Better Care, Operation Expected
With New Organizational Structure

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

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

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

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

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

The 15-member board of trustees heads the organization with director and deputy director responsible for carrying out the board's policies. The six departments answer to Harry E. Panhorst, acting director, and the deputy who is still unnamed. Dr. Crofford O. Vermillion, associate director, will have major responsibility for professional services with Robert Frank assisting him. These services include laboratories, pharmacy, operating rooms, medical records, social service and nursing.

(Continued on page 3)

BIDS LET FOR RENARD HOSPITAL ADDITION

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

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

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

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

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

BOULENGER TO HEAD NEW SERVICES DEPT.

Albert L. Boulenger, a 1955 graduate of the Washington University course in hospital administration, has been selected by Barnes Hospital to head the new patient services department, established in the recent administrative reorganization. Presently administrator of Good Samaritan Hospital, Vincennes, Ind., Boulenger will assume the title of associate director in July and will be assigned full time to the nursing department with duties in both service and education.

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

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

Payroll Office Will Close At Noon Every Saturday

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

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

Since 1958 he has been visiting lecturer in hospital administration at Washington University. Boulenger is a member of the College of Hospital Administration, American Hospital Association, American Hospital Accountants and Indiana Hospital Association of which he was president in 1959. The same year he was president of the university's hospital administration alumni association.

During the war years, 1942-45, he served in the European Theatre with the U. S. Army Medical Corps and received five combat ribbons. Boulenger is married and has three children, girls aged seven and five and a boy 18 months.
Student Nurse Offers Comfort, Aid Beyond Daily Requirements

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

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

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

Karen maintains she has never met a patient she disliked. She admits that some fretful patients can be irritating to a degree but, says she, this usually can be resolved with a little tact and a few encouraging words.

Now in her second year at Barnes, Karen is firmly convinced she was meant to be a nurse. Neatly dressed in her blue and white uniform and wearing her easy smile, she projects the “All-American” image of the hospital nurse.

In addition to the close scrutiny she gives patients in the hospital, she also keeps a post-hospital check on some patients through correspondence.

“I don’t believe that nursing care should end with the discharge of the patient,” Karen asserts. “There is remarkable therapeutic effect in making the person believe that his welfare is still being considered even after his departure.”

One of her ex-patient pen pals, Mrs. Ted Johnson of Rolla, Mo., shares Karen’s feelings and considers a letter from the student nurse “one of my most cherished possessions.”

The letter was written to Mrs. Johnson last year right after she had returned home from the hospital.

“I was never so pleased with anything in all my life,” she exclaimed. “Her words seemed to give me a boost I had been needing.”

One complimentary remark Karen made in her letter was particularly stirring and left Mrs. Johnson overwhelemd. The statement read: “People like you are those who make nursing a pleasure.”

“I never expected my attitude as a patient ever to contribute (Continued on page 4)

Promotions Announced For Barnes Employees

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

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

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

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

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

Employees With 67 Years Service Retire From Barnes Hospital June 1

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

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

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

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

Mrs. Rushing was promoted to head housekeeper nine years ago and with her guidance the responsibilities of the department grew to include not only Barnes, but McMillan, Four Rivers and the U.S. Army Ma-ternity, Barnard, WohI and Renard hospitals and the Wohl Clinics.

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

Boling came to the Barnes group in 1940 thinking he could reduce the maintenance staff of 19 men. Instead, he built a department with so many capabilities that demands grew to one requirement of 80 men.

His biggest challenge came during the war years when materials and men were hard to come by. With a make-shift staff he was able to repair and keep machines going that otherwise would have ended up in the junk yard.

Repair is one of Boling's strong points.

To illustrate, a washing machine almost discarded 22 years ago is still in daily service.

J. C. Claywell has taken over the chief engineering position. He inherits what the departing chief farms, known to all as Charlie, calls the best mechanically equipped hospital in the world."
Know Your Hospital

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

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

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

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

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

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

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

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

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

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

A team of 12 operators and a supervisor, Mrs. Rose Tullmann, keeps this nerve center of the hospital in operation around the clock. Most of these workers are used on the day and evening shift, while only one operator handles the board at night.

Mrs. Tullmann indicates that peak telephone activity occurs between 9:00 a.m. and 12 noon, and another short period follows about 5:00 p.m. “When the board lights up like a Christmas tree,” she attributes this morning flow of traffic to surgery considerations and the latter to “last minute calls before closing time.”

Telephone operators have many tasks to perform other than routinely switching plugs on the board. In addition to paging doctors from floor to floor, they send telegrams, make doctors’ appointments and fill out hundreds of toll and long distance slips. There is a flood of new names to memorize every six months when the roster of resident doctors and interns is changed, Mrs. Tullmann pointed out.

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

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

REPORT NAME CHANGES

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

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

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

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

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

DIPLOMAS AWARDED 61 NURSE GRADUATES

Commencement exercises for the 61 members of the Barnes Hospital School of Nursing graduating class were held June 14 at St. John's Methodist Church, 5000 Washington Blvd. Diplomas were presented by Dr. Frank R. Bradley, director emeritus, and the graduation address was made by J. Wesley McAfee, president of Union Electric Co. and a member of the Barnes board of trustees.

Awards were presented during the ceremony. Reta Jean Michaels received the $300 Co- pher Award to further her nursing education. A $50 award from the St. Louis County Zonta Club went to Genie Jo Stumpf. Awards of $50 each for outstanding theoretical achievement and outstanding clinical experience achievement were presented by the graduates who serve as "a shining example." Moreover, the 61 students received diplomas in ceremonies at St. John's Methodist Church.

Diplomas were presented by the graduates who serve as "a shining example."

Students from the St. Louis County Zonta Club went to Brenda Fay Halterman and Mary Westlake Terrell, respectively.

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

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

STUDENT NURSE
(Continued from page 2)

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

"I have been treated wonderfully at most of the hospitals in which I was confined," she said "but I've been cared for more considerately than by the Barnes group."

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

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

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

She attributes her gregarious manner to the influence of her father, Ruby Crites, Cape Girardeau County Clerk, "who loves to socialize and talk to people."

At times Karen accompanies her father on political tours and supplements his talks with a few chosen words of her own. She also lectures on her own to local clubs and organizations in Jackson, speaking mainly on her chief interest in life—nursing.

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

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STUDENT NURSE (Continued from page 2)

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Thanking the author, Karen Sue Crites, right, a student nurse at Barnes, for the thoughtful letter she wrote a year ago is Mrs. Ted Johnson, a recent patient in Wohl Hospital. The letter had been a pleasant surprise to Mrs. Johnson following her previous stay at Barnes. Her latest admittance in the hospital gave her a chance to personally acknowledge receipt of the letter and renew the friendship that flourished so strongly last year. Keeping in touch with former patients is one of Karen's favorite pastimes, and one she considers very important in helping to sustain the health and moral outlook of the discharged person.

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

Barnes Hospital prepares and serves over 2,600,000 meals a year, including 155 tons of meat, 98 tons of frozen vegetables, 23 tons of other frozen foods and 76,000 gallons of milk.