

For the past several years, Program faculty and students have been fortunate to play host to an extremely knowledgeable and enlightened lawyer from the University of Manchester, Manchester, England - Dr. T.E. Chester, C.B.E. (a title bestowed by the Queen of England signifying that he is a Commander of the British Empire). Although not originally a health professional by trade, Dr. Chester has studied health systems at great

CHESTER ADDRESSES PROGRAM FACULTY AND STUDENTS DURING HIS VISIT FROM ENGLAND

length in England, the United States, and many areas of Europe and he has made many contributions to the present English health system.

The students and their spouses who were fortunate enough to have him as their guest while he was in St. Louis, found Dr. Chester to be friendly, well versed in his subject, extremely curious and vocal about all he observed. He had as many questions to pose as the students, a situation which proved to be stimulating for all concerned.

Very vocal regarding student training, he commended the faculty for their continuation of the administrative residency - although it is no longer mandatory - and encouraged students to participate in this form of education. Comparing the administrative residency with medical and surgical residencies, he commented that just as a surgeon cannot perform an operation with one hand holding a manual, the administrator cannot effectively manage a hospital without a successful merger of the classroom theory and the practice of administration.

Concerning the future of the physician in America, he indicated that, in his opinion, the hospital was no longer the "work-bench" of the doctor. Using the example of



England, he stated that the physician is more closely integrated into the administrative structure of medicine and is closely involved with the nurse, the administrator, the public health official, and other related professionals. The resulting decision-making entity - a health district - is responsible for the needs of approximately 250,000 citizens. While similar to our Health Systems Agency it more directly involves the physician in adminis-

tration and the decision-making process. In America, the theory of limited resources has allowed the administrator to justifiably curtail unnecessary capital expenditure for such items as underutilized equipment and questionable programs. A need therefore exists for the physician to understand the administrator's point of view. It is Dr. Chester's suggestion that American Medical Schools educate their med-

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A COLLECTION OF CHESTERISMS

These "Chesterisms" were delivered by Professor T.E. Chester, Department of Social Administration, University of Manchester, during the first and second multi-professional courses in the management of integrated health care held last year. Professor Chester does not claim authorship for some of the aphorisms - just a good memory!

THE WORLD AROUND US

In a democracy, only the squeaking wheel gets oiled . . . Nothing sharpens the wits more than a lack of money . . . You do not need to be a cobbler to tell where the shoe pinches . . . In human affairs, reason is sometimes the compass but emotion is always the steam . . . A crazy man can sometimes do more good than harm . . . Most theories are eventually accepted, not because of their validity, but because of the retirement or death of their opponents . . . Health is no longer a privilege, it is now a right.

ADVICE TO ADMINISTRATORS

(Budget preparation) The man who does the first draft usually wins the day . . . When all else fails, you will often find it useful to carry a hammer in your pocket . . . There are lots of things you can do as long as you don't talk about them . . . The man who communicates is the man who leads . . . The truthful answer to the question, "How many people work here?" should often be "about 50 percent." . . . Laws should be short and deliberately ambiguous . . . When you come to a boundary line, you must employ sensitive staff . . . You can drive democracy too far . . . People with brains are more useful than computers . . . A coordinator is a chap who tells you what you can't do . . . Voluntary services are all right as long as they are compulsory . . . Consensus management is not possible if one side is losing.

COMPILED BY J. SANDERS, FCIS, FHA



DIRECTOR'S COMMENTS

On May 19, 1978, the Master of Health Administration degree was conferred upon 27 candidates who had successfully completed all of the requirements and were favorably recommended by the Faculty. Final Honors for outstanding academic achievement were awarded to Genyth A. DeSalvo and to Sister Katherine Marie Glosenger, R.S.M. Captain Robert H. Bezanson, USAF, MSC, and L. John Vasquez, Jr. received honorable mention for academic achievement during the MHA degree sequence of study. The outstanding project award was earned by Sylvan L. Goldberg for his paper, "A Computerized Simulation Game for Graduate Education in Health Administration and Planning." Honorable mention for completing a thesis was given to Phillip K. Gilmore and Sandra J. Holmes. Steven B. Lampkin and Robert L. Smith received honorable mention for their major projects.

One of our MHA graduates, Sandra Holmes, has been accepted into the doctoral program in Washington University's Department of Sociology.

In general, job placement for the Class of 1979 has been excellent with the usual anxiety by some graduates between the date of degree conferment and employment in their first position. As in the past, our Preceptors made an outstanding contribution placing students into an entry position if the graduate did not remain at the residency site.

We have had two additions to the HAPP faculty from the Graduate School of Business Administration in recent months. Nicholas Baloff, Ph.D., has joined us part-time as Director of Research Development while maintaining his position as Professor of Management in the Business School. Also, Ronald E. Gribbins, Ph.D., has moved his office from the Hilltop campus to 724 South Euclid where he will be spending the majority of his time doing research and teaching Organizational Behavior. These two additions to our faculty have meant a great deal in forming a critical mass of faculty interested in carrying out research in health services administration. It is also a further response to the mandate we have received from the Accrediting Commission on Education for Health Services Administration.

Another addition to our group is Russell I. Johnson, Ph.D., whose

part-time contractual services in developing an organized continuing education effort for HAPP will help us in meeting a need in this area. Dr. Johnson's first effort is to direct the continuing education program in conjunction with the Founder's Day activities that will take place on October 14, 1978. We are moving ahead rapidly in this regard and hope that you will be able to be with us for the day. The general theme is, "Health Planning and Regulation - 1948, 1978, 2008." R. Zach Thomas will discuss the history, Dr. Colin C. Ronnie, Jr., the present, and Dr. Everett A. Johnson, the future of health planning and hospital regulation. You will continue to hear more from us regarding the specifics of the program and the Founder's Day activities.

After considerable study and lengthy discussion for more than a year, the HAPP faculty policy committee has approved an experimental part-time MHA degree sequence of study. It will be for highly qualified candidates employed in hospital and health facilities in the Greater Metropolitan St. Louis area. The admissions standards and academic requirements will not differ from those required of full-time students. The part-time MHA degree candidate must adjust his/her employment schedule to the HAPP class schedule with a statue of limitations being set at 5 years for completion of the de-

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ALUMNI NEWS

Mr. Roderic M. Bell, FACHA, was introduced to the prestigious Texas Hospital Association as its new Chairman at the Association's annual convention held in Dallas, Texas June 3-7. Mr. Bell, a 1952 graduate of the Program, has served as Administrator of Presbyterian Hospital of Dallas since 1960.

We congratulate Mr. Bell for his outstanding achievements in the health care field. The Texas Hospital Association has certainly elected a well-qualified and capable leader for the coming year.

We encourage our Alumni to keep us informed regarding awards received, activities, and changes in position. We wish to publish such information, not only for the benefit of our readers, but to encourage students to strive for the level of

professional performance achieved by the graduates of this program.

GUEST LECTURERS ON CAMPUS

Professional interest in the affairs of the HAP Program continues to be manifested by well-known and respected leaders in the health care field. Program visits during the summer months included the following:

May 1 - Mr. Paul Wunderlich, Administrator, St. Luke's Hospitals, St. Louis, MO. His topic, the confrontation of the hospital and the union in St. Louis.

June 22 - Mr. David H. Hitt, Executive Director, Baylor University Medical Center, Dallas, Texas. Mr. Hitt presented his views on

administrative ethics, highlighting areas of potential conflict.

June 23-28 - Professor T. E. Chester, C.B.E., Past-Chairman of Department of Social Administration, University of Manchester, Manchester, England. Lecturing on the future of the American health care delivery system, he also informally met with several students during his stay.

July 6 - Mr. James D. Harvey, Administrator, Hillcrest Medical Center, Tulsa, Oklahoma. Mr. Harvey discussed the Oral Roberts "City of Faith" controversy.

July 13 - Mr. W. Richard Kirk, Director of Membership, American College of Hospital Administrators, regarding the ethics of administrators.

DIRECTOR'S COMMENTS

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gree requirements. Part-time students will be admitted along with full-time students once a year starting with the fall semester 1979. While the number of part-time students has not been set as yet, it will be few, selecting only the most highly qualified and motivated candidates. The trend to offer part-time study through established, accredited graduate programs in hospital and health services administration is being urged by the Association of University Programs in Health Administration. While such flexibility may be desirable, it is imperative that the established quality of Washington University, School of Medicine's Health Administration and Planning Program in preparing graduates for the field not be compromised. Furthermore, our budding efforts in research must continue to be nurtured through adequate release time for investigation by the faculty as opposed to being consumed in long hours of teaching and flooding the classroom with part-time students.

James O. Hepner
Director

The faculty and staff wish to express their appreciation to
PHIL PROSSER
for the fine job he has done as editor of the HAP Newsletter during the past year.

CALENDAR OF EVENTS

- August 21 - *Orientation for New Students*
August 28 - *Classes Begin*
September 4 - *Labor Day Holiday*
September 11 - *ACHA Regents Meeting, Anaheim, California*
October 13-14 - *Preceptor's Conference and Alumni Reunion Activities for Founders Day*
October 15-17 - *Fall Study Period*
November 22-26 - *Thanksgiving Recess*
December 18-22 - *Final Exams*



ALUMNS TO MEET IN ANAHEIM AT AHA

Special arrangements have been made by Gene Dahlgren, HA Class of '58, for an Alumni get-together on Tuesday, September 12, 1978 at the Disneyland Hotel in Anaheim, California between 6:00 P.M. and 7:30 P.M. There will be a cash bar in operation during this period. Alumni who are attending the AHA meeting in Anaheim are urged to keep their calendar free for this date. Jim Hepner will be coming in to represent the program and there will be many of your classmates to keep things lively. Let's make this West Coast gathering a big one!

DR. CHESTER

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ical graduates about administration and that this education should take place after graduation prior to their entering private practice. He justifies this point by theorizing that it is at this time in a physician's career when he is most highly interested in the management and administration of health services. It is comments such as these that have made Dr. Chester a very popular lecturer and a thought provoking advocate of health systems of the future.

PROGRAM QUALIFIES FOR HEW TRAINEESHIP

On July 10, 1978, Dr. Hepner received notification that our application for a Traineeship Grant had been approved for funding by HEW. The funds provided by the grant will enable us to fully support six students and to offer partial funding for a number of others.

The criteria that will be used for determining which students will receive traineeship support are: documented financial need, potential to succeed in health services administration, and other conditions imposed by the government.

Decisions regarding two additional grants, "Graduate Programs in Health Administration," and "Public Health Special Projects Grants," which will establish further support for the HAP Program are presently pending agency approval.

Washington University
School of Medicine
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