time or having them cared for in the nursery only during the nighttime hours. In these situations the father can have almost unlimited contact with his child so long as he follows the prescribed precautions.

With these innovations Maternity has succeeded over the past few years in helping the father become a participant rather than merely an observer.

At left, couples who are having babies are shown sharing the various stages of becoming parents. Top left shows a class for expectant mothers and their husbands. Miss Alexis Barlows, R.N., is teaching exercises. Center left, Miss Irene Murphy, R.N. on the sixth floor nursery, holds a newborn while his parents admire him. Rooming-in, which is an option for new mothers, enable couples like the one at lower left, to enjoy their new baby together before the mother leaves the hospital.
Top right: The miracle of birth. Dr. J. Barlow Martin holds a newborn at the first moment of his life. Lower right, a new father doesn’t have to wait till his baby comes home to get acquainted when the couple chooses rooming-in for mother and baby.
Facilities Being Renovated at Barnes’ School of Nursing

Renovation was started this month at Barnes School of Nursing on the student dormitory rooms, which house the vast majority of the 260 men and women enrolled in the school. The sprucing-up is part of a program of remodeling and modernizing the school’s facilities. In past months, classrooms have been renovated with new lighting, new furnishings, and modern acoustical tile; bathrooms are being modernized, and new elevators have been put into operation. The main lounge and two smaller areas, the reading room and the recreation room, have been carpeted and soundproofed, and new papering and lighting has been installed in the faculty offices.

In addition to upgrading the physical facilities, the school of nursing is constantly alert to new methods of upgrading and improving the curriculum. A recent example of this is the re-evaluation and streamlining of courses that has resulted in the school offering a 24-month course beginning this fall, instead of the previous 33-month course. This has been made possible through a changed emphasis in the curriculum, which now stresses learning experience with immediate reinforcement. This allows students to build on previous knowledge and eliminates the necessity of repetitious courses. A primary aid in the new curriculum is an emphasis on the use of audiovisual materials. A section of the new library has been devoted to audiovisuals and a catalog file.

According to Joan Hrubetz, director, the school has always been committed to excellence and has the good fortune to be located in a large teaching hospital where students have the opportunity to see a wide variety of conditions and to be associated with a medical staff that is interested in the teaching aspect of medicine.

Since its founding in 1955, the School of Nursing has had only three different people responsible for directing nurse education. Prior to Miss Hrubetz’ appointment in 1970, the school was part of the nursing department with Miss Helen McMurtry in charge of education. Miss Elizabeth McIntosh had that responsibility at the time of the school’s inception. This continuity of leadership has made it possible for the faculty, as well as the facilities, to be continuously improved through the years, so that at this time, more faculty members than ever before have graduate degrees. Also, a full-time counselor, Leon Cecil, is available to assist the students with any personal or career problems they might encounter.

All these factors are reflected in the students graduated from the school. For instance, in each of the last two years, every graduate passed the State Board and 33 graduate nurses had the first attempt, and during the last six years more than half of the graduates have chosen to work at Barnes Hospital.

Following in Their Father’s Footsteps

Several Barnes physicians and nurses have bridged the generation gap with their parents by following in their parents’ footsteps and choosing a medical career.

The list includes Dr. Glen Johnston, assistant ophthalmologist, and his father, Ernest, an optometrist who practices in north St. Louis County; Dr. Relton McCarroll, junior and senior, orthopedic surgeons; Drs. Maurice Lonsways, junior and senior; pediatricians; Dr. Richard Bradley, assistant surgeon and his father, Dr. Frank Bradley, former Barnes director who is retired; and Drs. Alan Sugar and Joel Sugar, residents in ophthalmology whose father Saul, is a professor of ophthalmology at Wayne State University in Detroit.

In most instances, the parent somehow introduced his son to the profession. For example, Dr. Glen Johnston recently explained that when he was 10 years old, his father frequently ate noon meals in the fellowship of other St. Louis physicians. More often than not, the elder Dr. Johnston asked his son to accompany him. As a youth, Dr. Johnston was also permitted to witness surgery and some of the techniques involved, which apparently stimulated his interest in the medical profession. He also watched his father fit eyeglasses, make refractions and grind lenses for eyeglasses.

Although the Johnstons work in different areas, they discuss common problems concerning the treatment of patients with eye disorders.

Dr. Joel Sugar cited another advantage of being the second generation to enter the medical profession: “Older physicians relate to us better once they realize we are the sons of one of their peers,” he said.

Also, on the nursing staff, there is a unique mother-daughter combination, Miss Frances Jenkins, an LPN on 12200, and her mother, Mrs. Edith Jenkins, an L.P.N. on 10100. What’s especially unique is that the mother followed the footsteps of her daughter in choosing a nursing career.

The mother, Mrs. Edith Jenkins, was unable to pursue a nursing career when she graduated from high school in 1942 because she was raising a family. Her children grown, she entered training in 1968 to become a licensed practical nurse. Mrs. Edith Jenkins has been employed at Barnes for 21½ years while her daughter, Frances, has been here almost seven years.
New Microbiology Director Begins Work Here

Dr. Paul Southern Jr., new director of microbiology, inspects a drug-sensitivity culture plate to check the reaction of various drugs, in the new bacteriology laboratory which is located on the third floor of the hospital’s laboratory department. The newly remodeled lab section occupies space that was formerly the diagnostic serology laboratory. The new bacteriology laboratory is a part of a general program to renovate the hospital’s laboratory department.

Dr. Paul Southern Jr. recently joined the staff of the division of laboratory medicine at Barnes as director of microbiology. He is a certified specialist of internal medicine with extensive experience in infectious disease management, clinical microbiology and diagnostic laboratory procedures.

According to Dr. Southern, the new lab is larger and more functional, and contains newly-acquired equipment, including three additional culture incubators, and a hood-filter apparatus which is used in analyzing fungus cultures. The device operates on a negative pressure airflow system. Also, a “glove-box” apparatus, through which a technician handles cultures, will be acquired to handle anaerobic bacteria, which does not grow in the presence of oxygen, while another glove-box would contain a nitrogen atmosphere in which to test cultures.

Prior to coming to Barnes, Dr. Southern held faculty positions with the division of Infectious Diseases at the University of Texas, Southwestern Medical School, Dallas. Recently he was an assistant professor of internal medicine at Southwestern. He was assistant professor in the School of Allied Health Professions. He also served as the medical director of Woodlawn Extended Care Facility of Dallas County Hospital District, Dallas.

Dr. Southern received his bachelor of science degree from Abilene Christian College in 1953 and he was graduated from the University of Texas Southwestern Medical School in 1959.

He is a member of several organizations, including the American College of Physicians, the American Federation for Clinical Research and the American Society for Microbiology.

Contributions to Barnes’ Tribute Fund

Following is a list of honorees (names in bold) of the Tribute Fund from July 15, 1971, through July 7, 1971, and contributors to the Barnes Hospital 7, 1971.

In Memory of

Dr. Theodore E. Walsh
Mr. and Mrs. Spencer T. Olin

Dan Menser
Mr. and Mrs. Joe W. Rickman
Mr. and Mrs. Charles Sherman

Jerry Ridolfi and Bertha Buck
Dr. C. O. Vermillion

Inez Cogdell
National Vendors

Jeanne Y. Cooper
Mrs. Dorothy B. Kelly

Dr. J. W. Larimore
Dr. G. D. Royston

Dr. Glover H. Copher
Mrs. William S. Bedal

Mrs. John O. Dozier and Mrs. William L. Atwood
Mr. and Mrs. Charles E. Claggert

In Appreciation

Mr. and Mrs. John M. Friedman
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Men’s Garden Club of Webster Groves

For Recovery

Betty Grossman
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Creative Thinking is Key to Better Ways of Job Performance

To stimulate on-the-job creativity, a Minneapolis Hospital, Mt. Sinai, recently held a suggestion contest which resulted in many usable changes or innovations in patient care.

With thanks to Minneapolis Mt. Sinai, the Bulletin reprints these winning suggestions in the hope that the ideas, or adaptations from them, could be used at Barnes. Some of the ideas may sound familiar, because something similar is already in use here at our own hospital.

But if they provide a springboard for some suggestions from our employees here, we’d be pleased. The Bulletin welcomes the chance to print a few ideas from Barnes employees.

Suggestions from Minneapolis are categorized according to hospital area, and an indication is made whether the suggestion is new or if it has been tested and found successful. Public relations will be happy to give the name of the Mt. Sinai employee, should more information be desired.

Nursing Divisions: 1) Signs for patient’s bed indicating that patient has gone to x-ray, lab, etc. and stating the time patient left. (New). 2) Seat belts on chairs in patient’s room to keep them from falling or sliding from chair. (New). 3) Posters to promote patient privacy. (New) 4) Covered waste cans in all bathrooms for disposables. (Not stated if new or tested.)

Central Supply: 1) Use of plasma vac bottles and tops for blow bottles. (Tested). 2) Special methods for disposing of needles and sharp objects by placing them in discarded plastic basins and melting them down into a ball for safe and easy disposal. (Tested). 3) Label surgical/OB packs on side rather than on top—more easily seen and checked. (Tested) 4) Wrap all supplies for sterilizing, but sterilize only as needed. (Not stated if tested or not.)

Intensive Care: 1) Ready-to-use labels for drugs used during emergency procedures. (New). 2) Posted boards giving emergency procedures to be decorated with decoupage and hung as pictures. (New)

Operating Rooms: Survey potential operating room hazards; hold poster campaign to depict the hazards and suggest corrective measures. (Tested). 2) Typed labels with drug names for ENT use and placed in packages and hung as pictures. (New). 3) Posts to give operating room personnel that was held in Forest Park. His mother, Mrs. Glenda Harvey, a ward clerk at Barnes, recently was presented a trophy by members of the St. Louis unit.

Lunch-Time Fun

Mrs. Martha Ramsey, forms control co-ordinator, is a member of a steering committee to elect new officers of the newly-formed organization, Business Forms Management Association, which is composed of suppliers and forms control coordinators from about 50 institutions and industrial firms in St. Louis.

Donald Stumpe recently joined the department of inhalation therapy as an associate director. A registered therapist, Mr. Stumpe will assist with the section’s in-service training program.

A program on health careers was presented to the hospital’s Candystripers, Barnes’ summer junior volunteer workers, on July 7 in Clopton Auditorium. Mrs. Ruth Dodge, coordinator for careers in health for WUMSah (Washington University School of Medicine and Associated Hospitals), spoke and showed slides on the various medical careers. She was introduced by Miss Jane Allen Connell, Candystripers chairman. The purpose of the program was to acquaint Candystripers with the possibility of entering the medical profession in the future.

Funeral services were held June 29 for Miss Jeanne Cooper, R. N. and head nurse on 7100 and 7200 who died June 26 in Barnes where she had been a patient for about two weeks. Burial was at Cuba, Missouri. Miss Cooper had been employed at Barnes for almost 13 years.

Mrs. Minnie Hayes, an LPN on 6 McMillan, recently was presented a trophy by members of a north St. Louis church for raising the most money for a church project. Although not a member of that church, Mrs. Hayes was encouraged to join the church’s fund-raising effort by a friend who works at the hospital.

George Dixon, social worker at Barnes, recently was elected president of the St. Louis Chapter of the National Social Workers. About 750 members comprise the St. Louis unit.

Central Supply:

1) Use of plasma vac bottles and tops for blow bottles. (Tested). 2) Special methods for disposing of needles and sharp objects by placing them in discarded plastic basins and melting them down into a ball for safe and easy disposal. (Tested). 3) Label surgical/OB packs on side rather than on top—more easily seen and checked. (Tested) 4) Wrap all supplies for sterilizing, but sterilize only as needed. (Not stated if tested or not.)

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Operating Rooms:

Survey potential operating room hazards; hold poster campaign to depict the hazards and suggest corrective measures. (Tested). 2) Typed labels with drug names for ENT use and placed in packages and sterilized; thus ready to be placed under med cups on sterile set-up during surgery. (Tested).

Maintenance:

1) Tester for locating presumed defective coagulation probe tips. 2) Standardization device for electrocardiograph machine. 3) Special tester for batteries of pocket pagers. 4) Electrical leakage tester device. (All ideas tested).

Laboratories:

1) Lighted box constructed for use in processing bone marrow slides more easily. (Tested). 2) Rubber stamp to chart and transcribe skin tests. (New).

X-Ray:

New procedure for doing sialograms which eliminates use of many probes. (Tested).

Social Service:

Residents from nursing home to act as representatives and visit hospital patients being sent to that nursing home. (New).

Clinics:

Patient care planning form for clinic patients. (Tested).

The Bulletin hopes this list will stimulate Barnes employees to think about their jobs and ways to make them more easily, economically, or thoroughly done.