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## Topic of 14th National Forum

# Neglected approach offers great potential

Health organizations that have a vertically linked management structure will be discussed today and tomorrow, as the Department of Health Administration hosts its 14th annual National Forum on Hospital and Health Affairs.

More than 200 hospital administrators and health professionals representing almost every state in the union are expected to attend, according to Dr. B. Jon Jaeger, department chairman and coordinator of the event.

"Although they have a long history, vertically linked organizations are a neglected approach to the delivery of health services," Jaeger said. "Nevertheless, they offer great potential in dealing successfully with many of the problems confronting the health system today—concerns about cost containment, consumer confidence and convenience and quality assurance to name but a few."

### Variety of services under single management

A vertically linked health care system is one that may provide a variety of services under the control of single management, board of directors and medical staff. Jaeger said Memorial Hospital of Alamance County, which includes an acute care hospital, a nursing home and mental health facilities, is an example of such an organization.

The more recently popularized horizontal systems are those in which the various components operate almost independently under the general supervision of a parent organization. The 172 hospitals of the Veterans

Administration are run in a horizontal fashion, he said.

All sessions of this year's National Forum, featuring nine guest speakers, will be held in the Hospital Amphitheater. Because of limited space, the amphitheater will be closed to those not registered, Jaeger added, but other interested persons may view the proceedings on closed circuit television in Room M422, Davison Building (green zone, fourth floor).

### Today's topics

David P. Hunter, associate in health administration and associate administrative director of the hospital, is presiding over the morning's session. The following talks are scheduled:

"The New Medical Arts Approach" by Marliese E. Mooney, executive director of Medical City Dallas Hospital; "A

Traditional Model" by Marvin E. Yount, administrator of Memorial Hospital of Alamance County, Inc., of Burlington, N.C.; and "A Rural Approach" by F. K. Ackerman, senior vice president and administrative director of Geisinger Medical Center of Danville, Pa.

The afternoon session today, to be presided over by David L. Cusic, research associate in health administration, will include:

"Medical Center Innovations" by Donald R. Oder, senior vice president of Rush-Presbyterian-St. Luke's Medical Center in Chicago; "New Approaches in the Urban Setting" by George Schmitt, president of Forbes Health Systems in Pittsburgh; and "The Future of Vertically Linked Organizations" by Dr. James A. Block, director of the Community

Hospital—Medical Staff Group Practice Program at Georgetown University's Department of Preventive Medicine.

### Saturday morning

David G. Warren, professor of health administration, will preside at the Saturday morning program. Topics will include:

"A Community Orientation" by Paul Hanson, director of Genesee Hospital in Rochester, N.Y.; "The Economics of Vertical Linkages" by Dr. Peter D. Fox, director of the Office of Planning and Analysis in the Department of Health, Education and Welfare's Health Care Financing Administration; and "Organizational Challenges and Opportunities" by Austin Ross, administrator of The Mason Clinic in Seattle.

# McMahon calls managers' job 'fascinating'

By Joe Sigler

John Alexander McMahon shared "a few random thoughts," as he called them, with the Duke Management Club at its final dinner meeting of the year last Thursday night.

But he saved his heaviest words to warn against standing by passively while the government makes deeper inroads into our lives.

Drawing thoughts from his roles as chairman of the Duke University Board of Trustees and as president of the American Hospital Association,

McMahon spoke of prioritizing decisions, allocating resources, balancing constituent interests and standing up to the government.

"These are all some of the things I find fascinating in the managerial setting of these two great institutions married here into one, the university and a great hospital," McMahon said in his conclusion.

He noted a close parallel between a university and a hospital.

"It's a strange kind of parallel," he said, because it isn't a managerial operation or

organization in the usual sense.

Citing the various constituencies of each—administration, faculty, medical staff, patients, alumni, the community, students—the board chairman said "it isn't the kind of situation most business enterprises face.

"It's a fascinating managerial job," he continued, "and you have to be able to set aside some of the traditional management learning in this kind of setting, whether a university or a hospital, because they don't work."

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COMMENCEMENT 1978—This past Sunday, about 300 students at Duke became doctors, nurses, physical therapists, health administrators, physician's associates, medical technologists and pathology assistants. (Photos by Thad Sparks and Jim Wallace)

