

President's report —

The staff is doing a remarkably fine job

It is a pleasure to report again this year that the Hospital has had a good year. The level of activity has been at a record level. In addition, the complexity, quality and comprehensiveness of care is at an all-time high. Unfortunately, high-level care does not come cheaply. On the last page of this report is a statement along these lines.

Completion of the expansion and renovation program enabled us to heave a sigh of relief. This marked the close of a project of monumental proportions in the life of the Hospital. The teamwork exhibited during this project by the Trustees, the Hospital Staff and the Medical Staff was exemplary and provided a building well suited for its purpose. Patients have been uniform in their favorable comments.

Also, in this Report, you will find a thumbnail sketch of the new physicians added to the Hospital Staff. The Hospital continues to be blessed with the addition of new, high-quality and highly qualified physicians. The existing as well as the new physicians continue to render an invaluable service to our greater community. This Medical Staff has had excellent leadership over the years and has always discharged its responsibilities in an exemplary fashion. The Staff's responsiveness is

uniformly marked with a devotion to continual improvement of patient care and a personal concern for the patients — consistent with the highest ideals of medicine. It is a pleasure to be associated with such an organization.

Occupancy of the building by the staff at the close of construction and renovation was a smooth transition.

Comment after comment from patients testifies to the deep concern that the Hospital Staff demonstrates for patients and their well-being. This atmosphere is especially helpful to patients in their recovery and makes a more rewarding atmosphere in which to work. These circumstances underscore the worthwhileness of Hospital work for all our people. The Staff is doing a remarkably fine job for all those who seek the Hospital's services.

This past year has seen considerable change in the Medical Arts Building. The largest addition was the new ground floor construction to accommodate the Family Practice Clinic. Drs. Dew, Seay, Jenkins and Heald who head that clinic needed more space than was available on any of the existing floors, necessitating this addition. Additionally, there were a number of new physicians who moved into the building and a few tenants who moved to new quarters outside the Medical Arts Building.

The Westmall building has again been put to good, effective and positive use for the well-being of the community. It was unfortunate that the Westmall building had to be closed due to licensing requirements before construction of a new nursing home could be completed to serve this area. However, it is indeed fortunate that Roane State Community College was looking for a more permanent home to operate its Oak Ridge branch and that it was possible to make this facility available to them. Roane State renders an excellent service to this community, and we are proud to have a small participation in that effort.

Again this year, we are pleased, but not satisfied, that this has been such a good year. Next year promises a full share of challenges which we shall try to convert to opportunities. This good year was possible only because of the good will, cooperation and support of so many people and organizations. The Board of Trustees, its Officers and Executive Committee, the Medical Staff, the Hospital Staff, the Volunteer Organization, the public and most of all the patients made it happen.

One personal comment may be acceptable here. This report is being written as I close ten years at Oak Ridge Hospital. This has been and is a marvelous community in which to live and work. There have been trying times, to be sure but the positive things and good people we have worked with and for, eclipse any negative events. For me — a great ten years that seem more like four.

Marshall Whisnant
President



The administrative officers, from left, Marshall Whisnant, President; Ralph Lillard, Senior Vice President; Elizabeth

Cantwell, Vice President; Richard Stooksbury, Vice President; and Larry Vaughn, Personnel Director.



The Honorable Mayor A.K. Bissell

'Hospital one of city's most important assets'

As a long-time City official, I have seen the City mature and grow and the quality of life improve. Likewise, I have seen the same thing happen in the medical community in general and in the Hospital in particular.

I am happy to be supportive of that and to say again, as I did at the dedication of the new building, that the Hospital is one of the City's most important assets. I am pleased to be a part of this Annual Report and wish continued success to the Hospital.

A.K. Bissell,
Mayor, City
of Oak Ridge

oak ridge hospital

ADMINISTRATIVE STAFF

- President
Marshall Whisnant
- Senior Vice President
Ralph Lillard
- Vice President
Richard Stooksbury
- Personnel Director
Larry Vaughn
- Administrative Secretary
Shirley Atkins
- Chief Pharmacist
Gary Macquire
- Patient Care Coordinator
Katherine Beasley
- Chief, X-ray Technician
Becky Foust
- Education Director
Doris Croley
- Purchasing Agent
Dorothy Denny
- Admissions Manager
Maxine Pebley
- Executive Housekeeper
Nelle Harris
- Accounting Manager
Thelma Hileman
- Superintendent,
Building & Grounds
Edwin R. Inman
- Liaison Nurse
Terri King
- Data Processing Manager
Patricia Love
- Medical Records Librarian
Wilma Jean Neil
- Food Service Director
Joe Gutzwiler
- Chief, Physical Therapist
G. Donald Russell
- Chief, Respiratory Therapist
Richard Southmayd
- Director of Volunteers
Jeannie Wilcox
- Patient Account Manager
Carl Worley

NURSING DIVISION

- SUPERVISORS
Margaret Baker
Karen Donaldson
June Ellis
Pauline Hahn
Mariam Hallau
Stella Pollard

CLINICAL MANAGERS

- Neil Brandenburg
Patricia Fisher
Wilma Goans
Colette Manning
Violet Massengill
Janice McConkey
Christine Nance
Nancy Rayside
Dorothea Schmitz
Martha Tucker

BOARD OF TRUSTEES

(As of June 30, 1977)

- Mr. Ray C. Armstrong
- Rev. Lee Olin Boye
- Mrs. F. O. Christie
- Mr. Leslie S. Dale
- Bishop H. Ellis Finger
- Mr. Robert C. Fox
- Mr. W. Keith Funkhouser
- Rev. Carl Glasow
- Mr. Marvin Holtzclaw
- Mr. George Jasny
- Mr. William R. King
- Mr. Donald Maxwell
- Mr. Charles F. Parke
- Dr. Herman Postma
- Rev. Harper Sasser
- Mr. K. W. Sommerfeld
- Dr. Ben St. Clair
- Mrs. Nelson Stephens
- Mr. Melvin Sturm
- Mr. Donald B. Trauger
- Mr. Thomas L. Yount
- Dr. Charles Gurney

Officers:

- Mr. George Jasny, Chairman
- Mr. Donald Maxwell, Vice Chairman
- Mrs. F. O. Christie, Secretary
- Mr. Thomas L. Yount, Treasurer

Executive Committee:

- Mr. George Jasny
- Mr. Donald Maxwell
- Mrs. F. O. Christie
- Mr. Thomas L. Yount
- Mr. Ray C. Armstrong
- Mr. Robert C. Fox
- Dr. Herman Postma
- Mr. Leslie S. Dale
- Rev. Charles Gurney
- Mr. Marshall Whisnant

Approved by:

The Joint Commission on Accreditation of Hospitals

A Member Of:

The American Hospital Association

Tennessee Hospital Association
Knoxville Area Hospital Council

Affiliated With:

Blue Cross and Blue Shield of Tennessee

Licensed By:

The State of Tennessee

1227992

Chief of Staff's report —

We're constantly learning



Charles Gurney, M.D.
Chief of Staff

DR. GURNEY

The Medical Staff of the Oak Ridge Hospital has grown to some seventy physicians in 1976-77. We are now able to provide those services in Oak Ridge which used to demand out-of-town referral with attendant travel problems, delays and difficulties caused by loss of adequate communication in consultations. With the availability of a full-service hospital, a greater number have been attracted to our facility.

Our teaching program has been vastly strengthened by our new staff. Not only have our new physicians brought new information in new areas of

medicine, but they have shared it with enthusiasm. The Radiology and Pathology departments have organized an educational program that would be envied by a hospital twice our size. Constant learning is the key to excellence in patient care. We continue to strive for that goal.

Our monitoring program of in-hospital care has done a remarkable job of identifying those areas of care that need improvement. The Audit Committee is the watchdog of both physician performance and laboratory and x-ray services. They constantly monitor types of illness, treatment administered

and results of that treatment to assure each patient the best that our staff can offer.

The two-year approval by the Joint Commission on the Accreditation of Hospitals this year was a credit both to the Administrative and the Medical Staff. The cooperative machinery of the Hospital Board, the Administration and the Medical Staff will continue to strive for a well-planned community health program.

VIP view: The patients' report —

'I am more than JUST a patient'

A hospital exists for one purpose: to serve the needs of the patients. There is no better way to find out how a hospital is meeting those needs than by listening to the comments of the patients. A few that have been made during the past year are listed here.

they had a waiting room or solarium so that patients that can't sleep at night could go there — in order not to disturb their roommate."

bad eye when he started ordering his food served in bed at home like it was here."

"Hospital gets an A-1 — nurses really wonderful."

"I feel that I am more than JUST a patient — everyone here really cares."

"Hadn't been in hospital since 1928 until now, and what a great experience to see such an organization."

"Everyone is very nice to me."

"The visitors smoke too much."

"The student nurses are really good."

"Everyone tried to do for me."

"Everything superior — from bottom up — perfect."

"Everyone swell — so good to me in Therapy — so conscientious."

"I am absolutely delighted with the hospital in all respects."

"The nurses are just a bunch of angels."

"I have been treated like a queen."

"The service and care in X-ray and Therapy is excellent. They never seemed rushed or impatient with me. Thanks so much."

"Great hospital — very best of care and prompt attention."

"Couldn't be better pleased with the nursing service."

"Regardless of how high the cost, it still wasn't enough to pay for all a patient received."

"Couldn't ask for better treatment — give them 100% rating."

"Best hospital I've ever been in — everything just excellent."

"Good food — I eat every bit of it."

"Beautiful, cheerful rooms and very quiet, made it a pleasant place to be."

"Nice as can be in X-ray."

"Very good service. Wish that

"They're doing a real good job here."

"Outside of being a most wonderful hospital, the food was simply great."

"Nurses are so good — they will take time to stop and talk a minute."

"My roommate came in here with a bad eye, and as he was going home he said he'd probably be back in with another

"Excellent, the service is just wonderful — I had marvelous treatment and service in Emergency Room."

"Housekeeping girls are great, very friendly and do a good cleaning job."

oak ridge hospital

MEDICAL STAFF

As of September 1977)

VISITING STAFF

Family Practice

Archer W. Bishop
John P. Crews
Richard A. Dev
Frank H. Gonella
James T. Gillespie
Charles B. Gurney
David G. Heald
Thomas Jenkins
Joseph S. Lyon
David W. Seay
S. J. Van Hook

Internal Medicine

Frederick Barry
John D. DePersio
Francis Goewitz
Victor W. McLaughlin
Helen Vodopick

Pediatrics

Gene Caldwell
Charles L. Campbell
William P. Hardy
William M. Hicks
Robert G. Howard
Lewis F. Preston
John W. Welch

Surgery

Robert R. Bigelow
Laurence R. Dry
Robert W. Dunlap
Earl Eversole
Ernest L. Hendrix
David G. Stanley
Kenneth Miller

Neurosurgery

Stephen E. Natelson
Christopher Norwood
John T. Purvis
William A. Tyler

Obstetrics & Gynecology

Charles E. Darling
Robert E. DePersio
Timothy Gowder
William W. Pugh
John K. Schanze

Gynecology

C. Julian Ragan

Urology

Richard G. Brandley
Avery P. King

Otorhinolaryngology

John Jernigan
Samuel O. Massey
D. Thomas Upchurch

Ophthalmology

Raymond A. Johnson
Mark A. Judge
E. Elliott Kaebeick
Lee A. Smalley

Orthopedics

Geron Brown
Paul Spray
George M. Stevens
Joe E. Tittle
Robert C. Jackson

Oral Surgery

Bill B. Blevins
Travis Witherington

Dermatology

Donald L. Hartman

Psychiatry

Ira A. Lew
Gar. W. Walters

Anesthesiology

Herbert J. Hosteder
Lowry L. Sheely
Liselotte Signar

Radiology

James I. Hilton
Harold E. Kerley
James Rouse

Pathology

Alex G. Carabia
Armando deVega
W. Alan Loy

Emergency Medicine

Clifford K. Callaway
Herschell K. King
Joseph Palatous

Gastroenterology

Kenneth Luckmann

COURTESY STAFF

Industrial Medicine

T. Guy Fortney
Albert S. Garrett
T. A. Lincoln
Lynn F. Lockett
Henry B. Rulley
David H. Sexton
Daniel M. Thomas
Gino Zanoli

Family Practice

Michael W. Gromis
Henry Heddes
Samuel G. McNeely
Charles R. Sullivan

Pediatrics

Lloyd D. Martin

CONSULTING STAFF

Obstetrics & Gynecology

Albert W. Diddle
Kenneth A. O'Connor

Public Health

Parley M. Dings

Plastic & Reconstructive Surgery

Edmund B. Andrews
James B. Cox

Neurological Surgery

Joe D. Beals
Frederick Killeffer
Frank Turney

Thoracic Surgery

Jacob T. Bradsher
William K. Rogers

Pediatrics

Thomas E. Lester
Felix G. Line

Orthopedic Surgery

Edward J. Eyring

Radiology

Robert P. Ball

Psychiatry

Joan B. Woods

Radiotherapy

Frank V. Comas
David Ange
Ronald Perry

Radiation Accident

Gould Andrews
Karl Hubner
Clarence Lushbaugh

Pulmonary Medicine

Leon Bogartz
Richard Obenour
Thomas Sullivan

1227993



Places you go, people you see...



The Hospital's pulse beat. It reaches all corners of the Hospital.

She's there to assist the patients' families and visitors.



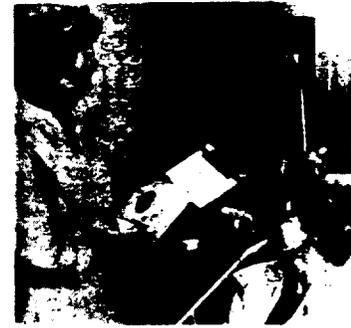
The volunteers contributed \$8,000 from sales in the Pink Placebo to purchase equipment for the Hospital last year.



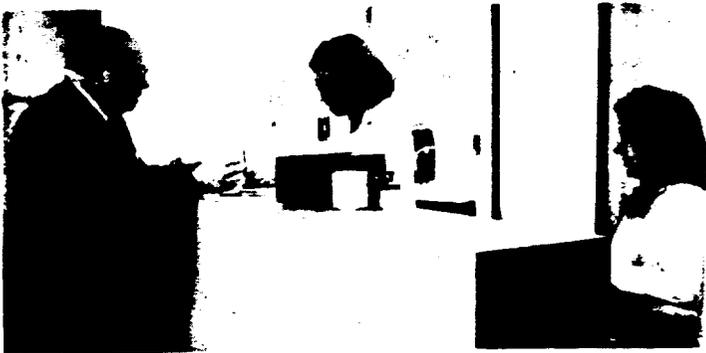
A total of 13,485 patients were admitted to the Hospital this past year.



The Radiology Department performed 34,188 X-ray examinations during the past year.



The Volunteers devote many, many hours to keeping our patients happy.



Another entryway to patient care is through the Emergency Department.



During the year, Nuclear Medicine provided 1,422 treatments.



The housekeepers keep the Hospital as if it were their own.



The Cardiac Care Unit (CCU) has sophisticated equipment used to monitor heart patients.



Respiratory Therapy administered 17,340 treatments to patients over the past year.



The Volunteers decorated, paid for and work in the playroom for Pediatric patients.



Physical Therapy worked with 1,825 patients last year.



Loving care is provided on the Pediatrics floor.



This is one of the 1,282 babies born and taken care of at Oak Ridge Hospital this past year.



The Intensive Care Unit (ICU) is equipped to care for patients who need constant attention.



TLC—a very important ingredient in patient care.

Photography by Brad Nelson

... and some of the people you don't see ...



The Business Office keeps track of all the financial affairs.



The modern machinery in Data Processing allows quick and accurate processing of information.



The Pharmacy filled 213,723 prescriptions for Hospital patients during the past year.



The Education Department keeps Hospital personnel up-to-date on the latest techniques in health care. Resuscit-Ann (the doll) was purchased with funds from the Volunteers.

1227995

... behind the scenes at Oak Ridge Hospital



The Hospital kitchen prepared 374,867 delicious meals in the past year.



Central Service keeps the Hospital in supplies needed for patient care.



There were 16,943 operations performed in Fiscal Year '77. Of these, 385 were on out-patients, compared to only 30 in Fiscal Year '76.



One aspect of the Purchasing Department is Jack's Print Shoppe. Umpteen thousand copies have been made there.



A monthly manager's meeting is held to discuss Hospital-wide matters.



Social Services and the Patient Care Coordinator are busy behind the scenes.



One of the many duties in the Nursing office is scheduling.



The ladies in Medical Records maintain records on everything the physician does in the care of every patient.



Safety Director on her rounds making sure it is as it should be.



The Clinical Lab is vital for diagnosing patient illnesses.



The work done in our own shop saves money and helps keep patient costs down.



Our mailman "keeps us all wired together." The secretaries from Finance and Personnel appreciate his service.

1227996

Gray Ladies serve patients, staff in variety of ways

The Gray Lady Corps, under the sponsorship of the American Red Cross, has volunteered its services for many years at Oak Ridge Hospital of the United Methodist Church. They have continued and expanded their services this year.

The wide variety of services offered by the Gray Lady Corps is evidenced by a summary of their activities.

General Services

The Gray Ladies cover all floors of the hospital daily, delivering mail and flowers both afternoon and evening. They distribute magazines, books, stationery and other items to improve the morale of patients. They run errands for patients upon request and relieve the Visitor Control personnel at the

front desk.

Magazines are distributed by the Gray Ladies to all waiting rooms in the hospital. Notions (toothpaste, brushes, deodorant, shaving cream, etc.) are kept in the volunteer office and are distributed at the request of nurses.

A wardrobe of pajamas, robes, gowns and house shoes is available, and those items are distributed on request. Layettes are supplied to the Maternity Floor and are distributed by the nurses when needed.

As a new service this year, volunteers are helping with the discharge of patients.

The Gray Ladies also provide some of the extra touches that make it a little easier on patients and their families when someone is hospitalized during a holiday period. As an example, they put

Christmas favors on dinner trays on Christmas Eve.

Special Services

In addition to the variety of services listed above, the Gray Ladies provide certain specialized services.

They assist in Admissions from 1 to 4 p.m., helping patients to register and assisting them in going to their room.

In the Emergency Department, the Gray Ladies assist in the evenings. They help register patients, aid families who are waiting, make necessary phone calls and help nurses when requested. This includes taking patients to X-ray, delivering specimens to the laboratory and performing many other duties.

Gray Ladies also assist in the surgery program. Volunteers

are stationed in the ICCU-Surgery waiting room and in the surgery consultation room daily from 7:30 a.m. until 4 p.m. They keep families informed of the patient's condition from the time he is taken into surgery until he returns to the room. This includes arranging private consultations with the surgeon and giving recovery room reports.

In addition to the surgery program, Gray Lady volunteers also work with families of patients in ICU and CCU to insure good communication between the medical personnel and the waiting families. Visitation is regulated, messages are taken, and general help is given. This service continues in the evening and on weekends.

Careful selection and extensive training are required for

volunteers in these special services.

General Information

Candidates for Gray Ladies are submitted to the Director of Volunteers from the local Red Cross chapter. The training Chairman gives new people a session on rules and regulations and schedules them for ten hours of on-the-job training covering all general services.

All Gray Ladies must work weekly all year. Meetings are held three times a year on the fourth Wednesday in January, April and September in addition to a Christmas dinner and May luncheon meeting.

Gray Ladies assist at the Red Cross Bloodmobile and serve on the Board of the Oak Ridge Chapter of the American Red Cross when elected.

More Flexibility

During the Spring and Summer of 1977, a committee composed of Pink Ladies and Gray Ladies met to formulate and write By-Laws for a joint organization to be called the Oak Ridge Hospital Volunteer Organization. During this period operating rules were changed so that any volunteer could work on any service after she has had proper training. This allows

greater flexibility and use of volunteers in the hospital.

By-Laws were approved by the Hospital Board of Trustees in August, 1977. They will be formally approved by the new organization at the First Annual Meeting to be held this Fall, with officers being elected and installed at that time.

Numbers Tell The Story

There are 40 active Gray Ladies, and they contributed 5,967 hours of volunteer work during the past year.

Awards for individual achievements were given as follows:

- 19 Gray Ladies received 100-hour awards.
- Eight Gray Ladies received 200-hour awards.
- Six Gray Ladies received 300-hour awards.
- One Gray Lady received a 400-hour award.
- Two Gray Ladies received 600-hour awards.
- Flossie Hughart received a special pin for her 28-year service in the Gray Ladies.

Officers

Officers for 1976-77 are Marjorie Clary, chairman; Lee Perry, co-chairman; Dorothy Martin, secretary, and Wanda Keller, treasurer.

Pink Lady gift shop serves dual purpose

The Oak Ridge Hospital Women's Organization for the past fiscal year has continued to pursue their purpose: "To render service to the Oak Ridge Hospital of the United Methodist Church and its patients through the organization and operation of a shop for the convenience of the patients and visitors and such other programs as approved by the Board of Trustees of the Hospital."

During this year, an average total of 90 Pink Ladies served 10,892 hours. Sixty-seven served in the Gift Shop, 12 as Patient Representatives and 11 as volunteers in Admitting, X-ray, Physical Therapy and other departments.

Gift Shop

The Gift Shop is open seven days a week. It makes available gifts, jewelry, magazines, books, greeting cards, candy, sundries, toys and games to the general public, patients and hospital personnel.

The profit from sales is returned to the hospital in the purchase of items recommended by the hospital administration. This year electric razors for the ICU and CCU units, a Fetal Heart-beat Monitor for Obstetrics, a specialized drill and master file for use in Otolaryngology Surgery, stack chairs, book shelves, pictures and other equipment to help furnish the library and a recording Resuscitator for the Education Department

were purchased. Total cost was more than \$8,800.

Additional gifts of merchandise from the shop inventory to the hospital consisted of decorating a Christmas tree in the surgery waiting room and sharing the cost of tray favors for each patient at Christmas time with the Gray Ladies. Gifts from inventory and a small amount of money were given to Westmall for bingo prizes and birthday gifts until the facility was closed.

During the year, the Gray Ladies purchased magazines and sundries at actual cost for special situations.

A Portable Vacuum Filtration unit for the operating room and a defibrillator totaling \$5,500 were authorized in the previous year, but were purchased during this fiscal year. Authorized this year were funds to purchase four rocking chairs for Pediatrics, for the continuance of maintenance of the Westmall Park and refurbishing the Volunteer Rooms on the third floor.

Other Programs

Pictures are taken of almost every infant by the nursing staff shortly after birth. The volunteers on duty in the Gift Shop regularly visit the new mothers to explain the procedure by which they may purchase a packet of pictures. Last year 884 parents took advantage of this offer and purchased their baby's first photograph.

Twice a week 12 trained volunteer patient representatives visit with patients and their families to hear and respond actively to compliments, complaints, requests for help or grievances. They interpret the purpose and philosophy of the hospital to the patient and interpret patients' problems and opinions to the hospital administration. Written reports are submitted regularly and are followed up by hospital staff.

Additional volunteers provide escort service in Admitting, X-ray and Physical Therapy. Others serve in the ICCU-Surgery waiting room, while others assist in the delivery of flowers and other assignments.

Candy Strippers

The Candy Strippers had capping ceremonies in October,

1976, and April, 1977. A total of 54 girls received their caps for having had 50 hours of service. Forty-four were awarded 100-hour stripes, 13 received 200-hour stripes and one received her 300-hour stripe. In June a total of 85 girls were enrolled in this program. The yearly average serving was 78 girls

contributing 7,997 hours. The Candy Strippers perform numerous duties as requested by the hospital personnel in Pediatrics, Physical Therapy, Admitting, Laboratory and X-Ray as well as assisting with the nourishment carts and meal trays on 2E, 3E, 2W, and 3W Wings and in Pediatrics.

oak ridge hospital

Organizational Philosophy:

- A. The Golden Rule serving as the basis of all Hospital activity.
- B. Maintenance of high ethical standards in internal and external relationships.
- C. Decisions based on facts—objectively considered.
- D. The Hospital kept in adjustment with the forces at work in its environment.
- E. People judged on the basis of their performance, not on nationality, race, personality, education, or personal traits and skills.
- F. The Hospital administered with a sense of urgency.
- G. Each department or cost center administered on the entrepreneur concept.

Organizational Objectives:

- A. It is a religious institution, with an atmosphere of compassion and conscientious concern, dedicated to the service of mankind.
- B. It is an institution providing efficient, top quality care, continuously adjusting to medical advances with the welfare of its patients governing all matters.
- C. It is a financially sound institution operating for the public on a not-for-profit basis.
- D. It is an institution directed toward creating and strengthening mutual understanding, good will, and respect in all of its relationships both internal and external.

PINK LADY

The Executive Committee

Chairman Mrs. Warren W. Norris
 Vice-Chairman Mrs. Victor D'Amico
 Recording Secretary Mrs. Charles Horvath
 Corresponding Sec. Mrs. P. Stein
 Treasurer Mrs. H. McAdoff
 Patient Representative Chairman Mrs. H. McCraith
 Candy Stripper Chairman Mrs. Hazel Smith
 Vice Chairman Mrs. Charles Hobb

Gift Shop Committees

Jewelry & Gifts Mrs. Campbell King
 Mrs. J. W. Bove, Jr.
 Mrs. Paul Spry
 Mrs. J. Whitcomb
 Stuffed Animals Mrs. Frank Finkel
 Greeting Cards Mrs. Robert Shul
 Toys & Games Mrs. Rose Johnson
 Stationery Mrs. H. J. McAdoff
 Paper Products Mrs. John Smith
 Flower Arrangements Mrs. J. W. Bove, Jr.
 Baby Pictures Mrs. Carl Irwin
 Sanklin & Magazines Mrs. E. Donald
 Books & Magazines Mrs. K. Thurmond

12 27 997

Why are hospital costs so high?

Editor's Note: We recently received a copy of the following article, reprinted here with the permission of the author, Mr. William J. Watt. He is Comptroller/Assistant Administrator of St. Joseph's Hospital Health Center in Syracuse, N.Y. We gratefully acknowledge his willingness to let us use his article.

Why are hospital costs so high? In plain layman's language, why are costs so high? You, the public, ask that question every day. Let me try to answer.

You probably have a favorite grocery store at which you do your weekly shopping. Let us impose some changes in the way that store operates.

1. The store must record and report each year the number of cans of peas sold by brand, by customer age, and by employer of the customer. For example: report sales of "Green Giant" peas to General Electric employed customers by age groups one to five, six to 16, 17 to 21, etc. The same for "Green Giant" pea sales to customers employed by Chrysler Motors and so on. Next, the store will report "Libby" peas. We will require this report on not only peas, but for each and every product sold.

2. The store must certify in writing that each customer "needs" groceries before permitting him/her to enter the store.

3. The store must have a "committee" to establish a shopping "time limit" for each customer as he/she walks in the door. Any customer permitted to shop longer than the pre-established time limit may not be required to pay for groceries. The store must keep records of this by customer.

4. The store must keep a record by name of time customer entered store, items purchased, amount paid by item, name of stock boy who placed each item on the shelf, time of customer departure from store and name of store employee who carried the groceries out.

5. The store must obtain approval of the "authorities" before adding or deleting any product or specific brand of product.

6. The store manager must have a Master's Degree in Marketing.

7. Periodically, the store will be required to determine and report "race" of each customer in store during a particular day.

8. The store must keep records and report the following to our authorities:

a. Total number of customers served; broken down by employer

b. Total minutes of customer shopping.

c. Number of customers who used shopping carts.

d. Number of customers who did not.

e. Number of customers who bought meat and nothing else.

f. Number of customers who bought bread and nothing else.

g. Number of customers who bought milk and nothing else.

h. Number of customers who bought bread and milk.

i. Number of customers who bought bread and meat.

j. Number who bought meat and milk.

k. Number of customers who went directly to left side of store upon entering.

l. Number who went directly to right side of store upon entering.

m. Number who sauntered down in the middle aisle.

9. Let us now mandate that the store "give away" fifty thousand dollars worth of groceries each year. In fact, let us force the Store Manager to post signs in three languages, telling customers that he is required to do this; and again, records must be maintained by customer on free groceries given away under this plan, as well as records on those denied.

10. Next, let's require that for one-half of its customers, the store cannot set prices. Instead, our authority will determine how much the customer may be charged. Better yet, we will tell the manager that these customers may be charged no more this year than last year prices — regardless of how much more the store must pay for the items and regardless of how much our new regulations have added to operating costs. After all, the store can double its price increases to the other one-half to make up any loss.

11. For that half of the customers, let us also require that the store cannot collect from the customer for groceries sold. Rather, the store must bill the customer's employer. Better yet, we will mandate that the store must first write to the employer for "permission" to bill, then it may bill upon receipt of permission. In the meantime, the store may not attempt to collect from the customer for groceries received.

12. Naturally, we will establish that the store is to be "fined" if it refuses to report the data we have outlined or if its records are not totally accurate.

13. For topping, the store must hire an independent accountant to certify the accuracy of data reported under our regulations.

14. To wrap things up, let's make the store manager responsible for planning each

customer's meals. If he errors in judging what is best for a family — sue, sue, sue.

15. But, let's not stop here just because you and I have exhausted our ideas. Why not add more people to each of the authorities. They will probably invent new controls and regulations to show they are earning their pay.

16. Finally — why are grocery costs now so high? In plain layman language, why are they so high?

It sounds ridiculous to apply such criteria to a grocery store, doesn't it? But believe it or not, hospitals are mandated by several "authorities" to report countless statistical data and are bound to many, many rules not unlike those we have dreamed up for our grocery stores. Some examples of this are:

1. Report monthly and annual days of inpatient care, by age group, by services (medical, surgical, etc.), by type of financial coverage.

2. Report outpatient visits in a similar fashion.

3. Likewise for Emergency Room visits.

4. Report total annual minutes of anesthesia administered.

5. Count and report number of X-ray examinations.

6. Count and report number of films used in these X-ray examinations.

7. Report number of births for year.

8. Report number of children served.

9. Report number of physical therapy treatments.

10. Report number of blood transfusions.

11. Number of outpatients admitted as inpatients.

12. We must give a certain amount of "charity care" each year and have multilingual signs posted telling our patients this charity is available.

13. Report operations by number and type of operation.

14. Reimbursement rates are established by outside "authorities" for more than half of total patients. Such rates are usually less than the cost of care, so we charge higher fees to the remaining half to make up the deficit.

15. We must obtain a signed certificate as to need for hospitalization.

16. We must establish a "time limit" for hospital stay at time of hospitalization. An insurance clerk may declare an "overstay" and refuse to pay.

17. We must seek "permission" to bill an outside third party for more than half of our patients.

18. We must maintain detailed records of services provided by date and by individual providing the service.

19. We must periodically determine and report the "race" of each patient treated during a given day.

These are but a few of the many requirements we are told that you, the public, demand of hospitals today. They sound ridiculous when applied to a grocery store. And you can easily imagine the increased cost of groceries if the criteria were so mandated. Now do you know why hospital costs are so high?

William J. Watt

A welcome addition of nine doctors

Oak Ridge Hospital is indeed fortunate to have had nine physicians join the medical staff during the past year. The new doctors are:

Dr. Timothy Gowder
A native of Dothan, Ala., Dr. Gowder is an obstetrician and gynecologist. He received his B.S. and M.D. degrees from the University of Tennessee, interned at Methodist Hospital in Memphis, and held a residency in obstetrics and gynecology at John Gaston Hospital in Memphis and the University of Tennessee. He is married and has two children. Dr. Gowder is in group practice with Dr. Charles Darling.

Dr. David Heald
Dr. Heald joins Drs. Dew, Seay and Jenkins in the Family Practice Clinic. A native of Huntsville, Ala., he earned his B.S. and M.D. degrees from the University of Alabama. He interned at Huntsville Hospital and had his residency in family practice at the School of Primary Care, Huntsville. He is married and has two children.

Dr. Robert Jackson
Dr. Jackson is a native of West Tennessee and earned his degrees at UT. Dr. Jackson's specialty is orthopedic surgery, and he enjoys fishing and water sports as hobbies.

Dr. William Alan Loy
A Millington native, Dr. Loy is a graduate of the University of Tennessee and comes here from the UT Center for Health Services at Memphis. He was raised on a farm near Spring City and says he always wanted to return to East Tennessee. Dr. Loy is a pathologist.

Dr. Kenneth Luckmann
Dr. Luckmann did his undergraduate work at Johns Hopkins University and earned his M.D. at Vanderbilt. A gastroenterologist, he trained in that field at three different hospitals. A native of Westfield, N.J., he is married and has two children.

Dr. Kenneth Miller Jr.
Dr. Miller, a surgeon, did undergraduate work at Baylor and received the M.D. degree at the University of Texas. He came to Oak Ridge from the University of Alabama Hospitals, and is in

practice with Drs. Eversole and Dry. Dr. Miller is married and has one daughter.

Dr. Lee Smalley
An ophthalmologist, Dr. Smalley earned his B.S. and M.D. degrees at UT. He interned at Tucson Hospitals Medical Education Program and held a residency at the University of Arizona. He attended Oak Ridge High School and is a graduate of Karns High School. He is married and has two children.

Dr. William Tyler Jr.
Dr. Tyler joins the practice of Drs. Purvis, Natelson and Norwood. A UT graduate, he interned at Methodist Hospital in Memphis and did a residency in neurosurgery at Henry Ford Hospital, Detroit, before coming to Oak Ridge. He is married and has three children.

Dr. John Welch Jr.
Dr. Welch joins Drs. Caldwell, Campbell and Howard at Children's Clinic. He has a B.S. from UT and his M.D. from Vanderbilt. His pediatric residency was completed at the University of Arizona at Tucson. He is married and has one daughter.

1227998