The $52,000 United Way campaign goal at Barnes Hospital is a realistic one based on employee gifts to the campaign during the past two years said Rich Grisham, associate director and coordinator of this year’s campaign.

"During each of the past two years, we have come very close to the $52,000 figure and if employees slightly increase their past level of giving, we will reach that goal," Mr. Grisham said. The Barnes United Way campaign began Sept. 29.

A United Way movie will be shown during the early part of the campaign and Mr. Grisham said that times for the showings will be announced. A progress chart will be set up in the employee cafeteria to show gifts to the campaign. The chart will be divided to show total amounts of gifts by employees working in the various hospital administrative divisions and will be revised as contributions are received.

Hospital administrators and department heads will be contacting employees. Employees making gifts to the United Way may use the paycheck deduction system where equal portions of their total gift are withheld from their check each payday during the year. Lump sum contributions may also be made.

Department heads will distribute flyers describing the work of the United Way and also will have a booklet showing specific agencies receiving United Way funds and the services to the St. Louis area community which the agencies provide.

Approximately 92 cents of each dollar collected by the United Way goes to the direct support of 100 health and social welfare agencies. During the past year the United Way has expanded its contributions to the agencies which it supports and has broadened services as a result of the consolidation of the Health and Welfare Council with the United Way. Previously the United Way was known as the United Fund.

The drive at Barnes is part of the St. Louis metropolitan area drive which has a goal of $15.25 million, approximately $500,000 than the 1974 metropolitan drive which has a goal of $15.25 million, approximately $500,000 than the 1974 metropolitan drive which has a goal of $15.25 million, approximately $500,000 than the 1974 metropolitan drive. The drive at Barnes is part of the St. Louis metropolitan drive.

Hospital President Robert E. Frank, right, discusses medical care problems with Gov. Christopher Bond, second from left, prior to a luncheon in Queeny Tower. Also pictured are Dr. Phillip Dodge, medical director of Children’s Hospital, and Dr. Ronald Evens, director of Mallinckrodt Institute of Radiology.

**Governor calls for new era for state health care**

Missouri Governor Christopher S. Bond said the new statewide Maternal and Child Health program is expected to help bring about a new era in health care in the state.

Speaking Sept. 8 in Scarpellino Auditorium in Mallinckrodt Institute of Radiology, Gov. Bond said the program was a significant step in expanding preventive health measures. He delivered the fourth annual Wendell G. Scott Lecture, honoring the well-known radiologist who died in 1972.

"The Maternal and Child Health care program is designed specifically to prevent mental retardation from occurring," Gov. Bond said. "It is an important part of our effort to look to innovative preventive programs." He said the program is the first statewide effort of its kind in the nation and represents a new trend in government’s approach to health care.

"It is not enough merely to deal with health problems as they arise," Gov. Bond said. "We must seek out, identify and combat the causes that lie at the root of these problems." Along with the Maternal and Child Health program, he cited programs in special education, emergency medical services, child abuse, home health services and cancer control as examples of contributions to better health for Missourians.

Dr. Ronald Evens, radiologist-in-chief and director of Mallinckrodt, escorted the Governor on a tour of the institute. Gov. Bond closely inspected the EMI brain scanning facility and the linear accelerator prior to attending a luncheon held in Barnes’ Queeny Tower.
Hospital names associates for nursing service

Two Barnes Hospital nurses have assumed new responsibilities as associate directors in the nursing service. They are Maureen Byrnes, who is associate director for quality assurance, and Marlene Hartmann, associate director for medical divisions. The appointments became effective Aug. 18.

The quality assurance division was recently formed through a reorganization of the nursing service to place increased emphasis on evaluation procedures in patient care. The new division encompasses auditing, clinical specialists, nursing care advisors, nursing education, and several standing committees relating to patient care.

Miss Byrnes is a native of St. Louis and holds the B.S. degree in nursing from Marillac College. She earned an M.S. degree in nursing from the University of Colorado and is starting a Ph.D. program in health organizations research at St. Louis University.

"I enjoy my work because I enjoy people," Miss Byrnes said. "I really get excited about my job when someone else is enthusiastic. The new division will stress cooperation between members of the nursing service."

Miss Hartmann, a former nursing officer of the day, is a native of Red Bud, Ill., and is a graduate of the Barnes Hospital School of Nursing. She was a staff nurse, assistant head nurse and then head nurse on the former 2418 ward for almost five years prior to becoming a nursing officer of the day.

Since early this year she has been involved in implementing the retrospective audit, a method of determining the quality of nursing care. Miss Hartmann has responsibility for many floors in the Queeny Tower, Wohl Hospital and some floors in Barnard Hospital and Rand Johnson. She is working toward a degree in nursing at St. Louis University.

Other associate directors in the nursing service are LaFrances Cockrell, Gloria Metzger, Marie Rhodes, and Sandra Whitaker.

Dedication speaker says diabetes center is step forward

Dr. George Cahill, president of the American Diabetes Association, said that the dedication of the Diabetes and Endocrinology Center at the medical center recognizes a program which has been in existence for many years and is a major step forward in the treatment of diabetes.

He said the stability of a recent five-year, $2.5 million grant "will enable the excellent research in the field of diabetes to be continued and within the next three to five years, we should have some of the answers in diabetes treatment."

Dr. Cahill was featured speaker at the Sept. 12 dedication which also includes speeches by Missouri Congressman James Symington and Dr. William Daughaday, director of the center. The ceremonies were held in the McDonnell Science building and included tours of laboratories in the medical center.

"For the first time we are in a temporal phase of having an explosion of faith," Dr. Cahill said. "By that I mean that the government is putting money in a project when we know where it's going. Diabetes research has proven itself in the past years."

The center includes five research facilities available to investigators of diabetes-related topics, and will provide capabilities to analyze data from current patients.

Seminar on oncology scheduled for October

The division of hematology and oncology of the medical center will present a three-day seminar on "Oncology—Current Concepts and Future Prospects" Oct. 23-25.

Dr. Stuart Kornfeld, Barnes physician, is program chairman for the seminar which is co-sponsored by the divisions and by the Office of Continuing Medical Education of the Washington University School of Medicine. The course is designed to provide practicing physicians and interested persons with a review of the current management of the common malignancies. Oncology is the study of cancer.

Four oncologists from other parts of the United States will join 16 members of the medical center as speakers during the seminar which will be held in Erlanger Auditorium in the McDonnell Science Building.

Speakers include Dr. Nathaniel Berlin, director of the cancer center at Northwestern University Medical Center in Chicago; Dr. Robert Livingstone, chief of the oncology division at the University of Texas, Houston; Dr. Allen Schutt, Mayo Clinic, Rochester, Minn.; and Dr. Robert Young, chief of the medical branch of the National Cancer Institute, Bethesda, Md.

Emphasis during the meeting will be placed on diagnostic procedures, the selection of optimum treatment methods and supportive care, and the role of chemotherapy. New approaches to cancer treatment, such as immunotherapy and bone marrow transplantation, will be discussed.

Medical center personnel participating will be Dr. Kornfeld, Dr. David Alpers, Dr. Nathan Berger, Dr. Geoffrey Herzig, Dr. Philip Majerus, Dr. Charles Parker, Dr. Cary Presant, Dr. Edward Reinhard and Dr. John Vavra, physicians. Surgeons include Dr. Ralph Graff, Dr. George Hill and Dr. Charles Roper. Also speaking will be Carol Klahr, oncology nurse; Dr. Carlos Perez, radiologist; Dr. Bantwal Rao, research associate in radiology; and Dr. Virginia Minnich, hematologist.

The program is one of a series of medical seminars presented by the Office of Continuing Medical Education and is being supported in part by a grant from Adria Laboratories.

Technician retires; employed for 22 years

She may not be ready for the rocking chair but that was one of the gifts received by Evelyn Baily during a recent party in her honor. The party marked her retirement after 22 years of service to Barnes as a psychiatric technician in Renard and was given by her co-workers.

"Everyone knows how much I like a rocking chair," Mrs. Baily said. "And after all the work I plan to do on my house I will probably need it." Mrs. Baily was employed in 1953 and retired Sept. 2.

She was presented with a certificate of appreciation by hospital President Robert E. Frank.

She plans to install paneling in her home, one of the "handyman" skills she learned from her husband. "I figure it will take me about a year to complete all of the work I want to do," she said. In addition, she has two five-year-old foster children to care for and "that will really keep me hopping."

"I have really enjoyed working at Barnes," she said. "I have been happy here, I just can't say more than that."

Interns start new class

Nine recent graduates of schools of nursing or collegiate nursing programs have entered the nurse internship program at Barnes Hospital.

Starting the 10-week program on Sept. 8 were Sally Miller, Patricia Andree, Deborah Stevens, Sharon Hickey, Virginia Londe, Mary Carlson, Donna Galgaducci, Mary Fendler and Jane Ermer. All are from the St. Louis area.

The class is designed to acquaint the interns with Barnes nursing service procedures and to train them for team-leading. In the past many nurses who have completed the internship program have joined the Barnes nursing staff.
I were presented to Lori Davidson, Desiree Fleck, Busch Stadium.

Junior volunteers has meant a contribution of help and care for been in terms of time—time does mean money—reserved for the group, hospital controller Robert liffe said. “But your contribution has not just young people have made to Barnes," Mr. McAuliffe, father of a junior volunteer, presented awards to several of the volunteers and praised the work of all volunteers during the summer months.

“As controller of the hospital I am acutely aware of the contributions which this fine group of young people have made to Barnes,” Mr. McAuliffe said. “But your contribution has not just been in terms of time—time does mean money— it has meant a contribution of help and care for the patients. And that is much more valuable. That special care can’t be bought.”

A special award was presented to Bill Sullivan, a junior volunteer who works year round and who has volunteered more than 1800 hours to the hospital. Gold pins marking 500 hours of service were presented to Lori Davidson, Desiree Fleck and Velda Smith and 300 hour awards were presented to Gail Burlemann, Desiree Fleck, Betty Gerau, Mary Gerau, Becky Moore, Ron Parks, Drew Rhodes, Mary Simpson and Melissa Williams.

Bloodmobile to visit

A total of 71 units of blood were donated by Barnes employees during a visit by the Red Cross bloodmobile Sept. 2. The total increased the number of units given this year by hospital employees to 362 units. The final bloodmobile visit of the year is scheduled for Dec. 29, during a time when the Red Cross experiences a decline in the amount of blood it has in reserve.

Television being used for patient education

Barnes obstetrics and gynecology patients may be watching television more often but chances are they are not watching game shows or soap operas. They may be watching education presentations on a variety of subjects ranging from feeding the new baby to discussions of genetic defects.

The obstetrics-gynecology department has instituted a Patient Education Program (PEP) directed by Dr. George Wulff, Jr., which features film cassettes being shown over the hospital’s closed-circuit television system on the fourth, fifth and sixth floors of the East Pavilion. The programs are available on Channel 10.

Thirteen films will initially be available for showing to patients and will include panel discussions by Barnes personnel to provide a framework for the movie. For instance, a movie on breast-feeding includes an introductory and closing discussion by a registered nurse, an obstetrician-gynecologist, a pediatrician, all of whom favor breast-feeding. Another doctor is included on the panel who points out that breast feeding is not necessary or favored in every case and that many mothers will decide not to breast-feed, and this, also, is entirely proper.

The movies are shown Monday through Friday at 9 a.m. and 2 p.m. Movies on Monday, Wednesday and Friday are primarily aimed at obstetrical patients and include programs on subjects such as anatomy and physiology of pregnancy, nutrition, delivery and contraceptives.

Tuesday and Thursday movies are geared toward gynecology patients. Movies to be included are on self breast examination, hysterectomy, tubal ligation and two movies which were shown on public television, one dealing with cancer and another on genetic defects.

A “television guide” is presented to new patients on each of the three floors and has space for comments by patients.

Dr. Wulff said that the idea PEP came from showing similar films to patients in the ob-gyn clinic waiting room on the fourth floor of the clinics building. “These were so well received that we thought we could make efficient use of the closed-circuit television system built into the East Pavilion when it was constructed.”

He said that the programming is intended to supplement information obtained from the patient’s regular physician. “We realize that we will not get complete agreement among all physicians regarding the programming but we feel that these films may help the patient think of additional questions for her doctor,” Dr. Wulff said.

Plans call for more films to be added to the program as money is available in the department to pay for them. “We are very much a television-oriented society,” Dr. Wulff said. “I think that we can be effective in making use of television to better educate the patient.”

Junior volunteers enjoy evening despite Cardinal loss

Even a 9-5 loss to Atlanta could not crush the enthusiasm of approximately 200 Barnes junior volunteers and their families as they attended a combination awards presentation and baseball game Aug. 22 at Busch Stadium.

During a pre-game program in a special section reserved for the group, hospital controller Robert McAuliffe, father of a junior volunteer, presented awards to several of the volunteers and praised the work of all volunteers during the summer months.

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Burton Wenneker and Mrs. H. Ward Sneed, all officers of the Barnes Hospital Auxiliary.

Following the awards presentation, the volunteers and their families were treated to a free soda and hot dog and then settled back to watch the Cardinals. Many of those attending chanted in unison for star reliever Al Hrabosky when the Cardinals fell behind. The junior volunteers were recognized on the message board at the stadium.

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What kind of person supports the United Way? What qualities distinguish the person who gives and feels good about it from the non-giver or the person who gives a very small, “token amount”?

Recently, the United Way of Greater St. Louis felt that some answers to those questions might be helpful in communicating with contributors. An advertising firm which donates time to the United Way offered to handle such a survey, and the answers were interesting; in fact, they reaffirmed what Barnes solicitors for the United Way have been thinking for a long time.

United Way givers see the drive as more “local” than many other charitable campaigns. They realize that their money stays in St. Louis in locally sponsored and controlled agencies. They feel the United Way is enthusiastic in its appeal to givers, and is national in scope in that it is similar to drives of this type in other parts of the country.

The persons who give to the United Way understand that a large percentage of dollars contributed actually are turned over to the various charities. However, both contributors and non-contributors did not realize that 92 per cent of the dollars collected go to the agencies. However, those who did not contribute estimated a much lower percentage than contributors.

Significantly, a large percentage—17 per cent—of non-contributors said no one asked them to give. Nearly all persons questioned, whether they gave or not, felt that assistance to the underprivileged and physically disabled was important.

United Fund contributors do more reading than non-contributors. They like camping, cooking, movies, television and sewing. They do more traveling. United Way givers also tend to have more education; most have attended high school and a majority have a high school diploma. The average income of the United Fund contributor is from 10 to 13 thousand dollars a year per family. (Second highest bracket is the $7,501 to $10,000 bracket.)

Men and women give approximately the same percentage (men slightly higher). Race makes little difference according to the survey; the percentage of contributors to non-contributors is approximately the same in each race category.

It’s interesting that the United Way supporter comes out to be a really all-around citizen, regardless of color, sex and income,” said Richard Grisham, UW chairman at Barnes.

“The Barnes person knows first hand about the physically disabled, because helping the sick and injured is our first concern. It also gives us addi-
Sorbonnal compassion for the underprivileged, for sickness and hardship frequently go hand in hand," Mr. Grisham pointed out.

Pogo said it, of course. We have met the United Way giver. And he is us.

One of the United Way agencies is the Arthritis Foundation which helps support the arthritis clinic at Barnes. Dr. Bevra Hahn, director of the clinic and a Barnes physician, said that the United Way is providing immediate help for many persons but also is involved in long-range planning.

"Many of our patients have received immediate help from the foundation," Dr. Hahn said. "But the United Way is far-sighted. It is getting more involved in public education as a means of treating the problem itself, instead of the symptoms. I am a firm believer in the United Way."

We have met the United Way giver. And he is us.

Rich Schellhase, accountant in the controller's office, gives truth to another survey finding, that many people who support the United Way list sports as one of their interests. "I know that the United Way supports many organizations, such as boys clubs, whose purpose is to help children," Mr. Schellhase said. He has two boys and believes that sports are important in children's lives. "Sports help instill competitiveness and help develop a healthy body."

"Since the United Way supports these organizations, I am happy to help them. I feel like I am giving back to God some of the blessings which I have received."

The survey found that many contributors to the United Way are active in work of their church. Gwen Williams, assistant supervisor of outpatient medical records for the clinics, says that the work of her church is closely related to that of the United Way, which she supports.

"When you get involved with people, it is easy to see that there are people in need," Miss Williams said. "Helping people who need help is what church and United Way are all about." She has been a Barnes employee for six years and is a lifelong member of the Bostick Temple Church of God in Christ in St. Louis.

"Helping people who need help is what church and the United Way are all about."

A large number of contributors to the United Way enjoy reading and Carole Goodell, secretary to the director of the coronary care unit, said that she reads to relax. "Whenever I have free time at home, you can usually find me reading," Mrs. Goodell said. "I think reading, whether it's a novel or a news magazine, makes a person more aware of things going on in the world."

Mrs. Goodell gives to the United Way because of its support of medical care agencies. "I think this is a way in which my contribution can help a lot of people." She also said she gives to other medical associations such as the Cancer Society and the Heart Fund.

Pat McKevitt, a Barnes social worker in the kidney dialysis area, believes that, even with limitations, the United Way benefits many people. "We all know that it is impossible for the United Way, or any other agency, to be all things to all people, but the organization does provide a great many services to a large segment of our population. I see many people who need help and maybe can't get it or perhaps won't ask for it, but this is one way in which we can begin to help."

Nellie Millican, a registered nurse in orthopedics, likes the payroll deduction provision for giving to the United Way. "I really never see the money so it is a painless way of giving to a worthy cause," Miss Millican said. "I also like the idea that my gift supports many different groups."

Gwen Williams, clinic medical records, types medical correspondence.

Carole Goodell, secretary to the director of the coronary care unit, is among those who enjoy reading.
New equipment is being installed in hospital laundry

An ever-increasing amount of laundry generated at Barnes and in the medical center is resulting in additional equipment being installed in the hospital laundry.

Recently, a new sheet spreader, capable of handling approximately 200 feet per minute was installed to replace an older, more bulky and slower feeder. Frank Knox, laundry director, said the spreader is one of several pieces of equipment to be purchased which will provide for almost total automation of sheet handling, one of the major items in the laundry.

The spreader is coupled with a new folder and stacker. A new ironer is expected to be purchased in the near future. Currently the laundry is cleaning approximately 180,000 sheets each month.

"New equipment will enable us to better handle the rising amount of laundry which is needed in the hospital," Mr. Knox said. "Of course we also do the laundry for Children's Hospital and the School of Medicine."

Mr. Knox said that a major benefit of additional and new equipment is that some employees can be switched to other responsibilities in the laundry and that this gives the laundry more flexibility in meeting the cleaning demands. Previously, during peak periods, three employees were required to operate the sheet spreader. Only two employees are required for the new spreader. The other employee is assigned to other areas in the laundry.

"When we had the old spreader, if one person had to be switched to another job, we had to completely stop the sheet process," Mr. Knox said. "We have the capacity to keep up with more laundry each year if we have the equipment to get the job done." The laundry is the largest non-commercial laundry in the state and last year processed more than 6.8 million pounds of laundry.

Other equipment which is planned for the laundry is a gown folder capable of folding approximately 750 hospital gowns an hour and a scanner for quality control. Dry cleaning equipment was added to the laundry last year. Previously, all hospital dry cleaning, including curtains, had to be cleaned at a commercial dry cleaner.

Mr. Knox said that the average hospital patient uses approximately 16 pounds of products each day which must be laundered. These include sheets, gowns, washcloths, towels and linens.

Five graduate from Nurse Anesthesia School

Two of the five students who have graduated from the Barnes Hospital School of Nurse Anesthesia will remain with the hospital, filling vacancies in the department. Other recent graduates are Collen S. Killian, Lynda Mason and Lyvia Toth. They were guests at a dinner held recently in Queeny Tower.

The two-year school includes both class work and clinical administration of anesthetics. Students who enter the school are Registered Nurses (R.N.), and are junior members of the American Association of Nurse Anesthetists.

Participating in graduation ceremonies for the Barnes School of Nurse Anesthetists were, seated, from left, Collen Killian, Lynda Mason and Beverly Krause; standing, from left, instructor Louise Grove, Donald Flacke, Lyvia Toth and Dean Hayden, director of the school.
Psychiatrist fights against uncontrolled use of food additives

“How does a psychiatrist become involved in the controversy over food additives, an area usually dominated by the biochemist?” That is a question frequently put to Dr. John W. Olney, Barnes psychiatrist, who in 1969 was instrumental in convincing baby food companies to cease adding monosodium glutamate (MSG) to their products.

Now Dr. Olney is in the forefront of the fight to convince the FDA to reverse their approval of G. D. Searle & Co.’s petition to market Aspartame, a low-calorie sweeter said to be 180 times sweeter than sugar. Dr. Olney has found that Aspartame, like MSG, destroys nerve cells in the brain when given orally to young animals.

“What I object to,” Dr. Olney said, “is that the FDA has approved Aspartame for general marketing, not just as an additive for special dietary foods. This means manufacturers are free to substitute Aspartame for sugar in any of their products, many of which are eaten by children.” Children’s foods already contain added MSG and Dr. Olney is convinced that Aspartame and MSG, which have the same brain damaging mechanism, will interact to increase the child’s risk of sustaining brain damage.

Dr. Olney’s involvement in the additive controversy was more or less accidental. In the 1960’s he had become interested in the relationship between brain damage during the development of the nervous system and later psychiatric problems. This led him to research with the most abundant amino acid found in the brain, glutamate.

Although it is not clear what the function of glutamate is, it can stimulate nerve cells and is suspected of being a neurotransmitter—a substance that transmits nerve impulses in the brain. Dr. Olney found that young mice given monosodium glutamate did not grow up normally, but showed endocrine disturbances, such as obesity, stunted skeletal development and sterility. Examination showed acute lesions of the hypothalamus, a portion of the brain which is involved in the regulation of endocrine function.

When the Senate Select Committee on Nutrition and Human Needs disclosed that the baby food companies were adding large amounts of MSG to their products, Dr. Olney was called in to give his findings. At that time, he pointed out that the additive was only to make the foods more appealing to the mother’s palate, since an infant’s tastebuds are not developed enough to derive any flavor enhancement from MSG.

Baby food makers eventually decided it was in their best interests to omit MSG from infant foods, but it continues to be used in a wide variety of other foods, including those for toddlers and children.

Dr. Olney noted that the manufacturer of a food additive is often reluctant to test the safety of his product in combination with the products of other manufacturers. “But that is the way they must be tested,” Dr. Olney insists, “Because that is the way the consumer encounters them. If the child’s diet is going to be artificially supplemented with both MSG and Aspartame, we must study the combined toxic potential of these additives.”

He is particularly critical of the food industry for using additives like MSG “which convey risk but no benefits to the consumer and which are often actually used to deceive him into believing the food is of higher quality than it is.”

As for himself, Dr. Olney says he does not add MSG to his food. “I don’t like the uncomfortable feeling it leaves in my mouth.”

Volunteer “retires” from service to Barnes

Col. Ed Blake, a retired officer of the U.S. Army, recently “retired” from his second successful career, that of a volunteer at Barnes Hospital. His retirement was marked by a farewell party Aug. 26 in occupational therapy.

Since 1969, Col. Blake has worked in the occupational therapy department in Renard Hospital, volunteering two days each week, and has given almost 3,000 hours of service to Barnes. During each day of volunteering, Col. Blake drove approximately 100 miles to and from his home in Union, Mo.

Except for a one-month vacation, Col. Blake has put his hobby of woodworking to use helping patients in the six-year period. In addition to his work with patients in occupational therapy, he has made many lap boards, puzzle boards, checker boards and weaving frames which are loaned to patients throughout the Barnes complex.

At the party Clara Tremayne, president of the Barnes Auxiliary, presented Col. Blake with a Certificate of Merit as an “outstanding volunteer and Auxilian.” Members of the occupational and recreational therapy staffs and other hospital friends presented him with gifts to commemorate his “retirement.”

“I very much appreciate the thoughts which these gifts represent,” the soft-spoken Col. Blake said. “I will always treasure my association with Barnes and the people and patients here. I am sure I have gotten more out of it than the patients.”

Staff changes

The President’s office reports the following persons on staff: Dr. Thomas Calhoun, assistant surgeon, effective July 1; Dr. John Schoentag, assistant dermatologist, effective Aug. 1, and Dr. Daniel W. McKeel, Jr., assistant pathologist, effective Sept. 1.
Employes are members of new grievance panel

A revised policy concerning employe grievance procedures, establishing a grievance panel, has been announced by hospital President Robert E. Frank.

The new policy, which went into effect Sept. 6, includes employe representatives on the panel which will attempt to decide grievances which may arise between employes and supervisory personnel. "I believe we have taken a big step forward in giving an employe, who feels he or she is being unfairly treated, an avenue through which he can express his feelings and to arrive at an equitable solution to the problem," said Walter Hanses, director of personnel.

Under the former grievance policy, work problems were not subject to review by other employes. Employees could talk with their department heads, personnel director, administrator in charge of the department, and finally, to the hospital president in an attempt to find a remedy.

The new policy will emphasize the need for employes and their supervisors to discuss the situation but also provides that a grievance panel may be set up to hear employe complaints.

The panel will consist of an administrator and a department head, both appointed by the hospital president and each having one vote; two full-time employes, each full-time with at least one year of continuous service, selected by the grievant from a list of employe volunteers, and each having one vote; and the personnel director as permanent chairman of the committee but who will have no vote. No member of the panel may be connected with the grievant’s department.

Mr. Hanses pointed out that there are actually two grievance procedures, informal and formal. The informal procedure emphasizes employes talking with department heads in an attempt to solve problems. Both the department heads and the employe may utilize the services of the personnel department. If the problem cannot be solved through these means, the employe will be advised that he or she, at his or her own discretion, may file a formal grievance.

The employe will explain the grievance in writing and present it to the department head who has four working days in which to conduct any investigation and to answer the grievance in writing.

If the grievance is not settled, the grievance is then sent to the administrator in charge of the department. The administrator has four working days to conduct any investigation and to answer the grievance in writing. If the grievance is not settled, the matter is then submitted to the grievance panel.

The panel will conduct any investigation and interview persons and the grievant will be invited to present his case in person. The panel has seven calendar days in which to render a decision. A majority decision will be final and binding upon the hospital and the grievant. In case of a tie vote, all records will be furnished to the president or his representative who will render a final decision within seven calendar days.