

## COMMENCEMENT EXERCISES HONOR STUDENTS AND A MEMBER OF THE HAP STAFF

The quadrangle immediately behind Washington University's Brookings Hall was the site of the 118th commencement held on Friday, May 18, 1979 at 8:30 A.M. A clear, cool spring morning co-operated in making graduation a memorable event for the Health Administration and Planning Program Class of 1979 and their families and friends. The graduation ceremony itself: included a student address by graduating senior, Thomas M. Countryman, an address by Washington University Professor of Philosophy, Dr. William H. Gass, conferral of degrees by Chancellor William H. Danforth, and the traditional singing of the Washington University Alma Mater. The Dean of the School of Medicine, Dr. Morris K. King, hooded student Charlotte A. Lehmann as representative of the class of 1979, and verbally conferred the Master's degree upon the class.

The Class of 1979 was unique in that it consisted of two different curriculums. Twelve students started their fifteen month academic course in June 1977,

and went on to complete a nine month residency requirement. Two months later, thirteen students began their academic studies in a curriculum that was extended to two years and made the residency training optional. Although the residency training is optional, all of the graduating students have opted for residency training with the exception of one, who has been accepted at Tulsa University Law School.

Immediately following the commencement, graduates and the families and friends attended a champagne brunch back at the Program; arranged by the faculty and staff. During the brunch, degrees were actually conferred, following Dr. Hepner's brief introduction of each graduate. Those receiving degrees were: Carl F. Abdalian, Larry E. Acker, Tom F. Barry, Captain Donald E. Beste, Dennis W. Brown, Captain Larry D. Diamond, Jeffrey M. Fried, Sister Catherine Glim, James A. Goldmann, Marcie G. Gordon, Terri S. Grider, Harper S. Jackson, Ian Kling, Charlotte A.

Lehmann, Keith J. Levy, Richard A. Linneberger, Obinna A. Mbanugo, James P. McKenna, William M. Patterson, Thomas E. Pohlmann, Phillip E. Prosser, David L. Ramsey, Mary Alice Ryan, Robert L. Shircliff, Peter J. Whalen, Mark S. Wiener, and Phillip M. Zoldos. Final academic honors were conferred on four students: James A. Goldmann, Charlotte A. Lehmann, James P. McKenna, and Robert L. Shircliff.

The graduation ceremony had significant importance to Joyce Hudolph, as she received her Bachelor of Science Degree in Business Administration from Washington University. Dr. James O. Hepner presented Ms. Rudolph with her degree at the graduation brunch. Ms. Rudolph is well known to many of the alumni, as she has been affiliated with the HAP Program for the past twelve and a half years. In receiving her degree, Ms. Rudolph achieved a life long goal that she has actively spent the last eight and a half years pursuing. Many congratulations to the class of 1979 and Ms. Joyce Rudolph.

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### Viewpoint

#### "GETTING THE MOST OUT OF YOUR RESIDENCY - AND BEYOND"

by James O. Harvey

As long as there have been graduate programs in hospital administration, there has been conjecture about what constitutes good clinical training. There is one precept which is constant in this equation: the fundamental responsibility for the success of any residency rests with the resident.

At the beginning of a residency, the incumbent should take the following oath: "I will engage in educational endeavors aggressively, pursue opportunities on the job and undertake responsibilities to teach in order to maintain my career long competence, and I will do this my *entire* working life."

Next, the resident should begin to formulate a career development program. Each of us should look three to five years

ahead, developing rather specific annual plans for self development.

Obviously, the thing to do in this context is to assess the environment in which you exist. The two important environments are your working environment and your personal environment.

You should decide how well and in what manner you can attain your career development goals in the work place. Since there are no two working situations which are identical, you must draw upon your skills and sensitivities to identify career development strengths and weaknesses in the environment so that you can take advantage of the former and perhaps correct or avoid the latter.

You must also decide how much of your personal time you wish to devote

to career development. The important thing is to make self-development a *visible* part of your job responsibilities. Hold this accountability out to yourself - like a hand mirror - so that it will stimulate you to develop a plan.

There are opportunities which are more obvious than others. One promising approach is self-assessment. By identifying your strengths and weaknesses personally, you are more likely to work on the weaknesses and exploit the strengths. Although self-assessment is not career development in itself, it should occur first so that enrichment activities are channelled in the right direction.

Once you've assessed your environments and your development needs, a program unfolds itself. You attend appropriate educational sessions, participate in journal clubs, read literature, engage in health related or social activities in the community, all or most of

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## Director's Comments

On May 18, 1979, commencement exercises were held on the Washington University campus. Four of the members of the class of 1979 graduated with honors and received a special certificate indicating that they completed all of the requirements for the M.H.A. degree with academic excellence. I would like you to know who they are and join me in extending warmest congratulations to Mrs. Charlotte A. Lehmann, who also received honors for her thesis, Mr. James A. Goldmann, Mr. James P. McKenna, and Mr. Robert L. Shircliff.

The Washington University HAP faculty were well represented at the AUPHA annual meeting that was held in Toronto last month. Dr. Mary Jane Budenstein presented two research papers with comments on one by Dr. Virginia D. Hennelly. Also, Dr. Robert S. Woodward presented a paper during the meeting. All of the research papers were selected on a competitive basis and the strong showing by the HAP faculty is an indication of the high quality work that they are doing as evaluated by our academic colleagues.

During the middle of May, the full time faculty held a two day retreat and reviewed the progress over the past 12 months as well as plans for the 1979-80 academic year. Commitment to the twelve month administrative residency was confirmed. Certain modifications were made in the curriculum of study during the two year didactic sequence. The first was that out of the 60 units for the M.H.A. degree, the number of required semester units was reduced from 40 to 30 leaving the remaining 30 units for elective courses. The student now has the option of concentrating in general hospital and health administration, health planning, or developing greater depth of knowledge in generic areas such as quantitative methods, law/regulation, economics/finance, organizational behavior, as they relate to health services delivery.

Dr. Virginia D. Hennelly has been awarded \$5,000 through the George Warren Brown School of Social Work for her research. Dr. Mary Jane Budenstein received a \$9,000 HRET Fellowship through the W. K. Kellogg Foundation. Abbott Laboratories has given us \$10,000 to initiate studies in the regulation of American Hospitals. Three grants have been received from DHEW, PHS. A \$25,479 continuation award was made to upgrade the course content and research in health financial management. We are looking for a full time person to join us in this area. We were again awarded funds, \$53,460 to support students through PHS traineeships during the 1979-80 academic year. Dr. Robert S. Woodward has received a one year renewal on his physician remuneration study for a total of \$115,373. Finally, \$123,750 has been received under the Health Manpower Act to help enrich HAP's teaching and research activities. All of these sources of support are extremely important to us as the Program continues to grow.

  
James O. Hepner, Ph. D.  
Director



SHIRLEY AXELROD



LYNN GEHRKE

## Precis

DR. STUART B. BOXERMAN has three articles which have been accepted for publication. "Is Personal Computing Appropriate For Your Practice?", co-authored with J. Zimmerman and A. L. Rector, was accepted by the *Journal of the American Medical Association*. An article co-authored with S. P. Serota ('80) entitled "Simulation: An Alternative Approach for Decision-Making" will appear in the July 1979 issue of *Hospital Progress. Medical Care* will publish an article entitled "Continuity of Medical Care: Its Impact on Physician Utilization," co-authored with Dr. Virginia D. Hennelly. Dr. Boxerman is also in the process of analyzing the responses to the questionnaires enclosed in the last HAP Newsletter. Results will be reported in the fall issue of the HAP Newsletter.

DR. MARY JANE BUDENSTEIN presented two research projects at the AUPHA annual convention in Toronto. The first was on "Institutionalized Deterants to HMO Enrollment," and the second was on "Utilization of Services: Overtime in an HMO." Dr. Budenstein was awarded a Fellowship worth \$9,000 from the W. K. Kellogg Foundation to conduct research on health utilization in an H.M.O.

DR. VIRGINIA D. HENNELLY has received a grant through Washington University from Biomedical Research Support (BRSG) for further research on home health care. Dr. Hennelly has also written an editorial review for the *Journal of Social Service Research*.

DR. ROBERT S. WOODWARD delivered a paper entitled "The Effects of Alternative Physician Remuneration" at the AUPHA meeting held May 7-9, 1979 in Toronto, Canada. *AUPHA Notes* featured an article entitled "A Case Study: Deciding to Buy a Word Processor," co-authored with Dr. James O. (continued on Page 4)

### New Staff Members

SHIRLEY AXELROD has joined the HAP staff as a Secretary/Receptionist with major accountability to the faculty and Julie Radcliffe, Administrative Assistant. Shirley, who is a native of St. Louis, is married to 80 Axelrod, Director of Food Services at the Jewish Hospital of St. Louis, and one of their sons is a 1978 graduate of the HAP Program.

LYNN GEHRKE has also joined the HAP staff as a Secretary/Receptionist with major accountability as a secretary to Julie Radcliffe. Originally from St. Paul, Minnesota, Lynn graduated in November 1978 with a degree in Elementary Education from Concordia College, St. Paul. Lynn and her husband, Bob, moved to St. Louis last December in order for him to begin his studies for the ministry at Concordia Lutheran Seminary in Clayton, Missouri.

## Residency Sites Selected

Twelve members of the Class of 1979 selected their residency sites and began their residency training this past June at the following locations:

Jeffrey M. Fried, Research Medical Center, Kansas City, Missouri  
Sister Catherine Glim, St. John's Mercy Medical Center, St. Louis, Missouri  
James A. Goldmann, Riverside Methodist Hospital, Columbus, Ohio  
Harper S. Jackson, The Methodist Hospital, Houston, Texas  
Keith J. Levy, Huntington Hospital, Huntington, New York  
James P. McKenna, Morton F. Plant Hospital; Clearwater, Florida  
William M. Patterson, Baptist Memorial Hospital, Memphis, Tennessee  
Akachukwu O. Mbanugo, St. Louis City Hospital, St. Louis, Missouri  
Robert L. Shircliff, Barnes Hospital, St. Louis, Missouri  
Peter J. Whalen, U.S. Public Health Service Hospital, San Francisco, California  
Mark S. Wiener, Iowa Methodist Medical Center, Des Moines, Iowa  
Phillip M. Zsoldos, Wesley Medical Center, Wichita, Kansas

Thirteen students of the Class of 1979 have completed their residency training this past June and have accepted the following positions:

Carl F. Abdalian, Administrative Assistant, Spark Regional Hospital, Fort Smith, Arkansas  
Larry E. Acker, Administrative Resident, Grant Hospital, Columbus, Ohio  
Tom F. Barry, Administrative Assistant, Mercv Hospital, Des Moines, Iowa  
Captain Donald E. Beste, Germany, U.S.A.F.  
Captain Larry D. Diamond, Nellis Air Force Base, Reno, Nevada  
Marcie G. Gordon, Assistant Administrator, Jewish Hospital, St. Louis, Missouri  
Terri S. Grider, Administrative Assistant, Bishop Clarkson Hospital, Omaha, Nebraska  
Charlotte A. Lehmann, Administrative Resident, Children's Hospital, St. Louis, Missouri  
Richard A. Linneberger, Assistant Director, Barnes Hospital, St. Louis, Missouri  
Thomas E. Pohlmann, Hospital Affiliates International  
Phillip E. Prosser, Administrative Resident, Hillcrest Medical Center, Tulsa, Oklahoma  
David L. Ramsey, Acting Administrator, Department of Otolaryngology, Houston, Methodist Hospital, Houston, Texas  
Mary Alice Ryan, Administrator, Old Folks Home, Kirkwood, Missouri

Washington University  
School of Medicine  
Health Administration  
and Planning Program



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Joyce Rudolph

## Viewpoint

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which should relate to your program of self-development.

There are on-the-job approaches one might undertake. There is a certain amount of aggressiveness which a professional (including students) must exert in order to do things which add "nutrients" to his day-to-day activities. Aggressive behavior is all right as long as it is controlled and does not create bigger obstacles than the ones the jobholder is trying to overcome. If, for instance, you feel ready to undertake some responsibilities which have more risk and more importance than those which you currently hold, you should pursue it with your boss/preceptor in a way which shows that you want to contribute to the overall effectiveness of the organization. If you approach this from the standpoint of "what can I do for you?" rather than the "what can I do for myself?" or "what can you do for me?", the young jobholder resident is more likely to find himself cast into worthwhile work-a-day activities.

The eager jobholder ought to promote his/her attendance at inhouse management related meetings for which he has no direct responsibility. How one goes about gaining admission to such groups is something for the aspirant to decide. Invitations are not likely to come automatically. Certainly he knows better than an outsider how to get an invitation to such meetings. A display of this kind of eagerness is important. For example, if your institution has a job evaluation committee which meets to establish values of jobs, it would be a real learning experience to attend some of the meetings.

Career development should be considered a tit-for-tat process. That means you must invest something in it. It may be that you invest money. More likely you will be investing time and effort which you could be expending on some of the more pleasant things of life, or in pursuit of your day-to-day job accountabilities. When you identify activities that will help you establish and maintain competence over the span of your career, you should realize that it requires a personal commitment to take advantage of these opportunities. There are a few situations in which one can make selections from a silver platter laden with goodies. The other side of the coin is that those things in which you invest your money, time and effort are those things from which you gain the most satisfaction. It is *not* an empty exercise.

Until now, I have only covered individuals whose careers are to be developed. Since you are or will be manager, I must mention career development for those who will work for you.

I have already said that the incumbent is more responsible for his own career development. He indeed takes the credit for the success that he enjoys — and the blame, too, if he doesn't attain a career goal. But the careerist who only looks at himself/herself in this context is missing something valuable.

Part of a manager's career development accountability involves education. This has two edges. It involves education in the manager's role as a *student* and also in his role as a *teacher*.

Nothing sharpens one's wits more than assuming responsibility for teaching others. All of us have something to offer to somebody else. All of us know a little bit more about something than somebody else. Those of us who undertake to communicate and transmit this information stand to enrich our own jobs to a greater extent than those who do *not*. A student causes a teacher to stretch. If he is a practitioner, this means as a teacher he must reach beyond the boundaries of his job to meet a student's challenge.

An important part of the self development accountability involves your commitment to your profession. Maintaining your career long competence is a primary objective in this commitment. Helping others do the same thing is also a professional objective. Thus you should set about to enrich the jobs of others. This perhaps sounds antithetical to what I said previously concerning individual responsibility for job enrichment . . . and it is indeed secondary to it. But you can do a lot to help smooth out a course for your future subordinates who will have, after all, many of the same aspirations for a career that you have. You can be very facilitative.

As a boss, you can influence subordinates to write "maintaining professional competence" into their job descriptions. You can encourage them to participate in local activities which have enriching potential . . . organize a journal club . . . circulate literature . . . assign reading to others for digestions and analysis. If you do these things, then be prepared to give them feedback as a follow through. Learning will be maximized this way.

If you are responsible for a budget area, you should be willing to commit some money, as well as time, to the effort of improving the job challenges of others. You

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## Viewpoint

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must be responsive to the eagerness of those subordinates who wish to enrich their on-the-job activities. It will be important to maintain a balance between challenging them (getting them off their duffs) on the one hand and not letting them go too far in their enthusiasm to undertake roles which are inappropriate on the job.

As a boss, you will have a great stake in this, both within the realm of your job responsibilities, and within your obligations to the profession.

I hope that all of you start by writing into all future job descriptions an accountability to maintain and improve competence in your job and in your life-long career. This is the first step to success. It is often overlooked as the would-be health care administrator eagerly embarks upon building his career. Without this fundamental perspective established at the outset, the young aspirant is likely to bound from job to job like a billiard ball and become an "early outer" - without knowing what happened.

(Mr. James D. Harvey is President of Hillcrest Medical Center, Tulsa, Oklahoma, and is an Associate Professor Adjunct at the Health Administration and Planning Program, Washington University.)

## Editorial

### QUESTIONNAIRES INDICATE FAVORABLE RESPONSE

Last March, the newsletter staff enclosed within the newsletter a questionnaire seeking your comments on the research reprint series, now a regular part of each newsletter. A total of 675 questionnaires were mailed to the alumni to obtain your opinions as to whether or not you felt this was of any benefit. A significant sample was obtained in that approximately 20% of the questionnaires were returned with responses to the questions asked. To the first question, "The research reprint series will benefit health care administrators if articles are timely and have practical applicability." 98.2% responded affirmatively. On the second question, "The enclosed article is timely and has practical applicability," received a positive response of 82%.

In addition, many readers took the time to make additional comments regarding the reprint series and the newsletter itself. We on the newsletter staff are constantly looking for ways to improve the quality of the newsletter, and simultaneously keep you informed with items of interest, both here at the program and in the day-to-day health care environment. We encourage you to send us your comments and items of interest that can possibly be used in the Newsletter. With your input and involvement, we can better serve the entire alumni. One such example has been the VIEWPOINT Series, in which prominent members of the alumni or faculty have contributed timely and appropriate articles. Our thanks to Mr. Dan S. Wilford, Mr. Chester L. Stocks, Jr., and Mr. James D. Harvey for their excellent contributions. We hope others will take the opportunity to share your ideas and comments with all of us in the future.

"The Editors"

## Precis

(continued from Page 2)

Hepner, in its April 1979 issue. *Modern Office Procedures* has accepted Dr. Woodward's "Selecting a Stand-Alone Word Processor" for publication. Dr. Woodward has also received a \$6700 Biomedical Research Support Grant to study "Physicians' Use of Medical Resources in a Prepaid Group Practice: Medical Care Group of Washington University."

## Visiting Lecturers

DR. EDGAR V. BORGHAMMER of the Nordic School of Public Health spoke to the HAP Program March 28-30, 1979 on the Swedish health care system. DR. THEODORE E. CHESTER returned to visit the HAP Program April 26 through May 5. Dr. Chester, Chairman of the Department of Social Administration at the University of Manchester, Manchester, England, was on a nine week tour of American colleges and universities. While at Washington University, Dr. Chester spoke on the British health care system for the Comparative Health Systems class and addressed the entire HAP Program. MR. JAMES D. HARVEY, President of Hillcrest Medical Center, Tulsa, Oklahoma, and IRA SCHLESINGER, Director of Planning for Hillcrest Medical Center, addressed the Health Ethics class on May 4 on the role of a hospital planner.

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