

6-1974

## Beacon Light: June 1974

St. Cloud Hospital

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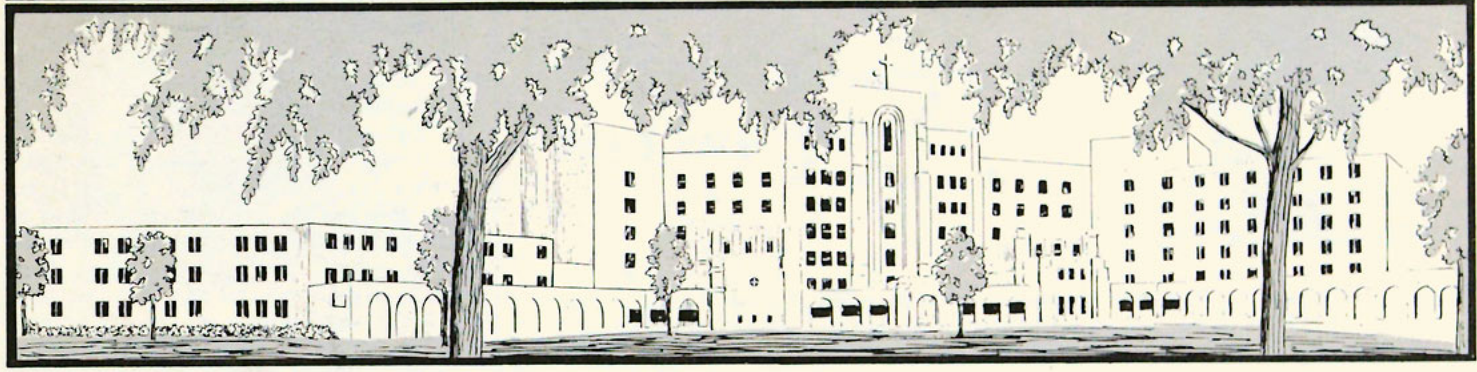
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# The St. Cloud Hospital Beacon Light



Volume XXIII Number 10

June, 1974

## Board Approves Administrative Reorganization

In response to the increasing number of external forces faced by health care facilities, the St. Cloud Hospital Board of Trustees has approved a reorganization of its administrative staff. The Board's action has been taken to allow the Hospital's Executive Vice President, Gene S. Bakke, more time to devote to health care planning, to become more involved with external developments affecting hospitals and to study and implement new programs designed to provide quality health services at the most economic price.

To assist Bakke in the performance of his new and added responsibilities, the Board has established the position of Associate Administrator and Director of Internal Planning. This posi-

tion will be occupied by Harry Knevel former director of the Hospital's Nursing Division, who will be directly responsible for the Hospital's internal operation. Also, in an effort to keep the medical staff up-dated on changes effecting the practice of medicine, the Board has established a full-time position for a Director of Continuing Medical Education (DCME). That position will be filled by Dr. R.J. Cumming, who has served as a part-time DCME for the past two years.

"The environment in which we function has changed dramatically in the past two or three years," said Bakke, "and we have to be responsive to the rising number of external forces affecting our Hospital's ability to deliver

quality care to residents in our area."

Bakke noted that legislation is probably the most significant force to which health care administrators and practitioners must respond. There have been a number of legislative acts passed he said, which have significant implications to health care.

Public Law 92-603 (a part of the controversial HR-1 which was passed by Congress in 1972) makes it necessary for all health care facilities in the country to get a certification of need if they want to spend \$100,000 or more for capital purposes. That same bill also created PSRO (Professional Standards Review Organizations). Minnesota has been divided into three PSRO's by the Federal Government contrary to the recommendations of all health organizations in the state. HMO (Health Maintenance Organizations, a concept strongly supported by the Nixon Administration) was noted as another pressure hospitals will have to deal with. The Economic Stabilization Program still looms as a threat to hospitals. Bills calling for financial disclosure are going to be considered in upcoming legislative sessions, rate review is on its way, and, looking into the future, Bakke noted proposals to provide some kind of National Health Insurance.

"Changes in the health care environment haven't been limited just to legislation," Bakke observed. He referred to court decisions which have also changed the "milieu in which we work." The Supreme Court's decision, of 1973 and other issues involving moral and ethical questions such as



*"... the role of the health care provider has been dramatically changed over the past few years and now we have to develop a management system which will be able to respond to those changes."*  
**Harry Knevel, Associate Administrator and Director of Internal Planning.**

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*"Continuing medical education programs are actively requested by the St. Cloud Hospital medical staff. I hope to expand the current educational programs in line with the medical staff needs..."*

**Dr. Robert J. Cumming, Director of Continuing Medical Education.**  
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Reorganization... see page 4

# The Chaplain's Corner



## Sisters Commissioned To Deliver Communion

BY FR. AL STANGL

In the first part of May permission was given by Bishop Speltz for six of the Sisters of the Order of St. Benedict to assist in bringing communion to the sick in the hospital and at St. Gertrude's Home.

This idea was not new. In the early days of the Church, people would bring home communion to sick members of their family and neighborhood. During the centuries, this custom was dropped and the thinking of the times was only the priest could touch the Host. This held strong in the church until a few years ago when again it became a privilege for certain people to give communion in church services and bring it to the sick.

Fr. McManus on commissioning the Sisters on the eve of the Ascension said, "As I commission each one of you, I ask that your lives be examples to others and that you take seriously your duty as Extra-Ordinary Ministers of the Communion."

Each of the Sisters has been functioning in her new duty and finds it meaningful. The comments of the patients have also been positive. One said it "gives me a chance to prepare and pray with the one bringing communion."

Pictured below are the Sisters who have been commissioned Extra-Ordinary Ministers of Communion.



Sr. Glemora



Sr. Georganne



Sr. Margaret



Sr. Mary

## Extraordinary Ministers of Communion



Sr. Clara



## Specially Designed Van For Handicapped Displayed

Mobility is one of the serious problems faced by the handicapped. In response to this problem, a commercially available van similar to the one used on the "Ironside" TV series has been introduced.

The van was part of the St. Cloud Hospital Inhouse Fair which was held during National Hospital Week. It is equipped so that a person confined to a wheelchair can drive without the need for assistance from someone else. The van has a hydraulic lift to get the person into the van, power automatic transmission to allow easy shifting, elbow operated signals and a hand operated brake.

The van is also fitted with a special steering wheel apparatus which permits controlled operation. It is priced at \$12,000 and is manufactured by the Redi-Care Medical Equipment Company. There are presently two in operation.



A representative from the Redi-Care Company demonstrates the use of the power automatic transmission in the Quadrapelegic Van.



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Gene Bakke, Executive Vice President

## COMMENT

by Executive Vice President

### Gene S. Bakke

For a number of years past, it has been the practice at St. Cloud Hospital to operate with a budget — an annual projection of the services we expect to render to the people of the area, and the cost that will be incurred. Having established the probable scope and volume of services and the anticipated cost, a determination is made of the expected income to be derived. If income would appear to be inadequate to cover the cost, consideration is first given to means by which those costs can be cut back. After making those cost reductions that would appear to be justified and reasonable, only then are price increases given serious discussion.

Last January, the process of budgeting began with consideration of the effect that hospital objectives would have on the scope and intensity of services to be provided. Participation by personnel responsible for units, departments and divisions, together with the involvement of the medical staff, culminated in action of the hospital Board of Trustees approving a budget for the fiscal year beginning July 1, including authorization of price changes to become effective on that date.

The 1974-75 operating budget beginning July 1 will total almost \$16 million. This is, of course, an increase over last year's total budget of some \$14 million. Part of this increase is attributable to increased volume of services to the people of the area, but the largest portion of the increase results from higher wage and salary levels necessary to maintain compensation at scales comparable to local and regional rates, as well as to cover rapidly escalating costs of utilities, supplies, food, equipment and almost everything the hospital must purchase in order to provide a high quality of care to patients.

But in spite of these substantial cost increases, we have been able to hold price increases to an average of only 6.1% for the 1974-75 fiscal year. This has been made possible by:

\* Reviewing and revising the budget as many as three and four times for each unit, department and division to assure that costs are contained at the lowest possible level.

\* Reducing the amount set aside for expansion and improvement of services and for equipment and building to 2.85%, a reduction of almost two per cent under last year's actual result.

Another major factor in keeping the price increase to 6.1% is the projected increase in volume of services we expect to provide. As St. Cloud continues to grow as a referral medical center, the hospital benefits from the greater demand for services. In the coming year, for example, it is expected that at least six more physicians in several specialties will establish medical practice in St. Cloud, creating the need for additional hospital services for their referred patients.

Over the past five years, the average increases in prices for services at St. Cloud Hospital has been 5.2%. Last year, prices were increased only 2.5%. This compares very favorably with national average increases of 13% over that same period.

When the Economic Stabilization Program ended on April 30, Secretary of HEW, Caspar Weinberger, in testimony before Congressional Committees, predicted that hospital prices would raise an average of 17% during the next twelve months. Most responsible hospital authorities indicated his projection was grossly overstated. Our increase of 6.1% would assuredly support that contention, and is in sharp contrast to the record compiled by other industries after controls on that were lifted.

## OUR RECORD OF SERVICE

	Admissions	Births	Operations	X-rays	Lab. Tests	Emergency Outpatient Visits
April 1974	1553	128	635	4259	25286	1024
May 1974	1355	124	535	4284	24997	1092
Jan.-May 31	7290	649	2981	20717	126915	4762

## Reorganization

*continued from page 1*

genetic engineering were cited as having especially important impact on health care.

Bakke also noted that proposals for regionalization of health care delivery, and a statewide emergency medical care program are other areas which are going to affect hospitals. Here he pointed out that the St. Cloud Hospital will serve a principle role in these areas because it is serving as a referral center for an increasingly large area. Continued specialization of the medical staff and the fact that 60% of the Hospital's patients come from outside the metropolitan area (compared with 50% ten years ago) were cited the two major reasons for the Hospital's prominence in state and regional health care planning.

"The executive officer of today's hospital will have to devote more time to these outside forces, in fact, he will have to devote his primary efforts to them," said Bakke. "We have to answer the question whether we want to be spectators or actively involved in the developing process," he said.

"The reorganization of our administrative staff is intended to give the chief executive officer that responsibility, yet retain his broad involvement in the daily operation of the hospital through the concept of shared responsibility and the creation of a planning service function within our administrative program," he said.

While the reorganization of the Hospital's administration will add another person to the staff, it was noted that the St. Cloud Hospital's administrative costs as well as the number of people actually involved in administration is significantly lower than other hospitals of its size. According to the latest H.A.S. (Hospital Administrative Services) report, administrative and fiscal expenses at the St. Cloud Hospital total 8.6% of the budget compared to 9.6% in the Twin Cities and 10.7% nationally. Also, administrative and fiscal man hours per bed at SCH total 34.74 compared with 40.19 in the Twin Cities and 42.82 nationally.

## Knevel Named Associate Administrator

Harry Knevel, Director of the Nursing Division and a member of the SCH staff for the past 20 years, has been appointed to the new position of Associate Administrator and Director of Internal Planning, according to Gene S. Bakke, Executive Vice President.

In his new position, Knevel will be directly responsible for the internal operation of the hospital and for directing an internal planning service which will allow the hospital's management system to be more responsive to the rapidly changing health care environment.

"Our present management by objectives system has worked extremely well over the past several years," said

## Dr. Cumming Appointed DCME

"Continuing medical education programs are actively requested by the Medical Staff serving the St. Cloud Hospital," according to Dr. Robert J. Cumming, Director of Continuing Medical Education (DCME) at the Hospital, "and" he continued, "I hope to expand the current educational programs in line with medical staff needs."

Dr. Cumming has been appointed to the full-time medical staff position as a part of the recent reorganization of the hospital administration. As DCME he will be primarily responsible for organizing, developing and implementing educational programs for the medical staff plus developing medical staff functions relating to the QAP (Quality Assurance Programs) and PSRO (Professional Standards Review Organizations.) He will also maintain a daily liaison with the administration to provide input from the medical staff.

"Up until now," Cumming stated, "We were able to keep up with our medical staff's continuing education needs with the Director employed on a part-time basis. "Now with PSRO, quality assurance programs along with a host of other government programs effecting the practice of medicine, and due to the increasing time demands placed on the chief of staff and other elected officers of the medical staff, the need for a full-time DCME became a necessity," he said.

The establishment of the DCME on a full-time basis came as a result of a recommendation to the hospital's Board of Trustees from the medical staff.

Knevel, "and, basically, we will continue to use that same system of participative management in the future."

"But," he continued, "the role of the health care provider has been dramatically changed over the past few years and now we have to provide a management system which will be able to respond to those changes".

"Careful planning will help us develop the mechanism we need to respond to changing health care needs and a good system of internal control will assure us that plans are implemented and carried through," he said.

Quality assurance programs, PSRO, efforts to keep hospital charges in check, and responding to the health care needs of people in the area are just a few of the reasons Knevel listed emphasizing the importance of improved planning in the management process.

In addition to directing internal planning, Knevel's responsibilities include supervision of the six division directors and the Administrative Pool. He will report directly to the Executive Vice President and will serve as the administrator in charge during his absence.



ABOVE: Knevel (standing) and Cumming will be working closely together in their new positions. They are pictured here reviewing notes from a recent meeting.

## New Chief of Staff Named

Dr. Stephan Sommers, a pediatrician, has been elected to succeed Dr. Dwight Jaeger as Chief of the St. Cloud Hospital Medical Staff for 1974-75. His duties begin July 1.

Dr. Sommers is associated with the Womens and Childrens Medical Center and has been a member of the St. Cloud Hospital Medical Staff since 1961. He is a graduate of the University of Indiana Medical School and served his internship and residency at the University of Indiana Hospital.

Besides serving the area as a pediatrician, he is a member of the Stearns-Benton Medical Society and is the chairman of the Stearns-Sherburne County Medical Advisory Committee of the March of Dimes. He is also vice-chairman of the Minnesota Chapter of the American Academy of Pediatrics.

Dr. Sommers is married and has five children.



Dr. Sommers

## SCH Employee Picnic Set

Ralph Vasek, Housekeeping Director, and chairman of the Employee Picnic Committee, has announced that the 1974 St. Cloud Hospital Employee Picnic will be held Saturday, August 24 in Wilson Park.

All the plans for the picnic are yet to be finalized, but food and refreshments will be available for everyone. Several forms of entertainment including recreational activities are being scheduled.

All members of the Hospital Staff, the Board of Trustees, Medical Staff, Volunteers, Candy Strippers and their families are invited to attend. Lunches will be served from 11:30 to 1 p.m. and 4:30 to 6 p.m.

## Stein to Head Nursing Service Division Sr. Paul Takes Over Professional Services

Dale Stein has been appointed Director of the Hospital's Nursing Division. He will replace Harry Knevel who has been promoted to the position of Associate Administrator.

A native of Pierz, Minnesota, Stein has served as the Director of the Professional Services Division since he joined the SCH staff in 1972. He is a graduate of Bemidji State College and holds a Masters Degree in Hospital Administration from St. Louis University.

As Director of the Nursing Service Division, Stein will be responsible for the Nursing Service Department, Central Service, Surgery, Admissions, and the School of Nursing.



Stein

Sr. Paul Revier, OSB, has returned from an educational leave of absence from the St. Cloud Hospital staff. She replaces Dale Stein as Director of the Professional Services Division.

During her leave of absence from the Hospital, Sr. Paul earned her Masters Degree in Hospital Administration from St. Louis University and served her administrative residency at Good Samaritan Hospital in Cincinnati, Ohio. Prior to her LOA, she had been Director of the Nursing Division. She has been associated with the staff over 20 years and is a graduate of the Hospital's School of Nursing. She also holds a BA degree in nursing.

The Professional Services Division includes the Medical Records Department, Pharmacy, Laboratory, X-Ray, ECG/EEG, Respiratory Therapy, Anesthesia and PAR.



Sr. Paul

## GIVE A PINT

The Red Cross Bloodmobile will be in the St. Cloud Area July 9-12 at the following locations:  
**July 9, Waite Park Legion - 1-6:30 p.m.**  
**July 10, 11, Armory - 1-6:30 p.m.**  
**July 12, Armory - 10 a.m. - 3:30 p.m.**  
 Call 251-6735 or 251-7641 for an appointment

### New Directors Head Social Service and ECG/EEG Departments

Mike Patton has been named Director of the ECG/EEG Department. He had served as ECG technician prior to his appointment and succeeds Mary Sisk as head of the Department.

Patton joined the Hospital staff in July, 1970 as an orderly and was promoted to senior orderly in 1973. He served in the U.S. Army from 1966-69 and then attended St. Cloud State College, graduating with a Bachelor of Science Degree in Business Administration.

He is a native of St. Cloud and is married and has two children. His wife Linda works in the Radiology Department as a clerk typist.

The ECG/EEG Department provides electroencephalogram and electrocardiogram tests at the Hospital and continues to meet the growing needs of physicians, hospitalized patients and outpatients throughout the area.



Patton

Clayton Skretvedt, senior social worker at the St. Cloud Hospital, has been named Director of the Social Service Department, according to Mike Becker, Director of the Rehabilitation Services Division. Skretvedt replaces Chuck Rice who resigned to pursue his Ph. D. in social work.

Skretvedt joined the staff in October, 1972 after completing his Masters Degree in social work at the University of Hawaii. He also attended Bemidji State College and the University of Minnesota and has served as a social worker in the U.S. Army.

The Social Service Department helps coordinate financial and discharge planning for the patients and provides a variety of counselling services for hospitalized patients and their families.



Skretvedt



Pictured above (rgt.) is Mrs. Catherine Strack who received a 3000 hour award at the Annual St. Cloud Hospital Women's Auxiliary luncheon held June 5th at the Germain Hotel. Awards were presented to members of the Auxiliary's volunteer service program by Sister Colleen Haggerty OSB, director of the General Service Division. Marie Hoppert, Volunteer Director, congratulates Mrs. Strack.

## FROM THE ST. CLOUD HOSPITAL KITCHENS

This dessert was served at the Hospital's Expansion-Renovation Appreciation Dinner and was immediately requested as this month's recipe.

### FROM THE ST. CLOUD HOSPITAL KITCHENS

#### FRESH STRAWBERRY PIE

Filling		Crust	
Strawberry gelatin	1 box	Coconut, flaked	2½ cups
Boiling water	1½ cups	Butter, melted	¼ cup
Cornstarch	2 tablespoons	1. Mix together.	
Sugar	1 cup	Press into 8" pie tin.	
Salt	Pinch	2. Bake in 350 degree oven	
Red Food Coloring	As you desire	until golden brown. Cool	
Whipping Cream	1 pint (whipped)		

1. Mix. Cook until thickened. Cool.
2. Place a layer of whipped cream in coconut crust.
3. Pile as many strawberries as you wish over cream.
4. Pour thickened sauce over strawberries
5. Top with cream and toasted coconut.



A reception for Candy Strippers and their parents was held June 10th at St. Cloud Hospital in the Hoppe Auditorium. Sister JoAnn Bavier, OSB, assistant director of Nursing Service, presented awards. Above, Sister JoAnn presents Marlene Dahl with her 1000 hour pin.

## Eight Year Expansion-Renovation Project Completed

"We are done and that signifies eight years of very active construction on the new and remodeling of the old facilities," stated Al Eliassen, Project Inspector, during the Hospital's Building Program. Eliassen's comments were made in the final construction report that was submitted to the Administration on June 12, 1974. He has worked at the Hospital during the entire expansion-renovation project representing the architectural firm of Hills, Gilbertson and Fisher.

An Expansion-Renovation Appreciation Dinner was held at the Hospital on June 10. Congressman John Zwach was the guest speaker at the dinner which also included thank you messages from Sister Henrita Osendorf, O.S.B., President of the Board of Trustees, Sister Colleen Haggerty, O.S.B., Building Coordinator and General Services Division Director, Dr. Dwight Jaeger, Chief of Staff, Mrs. Mary Weyrens, Auxiliary President, and Gene S. Bakke, Executive Vice President.

As a tribute to members of Nursing Service who had to move during the project, Sister Colleen delivered a rose plus a personal thank you to each nursing unit. Although a large part of the expansion-renovation program was the addition of 224 patient beds, other areas were added or remodeled so that the St. Cloud Hospital now features every major medical specialty.



ABOVE: Al Eliassen, Project Inspector during the expansion renovation program, was presented a gold colored hard hat at the Appreciation Dinner.



RIGHT: Sixth District Congressman John Zwach was the featured speaker at the event. The Congressman's term in Congress parallels SCH's construction program; 1966-74.



The Dietary Department graduated 65 staff members from the 20 hour Basic Dietary Course on June 4. Sister Colleen Haggerty, Director of the General Services Division (a Dietician), and Mrs. Mary Schoffman, Dietary Department Director, congratulated the graduates while Sally Grubuski, Continuing Education Director, looks on. The course is recommended by the Joint Commission for Accreditation of Hospitals to meet dietary inservice requirements.

## Congratulations On Your Promotion

- Beverly Moog, Medical Tech in Lab, to Section Chief of Hematology.
- Kathy Falletti, RN on 5 S., to Team Leader 5 S.
- Irene Karls, Processing Aide in Central Service, to Relief Float Aide.
- Dennis Zwilling, Rehabilitation Assistant on 2 NW, to Orderly in the Emergency Room.
- Eugene Ramler, Instrument Aide in Surgery, to Orderly in Nursing Service.
- Beverly Christ, Ward Clerk-Receptionist in ER, to Medical Staff Secretary.
- Lynda Tauber, Staffing Secretary in Nursing Service, to Senior Staffing Secretary.
- Jeanette Hoffman, Secretary in Administrative Pool, to Senior Secretary.



Because of the increase in the Emergency Room Pediatric patient load, a special room has been set aside for such patients. St. Cloud Hospital School of Nursing Students Terry Neubarth and Mark Hofer with the cooperation of various departments and the Emergency Outpatient Staff set out to make the room more interesting and colorful to help children become more relaxed.

All the emergency equipment used for the treatment of the pediatric patient is kept in this room. A pre-surgical orientation kit is also displayed here. The kit will be used to acquaint surgical patients with what to expect as they go through surgery, either in an emergency or out-patient situation. It is fashioned after the "Happy the Clown" party and helps relax the younger patient who is to have surgery.



Martha Sorenson, (l) a graduating senior at the School of Nursing, received the \$100 St. Cloud School of Nursing Alumnae Award as the outstanding graduate. She is pictured above with Jean Haley, RN, 2 No., president of the Alumni Association. The award was given at the School of Nursing Alumni Tea May 16.



Mary Scholz, (l) a junior at the Hospital School of Nursing, was the recipient of the first American Legion award of \$50. This award will be given to the most deserving undergraduate. Mary is pictured with Mrs. Violet Dingmann of the Legion Auxiliary.



Reiny Gohl, a Hospital Carpenter, retired May 31 after 28 years of service at the St. Cloud Hospital. Over 400 staff members helped him celebrate at his retirement party May 30. The party was held in the maintenance shop where Reiny had a chance to greet all the friends he has made over the years.

## Last Issue

This is the last issue of the Beacon Light for the 1973-74 year. There will be no July and August publications. The staff would like to thank everyone who help make the Beacon Light possible this year from the writers to those who helped with the mailing. The next issues of the Beacon Light will be published in September.

### Beacon Light

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