

"Well, by golly ..."

### DR. HORSH HONORED AT DEDICATION OF NEW HAP OFFICES

by Les Demme



The long awaited move to the new office building for some of the Health Administration and Planning Program

faculty and staff became a reality during the week of October 21, 1979. The new office facilities, adjacent to the HAP Program, are located at 4547 Clayton Avenue. Those faculty and staff members who have changed offices include James O. Hepner, PhD, Donald J. Horsh, JD, Ronald E. Gribbins, PhD, Marc D. Smith, PhD, and Joyce Rudolph.

The modern two story brick building includes six new offices, a conference room, a reception area, and an unfurnished basement presently used for storage. One of the primary benefits of these new facilities is the much needed

space it provides for the faculty and staff, who are remaining in the old offices. The additional space provides research assistants and adjunct faculty with an office, as well.

On November 10, 1979, as part of the alumni meeting activities, alumni staff, faculty and students joined to witness and celebrate as James O. Hepner, PhD, officially dedicated the Donald J. Horsh Conference Room. The special conference room honoring Dr. Horsh is situated on the second floor of the new HAP office at 4547 Clayton Avenue.

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**Washington University  
School of Medicine**

**Health Administration  
and Planning Program**



VOLUME 6, NUMBER 1

FALL 1979

### Annual Fall Conference

### ALUMNI, PRECEPTORS, STAFF, AND STUDENTS EXCHANGE IDEAS ON RESIDENCIES

The Annual Alumni Reunion and Preceptors' Conference for the Washington University School of Medicine Health Administration and Planning Program was held November 8-10, 1979.

The weekend activities began on Thursday evening, November 8 with a cocktail party in the Stockholm Room of the Chase-Park Plaza Hotel. It was a comfortable setting in which alumni, preceptors, and students were able to meet and visit with one another. Students and alumni discussed changes that have taken place in the Program and alumni felt that the changes in curriculum, faculty, and student body make-up were positive ones and they were proud of the progress the Program has made. The evening was a very successful and relaxing opening to a busy and important weekend.

Friday's sessions began with a keynote speech by David A. Gee, President of The Jewish Hospital of St. Louis. Mr. Gee spoke of the current dilemma in the health care administration field and of the gap which exists between academics and the "real world." He emphasized the importance of the residency training program as the bridge to the ever-widening gap, and the importance of the preceptor as the key to the success of the residency. Mr. Gee also cited the success of the Health Administration and Planning

Program, stating that 95% of the Program's graduates are involved in health care administration, and that 40% of those are chief executive officers.

Following the keynote speech, James O. Hepner, PhD, presented an update on the "Town-Gown Conflict." Dr. Hepner reviewed the curriculum taught at the HAP Program and compared it to a sampling of other accredited master's courses. He stated that the biggest problem that academic institutions face is the rising cost of education and that the Program has tried to respond by offering extensive financial aid and creating student research assistantships. In addition, there is a decreasing applicant pool from which to draw students and Dr. Hepner said that a more extensive effort will have to begin in order to continue to obtain outstanding applicants.

The final conference session of the morning was a Residency Survey conducted by Donald J. Horsh, JD, Deputy Director of the Health Administration and Planning Program. Dr. Horsh emphasized that the Program has received the support of many hospitals and health agencies throughout the years. He explained that while the residency is primarily a valuable learning experience, the stipend received is very necessary and sometimes an important consideration in residency

selection.

Preceptors attending the conference were asked to fill out a survey indicating the amount of the stipend and any benefits the resident received. There was also an informal survey conducted in the meeting which helped give other preceptors, as well as students, an idea of some general trends. Current annual stipend ranges are approximately from \$11,000 to \$17,500, and most hospitals include health and hospital coverage, as well as other fringe benefits.

After a luncheon at The Jewish Hospital of St. Louis, preceptors and students returned to the Program offices at 724 S. Euclid for more informal individual interviews with the second-year students. First-year students also had an opportunity to meet and talk with some of the preceptors who were not interviewing at the time.

Friday evening, alumni, preceptors, faculty, and students gathered for dinner in the Hunt Room of the Chase Park Plaza Hotel. Dinner was followed by the "Baggy Pants Review" in the Crazy Horse at the hotel. All attending agreed that the evening was most enjoyable.

Special thanks are due to the HAP staff, particularly to Ms. Joyce Rudolph, who devoted considerable time and energy to make this a productive and memorable occasion.

At the beginning of the 1978 fall semester, 39 students matriculated into HAP and began their full time studies working toward the MHA degree. In addition, four students currently employed full-time in St. Louis hospitals began studying on a part-time basis. Through our new part-time sequence of study it is intended to offer opportunities for highly qualified students who cannot return to campus on a full-time basis. Of the full-time students, the average age is 25 with the youngest being 21 years old and the oldest being 37. They represent 13 states and 3 of the 39 are minorities. In addition, there are 15 females accounting for 38 percent of the class of 1981. All of the students, both full and part-time, have excellent undergraduate grade point averages and high scores on the Graduate Record Examination or equivalent national tests required for admission. Several have had previous hospital and health experience as nurses or laboratory technicians. Undergraduate majors include the basic sciences, business and management, and the humanities. We are extremely proud of our new group of students and are working closely with them.

The quality of our student body every year depends greatly upon the number of applicants we attract from the national pool who are interested in graduate study for health services administration. One of the advantages that we have is a very loyal alumni, preceptors, and friends of the HAP Program who refer bright applicants to us. This group is also important in making us aware of position opportunities. While the job market for graduates appears to be tighter nationally than ever before, over the past several years, and for the class of 1979 specifically, every Washington University MHA degree graduate has been placed in a job upon completion of his or her administrative residency. I hope that you will continue taking an active part in not only referring bright students to us, but also in assisting us in position placement when openings occur.



James O. Hepner, PhD  
Director

### Phonathon 79

On October 16, Dr. Donald J. Horsh and several HAP students gathered at the Alumni House on the main campus to phone alumni across the country for the Program's annual Alumni "Phonathon." The campaign to solicit graduate pledges for financial support was again a success. This year's total number of pledges increased slightly, but the total amount pledged, \$4765, far exceeded any previous HAP phonathon.

The continuity and renewal of the academic and professional credentials of the Health Administration and Planning Program depend significantly upon the financial support and active participation of our graduates. The faculty and students gratefully acknowledge their loyalty and support.

RESULTS	1977	1978	1979
Total number pledged	\$3860	\$3910	\$4765
Total number of pledges received	138	81	88
Average contribution per pledge	28	48	54



The HAP Newsletter is published three times yearly and distributed to the alumni, preceptors, faculty, and students of the Health Administration and Planning Program, Washington University School of Medicine, through the Program offices at 724 South Euclid Avenue, St. Louis, MO 63110.

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### *Précis*

James O. Hepner, PhD, delivered a paper entitled, "Structural Dynamics in Health Care Delivery," and presented two case studies in health administration entitled, "A Non-Physician Permitted to Practice Medicine" and "Administrative Decisions and Medical Staff Ethics," during the United States Air Force Medical Services Conference in Garmlsch, Germany in early October. He is national consultant to the Surgeon General, USAF. On September 17, Dr. Hepner presented a paper on "Management Effectiveness in Health Care Delivery" at the University of Mississippi Health Administration Program.

Donald J. Horsh, JD, is completing an additional chapter to the book, *Physical Therapy: Administration and Management*. On November 12, Dr. Horsh delivered a paper entitled, "Legal Aspects of Critical Care Nursing," during the American Academy of Medical Care Administrators Conference in Little Rock, AR.

Ronald E. Gribbins, PhD, and Richard Marshal, MD, Associate Professor of Pediatrics and Director of Neonatology at St. Louis Children's Hospital, are researching the determinants of RN "burn out" in neonatal intensive care units. The findings of the study will be used to develop selection instruments for evaluating retention potential of RN candidates applying for positions in neonatal units. Dr. Gribbins is also doing research with Stuart B. Boxerman, DSc, on the underlying reasons for the exceptionally high turnover of nursing aides in nursing homes. They plan to develop instruments to assist in predicting which individuals, at the time of selection, will remain.

Virginia D. Hennelly, PhD, and Rita Numerof, Assistant Professor in the George Warren Brown School of Social Work, are studying the role of the social worker in health planning.

Robert S. Woodward, PhD, recently completed two articles which have been accepted for publication. The first, "Paying the Doctor: A Model of Work-Leisure Decisions Under Alternative Remunerations," was co-authored with Frederick Warren Boulton, PhD, and will appear in the upcoming issue of *Proceedings of the American Statistical Association*. "A Comment on the Cost of Hospital Procedures" was accepted by the *Journal of Economics*. Dr. Woodward has also co-authored a paper with Walter W. Chien entitled, "A Medical Care Expenditure Crisis?"

### New Course Offered

#### HMO Course Offered

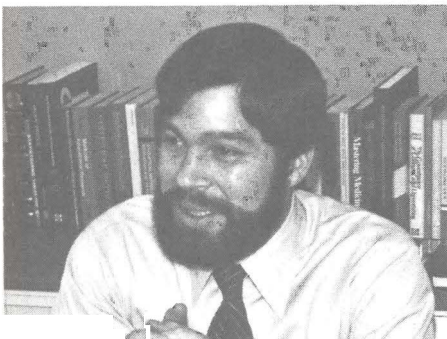
The Health Administration and Planning Program has added a course to the curriculum on the development and administration of Health Maintenance Organizations. The HAP Program is one of only a few graduate programs to offer a course of this type, and it is taught jointly by Donald J. Horsh, JD, deputy director of the Program, and Russell A. Frank ('77), administrator of the Medical Care Group (MCG) of Washington University. Guest lectures included Mervin Shalowitz, MD, executive director of InterGroup Prepaid Health Services, Chicago, IL; Robert A. Rasmussen, executive director, Prime Health, Kansas City, MO; James R. Rich, Region VII director of the Division of Health Care Systems of HEW; and several members of the MCG staff.

#### Guest Speakers

Sister Mary Roch Rocklage, provincial administrator of the Sisters of Mercy, St. Louis Province, addressed the HAP classes on October 11, discussing the need to humanize health care administration. She emphasized the fact that the hospital is a people-oriented system and that administration could effectively hold down costs and still work for the good of the patients.

Joseph Ruwitch, JD, spoke to the first and second year classes November 2 on the current and future role of the trustee in the hospital. Mr. Ruwitch, a trustee on the boards of several prominent St. Louis hospitals, stressed the importance of interaction between the trustee and other health professionals.

Both speakers encouraged striking a balance between cost containment and quality of patient care, and the government's increasingly powerful influence on the health care system.



#### New Staff Member

Mark D. Smith PhD. has been named as Director of Continuing Education and Adjunct Assistant Professor. Dr. Smith was previously with the Greater St. Louis HFA as the Associate Director of Planning.

### Viewpoint

## **SELF IMAGE IN MULTI-INSTITUTIONAL PLANNING**

by Roy E. White, Administrator  
St. John's Hospital, Salina, KS

A number of authors on the subject of multi-institutional systems have suggested that the days of completely autonomous independent hospitals are coming to a close. Many reasons are cited including costs, demand for comprehensive service, unions, consumer pressures, and technologic advances. Whatever the cause multi-institutional arrangements are on the increase. An American Hospital Association survey showed an 1100 percent increase in a ten year span in the number of hospitals in multi-institutional systems.

The new arrangements offer greater leverage in coping with the rapid changes in the health care industry. The spectrum ranges from very little commitment and more institutional autonomy to a great deal of commitment and complete system control.

Chief executive officers have listed as the major stumbling blocks in the pathway of the multi-institutional planning process, boards of trustees and medical staffs. Ironically however, and at times coming as a shock to CEO's, some professional planners and/or consultants list CEO's as the major obstacles to meaningful multi-institutional planning.

A true health care professional should be able to avoid being such an obstacle. However, the literature or seminars on the multi-institutional planning process allocate little time to the CEO obstacle phenomenon; yet many CEO's are seeking information on the planning process not having an appreciation for their impact as an individual upon the outcome of a planning endeavor.

The CEO can assist himself or herself in becoming an asset rather than a liability in the multi-institutional planning process via self-assessment resulting in self-knowledge leading to development of a truer self-image.

Assessing self relative to: (1) level of inner security, (2) level of trust, (3) approach to life (positive or negative), and (4) personal growth plan could lead to a knowledge of self that would allow for a transition from single institution autonomy to system commitment.

The elements of risk taking, response to change, and the role of a change agent are related to inner security and inner strength. Can the CEO, as an individual, maintain psychological, emotional and intellectual equilibrium in time of uncertainty when there are deviations from structure or when faced with leadership demands?

To what degree can the CEO place faith in others? Can he or she even delegate to subordinates and feel comfortable? Does there exist a level of trust of others, of systems, of structure that would permit a person to function in an environment that requires reliance on others, has matrix open-looped microsystems in a macrosystem and a general conglomerate structure?

Is more time spent placing a value judgment upon an idea, concept, system, or even a person than is spent learning to accept or understand?

Does someone always need to prove why a solution will work as opposed to why it won't? Pessimism-Optimism, Negative-Positive represents a broad spectrum of approaches to life.

At his or her stage in career progression what are the remaining personal goals of the CEO? Mere existence until retirement to a desire to develop and implement ideas and programs new to the health care industry are polar extremes of career plans.

A CEO who does not have a perspective of his or her personality and character strengths and weaknesses; who is uncomfortable in trusting others; and has limited aspirations remaining in career goals will indeed be the stumbling block and obstacle to progress that is so needed at a time when the health care industry must demonstrate an ability to be able to control its own destiny.

(Roy E. White ('69) is President of the HAP Alumni Association)

All alumni and preceptors are invited to submit articles of timely interest to Timothy J. Broshan for future publication in the HAP Newsletter.

## **PROFESSIONAL CALENDAR**

January 12-15  
February 6 - 9  
February 20 - 23  
March 8 - 12  
March 18 - 20

American Medical Association - San Antonio, TX  
Federation of American Hospitals - San Francisco, CA  
American College of Hospital Administrators - Chicago, IL  
American Protestant Hospital Association - St. Louis, MO  
Midwest Health Congress - Kansas City, MO

DR. HORSH HONORED . . .

In an emotional moment, Dr. Horsh, "... flabbergasted, taken by complete surprise (and) at a loss for words ... " accepted a handsomely engraved plaque which proclaims the attractively decorated conference room in his name.

The plaque now hangs from the east wall of the conference room as a continuing reminder of the exceptional service extended to the Program, its alumni and students by Dr. Horsh. It bears the inscription:

This room is named in Honor of Donald J. Horsh, MHA, JD For his commitment to Hospital and Health Services Administration Education, His dedication to students and steadfast service to Alumni

For 30 years, there has been little time in which Dr. Horsh has not been a part of the Washington University Health Administration and Planning Program. In 1949, he entered the three year old program as a student, receiving his MHA in 1951. He completed an administrative residency at St. Louis County Hospital and remained in an administrative position there until 1953. He completed the requirements for the Juris Doctor from St. Louis University, and received the degree in 1953. In 1953, he also received an appointment as a part-time faculty member at Washington University and maintained the position during his career as Associate Director of Barnes Hospital from 1953 to 1970 and as a consultant with John Warner and Associates. Since 1971 Dr. Horsh has held the full-time position of Deputy Director of the Program.

Throughout his years with the Program, Dr. Horsh has maintained close contact with alumni and students, providing assistance in career planning and ad-

Tracer

The Washington University School of Medicine HAP Newsletter is adding a feature, the Alumni Tracer, which will publish position changes, promotions, and awards received by Alumni of the program. We feel that this information is of interest to Alumni and students, alike, and that it is important to be aware of the professional accomplishments of the graduates of the program. We encourage Alumni to notify us of any career news in an attempt to share these achievements with fellow Alumni.

Brown, Dennis ('79)	Regional Service Manager	Personnel Finders, Arlington, TX
Campbell, Bruce C. ('73)	Vice President Administrative Affairs	Rush-Presbyterian-St. Luke's Medical Center, Chicago, IL
Kish, Thomas M. ('75)	Chief Executive Officer	Montezuma County Hospital District, Cortez, CO
Patz, Stephen M. ('69)	Vice President	Lancaster General Hospital, Lancaster, PA
Robinson, Calvin R. ('76)	Assistant Administrator Professional Services	Greater Southeast Community Hospital, Washington, DC
Russell, Mark R. ('73)	Executive Director	Riveredge Hospital, Forest Park, IL
Schoenhard, Wm. C. ('74)	Associate Executive Director	St. Mary's Health Center St. Louis, MO

vancement. His efforts have resulted in the reputable position the Washington University Health Administration and Planning Program holds among other programs in the United States and Canada.

Dr. Horsh plans to retire in 2-2 1/2 years, but he offers assurance that he is going to keep a watchful eye on the health care field to which he has devoted so much time. His expectations are that the political and economic trends will continue to firmly entrench the concept of regulation in the forms of cost containment and control of the provision of health care services. Unlike the past, a major responsibility of future administrators will be to monitor and comply with various government regulations. Dr. Horsh feels that because of limited resources, professional and financial re-

wards for administrators will come to those who are able to effectively "shrink" the medical care system rather than expand it. Future curricula for students of administration will focus on alternate health care delivery and financing mechanisms which involve much controversy today.

Dr. Horsh views his career as a very rewarding one and recognizes the most satisfying aspect of that career as being the people with whom he has associated. He notes that many student-faculty acquaintances have come to be long enduring friendships which he greatly values. He has a deep appreciation for the support received from the many alumni of the Program.

The faculty, staff, alumni and students offer their warmest congratulations to Dr. Donald J. Horsh.



PLAN TO ATTEND THE ACHA ANNUAL CONGRESS ON ADMINISTRATION FEBRUARY 20-23-CHICAGO. IL

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