

6-1977

## Beacon Light June 1977

St. Cloud Hospital

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# Beacon Light

Volume XXVI, Number 10 June 1977

## Hospital leadership changes hands

Father Robert Harren officially assumed his new position as President of the Saint Cloud Hospital Board of Trustees at its regular meeting in June. Father Harren replaces Sister Henrita Osendorf, OSB, who completed sixteen years of service as President of the Hospital's Board.

During her sixteen years of service, Sr. Henrita guided the Hospital through many changes, including the completion of a ten year, \$14 million construction/renovation program completed in 1974. Through her leadership, the Hospital has been able to provide the residents of the St. Cloud area with every major medical specialty.

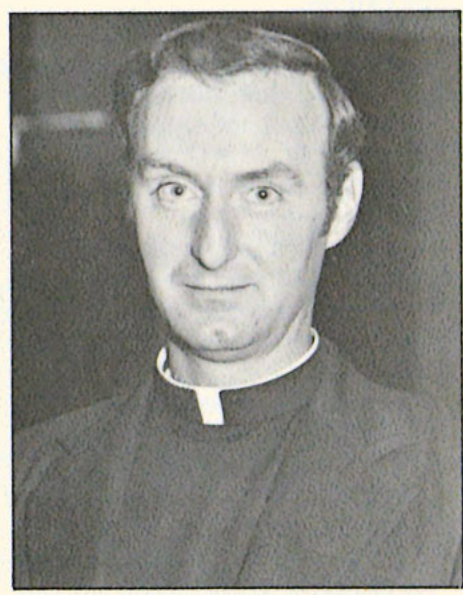
Sr. Henrita will continue to serve as a member of the Board.

Fr. Robert Harren joined the Board of Trustees in 1975. He had been appointed to serve as the Bishop's designate when the Diocese of St. Cloud joined with the Sisters of the Order of St. Benedict as the sponsoring bodies for the Hospital.



Sr. Henrita Osendorf, O.S.B.

Fr. Harren completed his seminary training at St. John's University in Collegeville and was appointed to do graduate study in Rome where he received a degree in Judicial Canon Law. He was ordained in St. Mary's Cathedral in St. Cloud in 1966 and currently serves as the Chancellor of the



Fr. Robert Harren

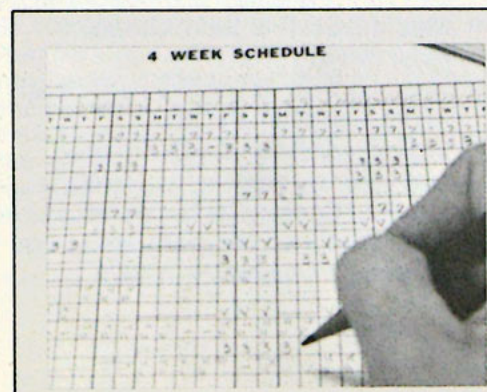
Diocese of St. Cloud. He is also the Vice Officialis of the Diocesan Tribunal and is the pastor of St. Lawrence Church in Duelm.

Sr. Kara Hennes, OSB, was also recently appointed to the Board of Trustees. Sr. Kara fills a position vacated by Sr. Rita Budig, who was has accepted the position of Administrator for Saint Benedict's Center.

Sr. Kara is presently the Director of Benton County Public Health Nursing Service, a position she has held for the past four years. She has a Bachelor's degree in Nursing from St. Teresa's College in Winona, MN., and holds memberships in the Minnesota Public Health Association, Minnesota Nurses Association, and serves on the state steering committee for the Minnesota

*(Continued on page 11)*

## Inside The Beacon



Staffing ..... page 6-7

From the Medical Staff... page 2  
Guest Comment..... page 3  
The Budget..... page 4-5  
Administrator for St. Benedict's Center named ..... page 8  
Dutch student at SCH.... page 9  
Graduating Class of 1977. page 10  
Chaplain's Corner ..... page 11  
Salted Peanut Cookies.. page 11



## Medical Staff News

### Surgeon is new Chief of Staff

Roger A. Rovelstad, M.D. will serve as Chief of the Medical Staff for the 1977-78 fiscal year. Dr. Rovelstad will replace Severin Koop, M.D., whose term of office has expired.

Dr. Rovelstad is a native of Minneapolis, Minnesota, and came to St. Cloud Hospital in 1969. He completed his undergraduate training at St. Olaf College in Northfield and received his Medical Degree from Northwestern University Medical School in Chicago. He completed his surgical residency at Columbia Presbyterian Medical Center, New York City.

Dr. Rovelstad is associated with St. Cloud Surgical Associates, Ltd. in St. Cloud. He is a fellow, American College of Surgeons and Diplomate, American Board of Surgery.

As the Chief of Staff, Dr. Rovelstad will be responsible for presiding over hospital medical staff meetings, working directly with the hospital's administration

and other departments of the medical staff in determining medical policies, and for serving on the Board of Trustees as a liaison between the medical staff and the Board.

Robert P. Koenig, M.D. will serve as Chief of Staff Elect for the upcoming fiscal year, becoming next year's Chief of Staff. Dr. Koenig

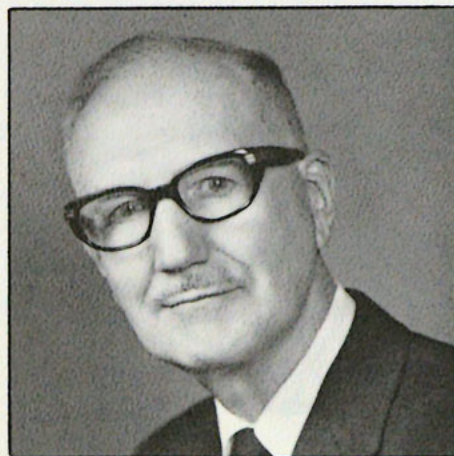
is a graduate of St. John's University and the University of Minnesota School of Medicine where he received his M.D. in 1952. Four years later, he returned to the University of Minnesota for graduate work in Ophthalmology. Dr. Koenig established practice in St. Cloud in 1960.



Roger A. Rovelstad, M.D.



Robert P. Koenig, M.D.



Joseph B. Gaida, M.D.

### Former Chief of Staff honored

Joseph B. Gaida, M.D., Saint Cloud Hospital Honorary Medical Staff member, recently received the St. John's University President's Citation.

The citation honors Dr. Gaida's long term dedication to the medical profession which earned him the respect of patients and colleagues.

Dr. Gaida is an eye-ear-nose-throat specialist and has practiced medicine in Central Minnesota for

34 years. He was the Chief of the Medical Staff at Saint Cloud Hospital in 1956.

He has been an active participant in professional and civic organizations and was honored last year by the Stearns-Benton Medical Society for his service to area residents. He graduated from St. John's University in 1928.

## Guest Comment

By Sr. Henrita Osendorf,  
member,  
Board of Trustees



*More than 250 members of the Hospital's staff have written letters to their congressmen expressing opposition to the proposed Hospital Cost Containment Act of 1977. The following letter, written by former Board of Trustees President, Sr. Henrita Osendorf, O.S.B., provides an excellent example of the concerns expressed.*

### Cost Containment Act: Unrealistic, Discriminatory

Dear Congressman,

As a member of the Board of Trustees of St. Cloud Hospital I write you of my opposition to the Hospital Cost Containment Act of 1977 (H.R. 6575). At the outset I want to assure you that I am concerned about the high cost of health care and that all of us at St. Cloud Hospital have shared this concern. We can document the results of our efforts to control costs while providing quality care to our patients.

The present proposal however, is not the answer to the problem of increased health care costs. I find it unrealistic and discriminatory. Far from improving the situation it will, I believe, create new and serious problems.

It sets out to control hospital costs without addressing the factors responsible for this increase. I will touch on a few of these factors. Hospitals, because of the nature of their services, are particularly vulnerable to the inflationary trend of the general economy. Placing cost controls unilaterally on hospitals completely disregards the elementary fact that costs are directly proportioned to the price paid for services, equipment and goods needed in the provision of patient care. At St. Cloud Hospital, for example, the cost of utilities increased 42.6% the past year, and it is estimated to go up another 18% this year. In the area of wage adjustment for employees we added \$1,300,000.00 to the operating budget the current year. Another—and a very significant—factor is the incredible number of government regulations that hospitals must comply with. You probably are aware that it has been estimated that compliance with government regulations in the U.S. is costing an average of \$4.00 per day per hospitalized patient. There is also the remarkable advance in medical technology and the consequent public

demand—stimulated, no doubt, by our health insurance system—for these improved services in hospitals. It goes without saying that sophisticated procedures result in increased hospital costs.

The proposal, it seems to me, is self-defeating. Instead of strengthening the American health care delivery system, this bill would, if enacted, weaken it in the years ahead by bringing about a reduction in the quality and the scope of services available to patients. The controls proposed fail to recognize that there are definite distinctions between hospitals, based on such factors as size, location, scope of service, types of patients, etc. Yet the cost control formula is the same for all. Further, by using this uniform percentage limitation on increases in revenues, the bill would penalize those hospitals which are most cost-effective, as well as those having the greatest service demands. In order to survive within the imposed limitations they would be forced to cut back essential services to patients and lower their standards of care.

A bill that proposes to control costs at the expense of quality of care and availability of services to out patients is destructive of the best interests of the American people. It is a damaging proposal for hospitals. If enacted into law, it may force some hospitals to close. It could bring about the demise of the private, voluntary sector of the health care delivery system in our country—an eventuality that would severely impoverish the quality of life in this nation.

In conclusion, I reiterate my opposition to H.R. 6575. I earnestly ask you not to support this bill.

Sincerely,  
Sister Henrita Osendorf, O.S.B.



# Budget set at \$22.6 million

The Saint Cloud Hospital's annual rate schedule calling for an average increase of 9.3% was unanimously approved by a seven member Rate Review Panel on July 7. The budget, calling for a 1.9 million dollar increase in operating expenses had been submitted to the Minnesota Hospital Association where it was analyzed by a voluntary rate review panel. The Hospital's annual operating budget has been set at \$22.6 million.

According to Gene Bakke, Saint Cloud Hospital Executive Vice President, increased rates averaging 9.3 percent will take



Gene S. Bakke, St. Cloud Hospital Executive Vice President.

effect July 1. The average cost of a day in the Hospital will go up \$14 to approximately \$167. This past year, costs averaged \$153 per day at the Hospital. This new rate is still below state and national averages, Bakke said.

## Budget increase related to services

"Our budget is directly related to the highly technical health services provided at Saint Cloud Hospital," Bakke said. "Over the past several years, the Hospital has greatly expanded its diagnostic capabilities by adding new equipment to vastly improve the complex of medical services offered by the Hospital.

"Our cardiac care program is a good example," Bakke said.

"Our telemetry monitoring and other life saving equipment have helped establish us as a regional medical complex. The same holds true for the other specialty services we provide," he added.

"Our ability to improve these services has been a major influence in our success in attracting new physicians to our area," Bakke said.

"We are now at a point where we offer every major medical specialty to the people we serve," he said.

"But, our added ability to meet the specialty demands of our patients also takes its toll on the cost of providing health care."

"These services demand special supplies, skilled professionals, added insurance costs, and even increased utility costs," Bakke noted.

Bakke explained that room rates are being increased 15 percent, from \$79 to \$91 for a semi-private room; but that ancillary charges, which include such things as laboratory tests and supplies, are

receiving a lower increase than the average raise.

According to Bakke, the Hospital does not follow the customary practice of spreading specific increases across all patient's bills which would include services a



*"Our telemetry monitoring and other life saving equipment have helped establish us as a regional medical complex, but these services demand special supplies, skilled professionals, added insurance costs and even increased utility costs."*

patient never used.

"For example, our anesthesia

## Charges made on Services used

charges are being increased by 30 percent—reflecting a tremendous increase in operational costs for that area—while our physical therapy charges are being raised

only 5 percent," Bakke said. "Only those patients who use the specialized services will be billed for them," he added.

"Basically, our budget reflects the effect inflation has taken on our Hospital this past year," Bakke explained. "The major factors contributing to the budget increase included expanded services such as community and patient education programs, a wage adjustment for the Hospital's 1450 employees of 7 percent totaling just over \$1 million, along with increased costs for supplies, insurance, food, drugs, utilities (heat, power, telephone, water and sewage, refuse) totaling \$397,000.

Bakke indicated that the 9½ percent increase is low by comparison with national figures. "Hospital charges have been averaging a 15 percent increase this past year," he said.

While the Saint Cloud Hospital's increased charges fall in line with the Carter Administration's proposed "cap" on hospital revenues, Bakke indicated that they did not act as a guideline in setting this year's budget.

"We feel that Minnesota already

has an excellent system for assuring health consumers they are getting the most for their money," Bakke said.

"Our voluntary rate review system

## Rate Review monitors Budget

has operated extremely well since its implementation in 1975. The only problem we encountered was this year when our State's Department of Health was late in producing the regulations it expects our rate review panel to follow for the current year."

According to Bakke, the State Health Department's regulations take effect July 1, but the time necessary to process the additional data required by the regulations on the part of the State Rate Review staff caused the Hospital's review hearing date to be postponed from June 21 to July 7.

"The Carter Administration's proposed cap would only further increase the regulatory constraints and expenses faced by hospitals,"

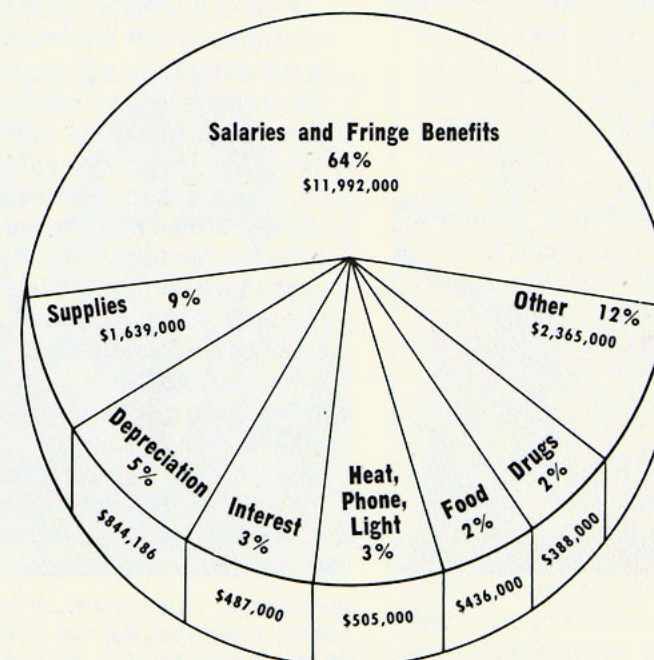


*"Only those patients who use these specialized services will be billed for them."*

says Bakke. "In effect, they would eliminate our ability to respond to the needs of a growing patient population," he said.

Under Minnesota State law, hospitals must submit their budget for review by either the Minnesota Hospital Association or the state. The rate review panel is made up of hospital representatives, insurance company representatives and consumers. "It can best understand the needs of local hospitals and it is composed of knowledgeable, responsible people who are actively concerned with continuing quality health care at a justifiable price," Bakke said.

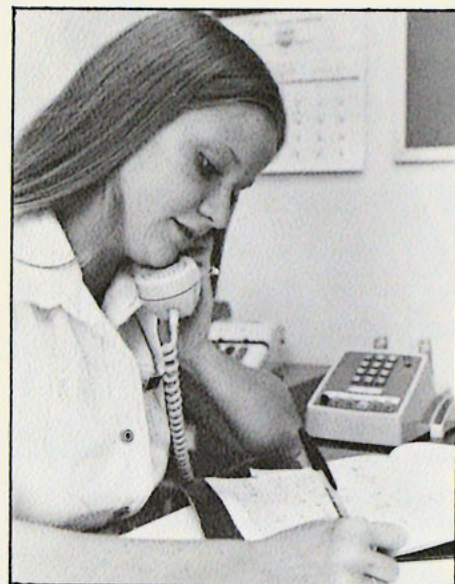
## Total Hospital Operating Costs — \$18,656,186



FISCAL YEAR ENDED — JUNE 30, 1976



# Staffing: Not as easy as it sounds



Staffing Secretaries provide the day-to-day adjustments needed to maintain the proper nursing mix. Kris Pearson is pictured above calling available personnel to replace those unable to work.

An acceptable, 4 week schedule for a nursing unit, shown right, may take as long as two to five days to complete.

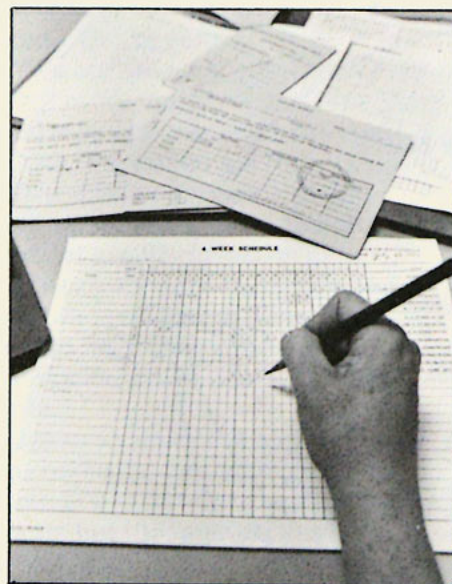
Coordinating the time, abilities and special requests of more than 600 Nursing Service employees is the Staffing Unit's major concern.

"The Staffing area consists of seven people," Ann Vollmar, Staffing and Float Pool Head Nurse said. "Five are Staffing secretaries and two are Schedule Coordinators."

"Together," she said, "they are responsible for completing the schedules for all Nursing Service personnel and for making sure that an adequate supply of nursing personnel is available on all shifts."

"Each Scheduling Coordinator is responsible for nine Units," Vollmar said. "They provide their Units with new working schedules on a month-to-month basis."

"Once the schedules are completed and approved by the Unit's Head Nurse," Vollmar said, "they are posted for everyone in the Unit to see."



"The Staffing Secretaries provide the day-to-day or shift-to-shift adjustments needed to maintain the proper nursing mix when unscheduled problems arise," Vollmar said. "When someone calls in sick or for some reason is unable to come to work, the Staffing Secretary must locate personnel of the same ability to fill the vacant area."

"All this may sound pretty simple," she said, "but it's not. It is a very time consuming process."

"Both the Coordinators and Secretaries must take into consideration a number of variables, such as vacation time, holiday time, an employees past, present and future schedule, their experience, the total number of hours any substitute employee will be working and special requests, while maintaining a safe mix of Registered Nurses, Licensed Practical Nurses, Nurse Aides, Orderlies and Transcribers," she said.

Prior to 1971, staffing or scheduling responsibilities were handled by the individual Unit's Head Nurse. According to Connie Moline, Director of Nursing Service, the addition of a separate staffing area in 1971 was a great improvement.

"One of the main advantages to centralizing this clerical function is the extra time it gives to the Head Nurses," she said. "They are better able to handle their individual Unit's managerial and health care responsibilities."

"Centralized staffing also provides for a more equitable procedure for scheduling special requests," Moline added. "The Staffing Secretaries and Coordinators follow specific scheduling guidelines and policies established by various committees. Any exceptions to these guidelines are handled by Unit Supervisors, Head Nurses or with Department Directors."

"We have also centralized all time card tabulation with these people which again provides for fair and uniform treatment of all our personnel," Moline added.

"One of our long range goals is the possible use of the Hospital's computers for completing the monthly schedules," she said. "Cyclical scheduling would also simplify the process, but it would not allow for special requests."

"Although it is a time-consuming process," Moline said, "honoring special requests enables the Staffing Unit to remain a people oriented unit in their efforts to meet the needs of Nursing Service personnel."



Once completed, the schedules are reviewed with the Unit's Head Nurse for final approval. Linda Tauber, Schedule Coordinator, is pictured above with 6 North Head Nurse Kay Klein reviewing their schedule for August.

## My job . . . and why I like it

### Deadlines, accuracy provide challenge for Schedule Coordinator

Because patients need care 24 hours each day, every day of the year, the Nursing Service Department needs a never ending supply of schedules to coordinate the activities of the Registered Nurses, Licensed Practical Nurses, Nurse Aides, Orderlies, and Transcribers who provide that

care.

Every four weeks, each of the 18 nursing units receives a new schedule prepared by a Scheduling Coordinator.

"I started working at St. Cloud Hospital as a Nurse Aide in the Intensive Care Unit ten years ago," Arlene Sauer, Scheduling Coordinator said. "I switched to a transcriber position on 2 South, which was then a medical unit."

"In 1971, I came to the Nursing Service area as a Staffing Secretary," Arlene said. "I became a Scheduling Coordinator as the responsibilities of the Staffing Unit expanded to include scheduling for all nursing units."

"I've liked all my jobs at St. Cloud Hospital," Arlene said. "Especially this one."

"I am contributing something necessary to the operation of the Hospital and I enjoy working with people," she added.

"My job is very challenging because the schedules must be completed under strict deadlines," Arlene said. "And, each of the nine

schedules I prepare must meet a variety of employee and patient needs while being compatible with all other schedules in the Department."

Arlene said that because she is constantly working in the future by planning schedules two months ahead of time, time seems to pass too quickly. Family activities tend to be two months ahead or behind the seasons.

In her spare time, Arlene said she enjoys sewing. She has been married twenty years and has five children—two of which recently joined the Hospital's Junior Volunteer staff.

What does it take to become a Scheduling Coordinator? According to Arlene, a Scheduling Coordinator must know all of the Hospital's policies and guidelines relating to staffing. They must be firm and patient, but above all, they must be fair.



According to Arlene Sauer, Scheduling Coordinator, her job requires a person who can be firm, patient, and above all else, fair.



# Saint Benedict's Center Administrator named

Sister Rita Budig, O.S.B. has been appointed Administrator for Saint Benedict's Center, according to Gene S. Bakke, St. Cloud Hospital Executive Vice President.

Saint Benedict's Center is a 220 bed nursing care facility currently under construction in Southeast St. Cloud near St. Joseph's Home. It is scheduled for completion in March of 1978 and will be operated by Saint Cloud Hospital.

The construction of Saint

Benedict's Center became necessary when it was determined that St. Raphael's and St. Joseph's Homes could no longer continue to meet changing state building codes and regulations effecting the operation of nursing homes.

"Saint Benedict's Center will be an excellent facility and I am proud to have the opportunity to serve as its first administrator," Sr. Rita said.

"My responsibilities so far have

been to coordinate the hiring of new personnel and the purchasing of new furnishings and equipment for the center," she said. "Most of the construction details had already been completed by Dale Stein before he left."

Dale Stein, Assistant Administrator for Shared Services, coordinated the construction of St. Benedict's Center until May 30 when he left St. Cloud Hospital for a new position at St. Alexius Hospital in Bismarck, North Dakota.

"Once the Center is completed, we plan to continue utilizing St. Cloud Hospital for many of its services," she said.

The responsibility of managing a nursing care facility is not new to Sr. Rita. She has served as the administrator of the Assumption Nursing Home in Cold Spring for the past 4 years. She holds a Bachelor of Science Degree in Business Education and Economics from the College of St. Benedict.

Sr. Rita was a member of the task force committee which recommended that a new long term facility be constructed by the St. Cloud Hospital. She has served as a board member of the local FISH organization, as secretary of the Board of Directors of the Minnesota Conference of Catholic Health Care Facilities and as a member of the Board of Trustees at St. Cloud Hospital. She has also served as a council member of the Sisters of the Order of St. Benedict.

progressing rapidly and on schedule. Plans are currently being made for the laying of the cornerstone on August 16, 1977.



Sr. Rita Budig, Saint Benedict's Center's Administrator, observes some of the construction taking place at the site. Construction has been

# Dutch student makes the most of a summer vacation at SCH

Although it's not always the easiest, the best way to find out how anything works is to dig right in and get involved with it. And, that is just what Carolien van Hiele is doing.

Carolien is enrolled in a four year nurses training program in the Netherlands. Her home is Amersfoort.

She wanted to find out how the health care system in the United States worked, so she decided to come to America to find out for herself.

A family friend who had attended St. John's Ecumenical Center put Carolien in contact with Brother Martin at St. John's. Brother Martin arranged for her housing and learning experience at St. Cloud Hospital.

Carolien joined the St. Cloud Hospital's Volunteer Staff June 20 and has been doing just about everything possible for a Volunteer to do.

"The idea for this trip goes back a number of years," Carolien said in almost perfect English. "I have been preparing for a long time by talking to as many people as possible and by saving as much money as possible."

"I had never been to the United States before, but I have not had any big surprises as yet," she said. "Because of my preparation, I felt very positive about this trip."

"I also have found the people very interesting," Carolien added. "Because here, you can meet so many different kinds with so many different backgrounds with no language barriers."

Although she hasn't had much time to investigate all of the differences between our health



Carolien van Hiele has been volunteering her time and talents in just about every area possible since she arrived at St. Cloud Hospital. She is pictured above helping in the Physical Therapy Department.

care system and the European system, Carolien did note some first impressions.

"Your facilities here are amazing," she said. "Everything seems so new and warm."

"In our hospitals, we have no carpeting in the hallways or rooms," she said, "and everything is painted white."

"You also provide more out-patient services, such as Emergency Services, Physical Therapy, Occupational Therapy, and Speech Therapy," she said. "In the Netherlands, these services as well as Maternity, Psychological and Social Services are provided by community health organizations."

Carolien stated that there was a shortage of health care facilities in the Netherlands. The hospitals they do have are centralized and tend to share more of their services. They average between 200 beds for a small hospital to 600 beds for a large hospital.

Patients in the Netherlands are always seen by the same team of nurses from the time they enter a ward until they leave the ward. A team of about 4-5 nurses has direct responsibility for the care of about 10 patients. They coordinate all of the tests and services a patient receives, including Laboratory tests, X-ray tests and their meals. She added that much of what is done here by the Volunteers, such as transporting patients, is done by the nurses in the Netherlands.

Carolien also said the people here seem to be more friendly. They show more of an interest in each other.

Carolien will remain at St. Cloud Hospital until August 7. She will be returning to her home to complete her education September 19.





# Hospital Leadership

(Continued from page 1)



Sr. Kara Hennes

Assembly of Home Health Agencies.

The Board of Trustees serves as the Hospital's governing body for developing programs, setting policy, and managing the resources of the institution. Other members include:

Paul T. Moran, M.D.  
Cy Kuefler  
Dr. Robert Wick  
Ed Stockinger  
Sr. Giovanni Bieniek  
Bernard Gruenes  
Sr. Herena Mueller  
Dwight E. Jaeger, M.D.  
Gene S. Bakke  
Sr. Miriam Ardolf  
Roger A. Rowelstad, M.D.  
Sr. Paul Revier

**Beacon Light**

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# The Chaplain's Corner

by Fr. John McManus, OMI

On this day  
mend a quarrel,  
Search out a forgotten friend  
dismiss suspicion and  
replace it with trust.  
Write a love letter  
share some treasure  
give a soft answer.  
Encourage youth  
manifest your loyalty in a word or deed  
keep a promise—find the time.  
Forego a grudge  
forgive an enemy  
listen  
Apologize if you were wrong  
try to understand  
flout envy  
examine your demands on others.  
Think first of someone else:  
appreciate  
be kind—be gentle  
laugh a little more.  
Deserve confidence  
take up arms against malice  
decry complacency  
express your gratitude  
worship your God.  
Gladden the heart of a child

Reflection  
for a  
Summer Day

take pleasure in the beauty  
and wonder of the earth.  
Speak your love.  
Speak it again.  
Speak it still again.  
And . . .  
Speak it still once again.

— Author Unknown

## FROM THE ST. CLOUD HOSPITAL KITCHENS

### SALTED PEANUT COOKIES

This month's recipe from the SCH Kitchens makes a great summer-time snack for active children.

Shortening	¾ cup + 2 Tablespoons	Baking Powder	¾ teaspoon
Sugar	¾ cup + 2 Tablespoons	Soda	¾ teaspoon
Brown Sugar	¾ cup + 2 Tablespoons	Flour, sifted	1 ½ cups
Eggs	2	Salted Peanuts,	¾ cup
Oatmeal	2 cups	whole or chopped	
Salt	1 ¼ teaspoons		

1. Cream shortening and sugar thoroughly.
2. Add eggs and cream until light and fluffy.
3. Add oatmeal. Mix.
4. Add flour sifted with soda, salt, and baking powder. Mix.
5. Add salted nuts. Mix.
6. Roll into balls about ¾" to 1" in diameter.
7. Bake on lightly greased sheet at 350 degrees until lightly browned. Makes about 5 dozen.



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MRS LOIS LEEB

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SARTELL, MINNESOTA

56377

## Auxiliary donates \$15,400 to Hospital

The St. Cloud Hospital Auxiliary presented the St. Cloud Hospital with a check for \$15,400 at their annual recognition luncheon this past month.

Del Maslinkowski, Auxiliary President said that \$10,000 was to be designated for the completion of the Auxiliary's \$34,000 pledge toward the purchase of Telemetry equipment on 4 South.

She added that the remaining \$5,400 will be used toward a new project to be announced at a later date. The \$15,400 includes the proceeds from the Gift Shop, the Auxiliary's Fashion Festival and from their Fruit Cake sales.

Maslinkowski is pictured presenting the check to Gene S. Bakke, St. Cloud Hospital Executive Vice President.



## First 1500 hour bar given to Junior Volunteer

More than 200 people crowded into the Hoppe Auditorium on June 7 as some 100 Junior Volunteers received awards for their service to the St. Cloud Hospital. There are a total of 126 Junior Volunteers who provide assistance in 20 areas of St. Cloud Hospital. Nancy Weyrens is pictured receiving her 1500 hour bar from Rosalie Timmers, founder of the Junior Volunteer program at St. Cloud Hospital. According to Mary Ives, Volunteer Department Director, 1500 hours is the highest number of hours ever recorded by a Junior Volunteer.

