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duke university medical center



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DURHAM, NORTH CAROLINA

Inflation, Stock Market Force Management Action

University Freezes Hiring Temporarily

The university has ordered a freeze on hiring throughout the campus, including the medical center, and has directed that administrators take "maximum advantage of voluntary resignations" between now and July 1.

"It is our intent," a letter from the Allen Building stated, "to avoid, to the greatest extent possible, outright terminations and layoffs . . ."

The letter, dated Feb. 6, was sent to deans, department heads and chairmen from Chancellor John O. Blackburn, Provost Frederic Cleaveland, Dr. William G. Anlyan, vice president for health affairs, and Charles B. Heustis, vice president for business and finance.

Because of budget restrictions, a job freeze was in effect at the medical center during the first half of 1974, but the present action is university-wide. It is "effective immediately and until further notice," the letter said, and "applies to new positions, any position

vacant, or any position that becomes vacant in the future."

Any exception to the directive requires prior approval by the originators of the letter or their designates.

The letter made reference to "the very significant reduction" in endowment income for the university and "the effects of continuing inflation" on the university's operating costs.

"It is incumbent upon each person with supervisory responsibility to find equitable and appropriate means of reducing both staff and nonacademic personnel to a level that present and projected finances can sustain," the letter said.

"A very strong effort is being made to restrain costs in all other categories, but the fact that salaries and wages constitute the majority of our expenditures makes it inevitable that the amount of money spent for these

purposes must also be reduced.

"The severity of the changes that must occur by July 1, 1975 can be greatly alleviated if we take the maximum advantage of voluntary resignations taking place between now and that date," the letter continued.

"While it is highly unlikely that the total reduction necessary can be accomplished through attrition, it is our intent to avoid, to the greatest extent possible, outright terminations and

layoffs and this requires not only utilizing the effects of attrition, but careful attention to opportunities for transfer between departments."

The officers said that "it is our intention that the reduction in force and the simultaneous reduction in services that must be accomplished will be done in a way that will give priority to the quality of Duke's academic programs, libraries, research and patient care."

Work Atmosphere, Patient Relations Program Begins

A three-point program aimed at improving patient relations and the working atmosphere throughout Duke Hospital has been inaugurated by a special committee appointed by the vice president for health affairs.

The program falls into these three general categories:

- An attempt to obtain a more competitive pay scale for employees engaged in direct patient care.

- An improved orientation program for new employees, and management development programs for people in supervisory positions.

- Strict enforcement, beginning today, of Employee Work Rules.

Over the past several weeks, Richard Peck, administrative director of Duke Hospital, has met with supervisory personnel and others in administrative positions to explain the committee's function and objectives.

In addition to Peck, other members of the committee appointed by Dr. William G. Anlyan are Dr. Stuart Sessoms, director of the hospital; Miss Wilma Minniear, director of nursing services; John Shytle, assistant vice president for health affairs; and Richard L. Jackson, assistant vice president for personnel.

In his meetings and in a letter to supervisors, the administrative staff and hospital department heads, Peck has expanded on the committee's three-point program.

Details on the differing wage scales between patient-care personnel and others at the university are being developed, with an aim toward implementation on or before July 1, Peck said. Merit pay increases are part of the consideration, he added.

A new employee orientation program, he said, "will emphasize our being here for the purpose of patient care. New employees must be given a considerate and sensitized orientation. Expectations regarding work performance and personal behavior should be explained as well as the benefits and compensation they will receive as employees of Duke Hospital."

Other projects, some of which already have started, will include management and supervisory development programs

in employee relations and cost containment.

He also indicated that applicants will be considered for employment only after determining that the applicant has "genuine desire and the sensitivity to provide personal services to our patients."

As of today, copies of Employee Work Rules have been distributed to all employees through their supervisors, who are responsible for seeing that all personnel under them have received copies. Some supervisors are requiring that employees indicate in writing that they have received the rules and understand that they will be fully enforced beginning today.

"It is expected," Peck said, "that all managers will enforce the work rules in a fair and consistent manner. Employees should be informed that they will receive due process as specified in the Personnel Policy on disciplinary action related to Class I or Class II infractions prior to dismissal in the event they disregard the work

Dietetics Staff Will Observe Nutrition Week

Medical center dietitians will observe National Nutrition Week with several programs and projects throughout the hospital and the Durham area.

The annual national observance, held during the week of March 2-8, has as its 1975 theme, "Food Fads Fool."

According to research dietitian Sharon O'Quinn, the dietetics staff will sponsor special lectures as well as an information booth in the cafeteria during the week.

"We will be distributing information on food and food fads in the outpatient clinics," she said, "and there will be information posted on the hospital bulletin boards." She also noted that there will be an information booth at Northgate Shopping Center open all week and manned by Durham area dietitians.



IT WASN'T MUCH SNOW, BUT IT WAS OUR SNOW—The white stuff fell on Durham and Duke Hospital last week, and a lot of snow lovers were overjoyed. Mother Nature decided to be stingy with the Piedmont, however, and most of the winter whiteness had disappeared by noon on Tuesday. Since that time, temperature and wind conditions have been balmy. (Photo by David Williamson)