

# New era presents 'interesting challenge to managers'

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McMahon then said he believes hospitals and universities are beginning a new era that "presents an interesting challenge to managers." It's an era, he said, in which the expansionist philosophy is tapering off.

Because of this, McMahon said, "We're going to have to learn about priorities, we're going to have to learn about stretching resources, and that makes an interesting management job....Cost-consciousness is demanded of us....All

why there is a balancing of interests," McMahon emphasized, "or they will assume that the decisions we make are arbitrary."

## More aggressive

Finally, he said, "I think this applies to all of us: We're going to have to take a more aggressive position vis a vis the government." He spoke proudly of the School of Medicine's recent stand that, if necessary, it would turn down federal capitation grants rather than have the government dictate student admission standards.

government encroachment so there is a calm voice of reason—and a strong voice, not a quiet voice—that thinks about what the government is doing, thinks about the implications and then stands and says, 'That is wrong!'"

## Questions and answers

Is all this activity managerial?

"Sure it's managerial," McMahon answered his own question, "in the broadest sense. In order to retain our right to manage our institutions we've got to be very sure about what we're doing and not acquiesce too readily to

what the government wants to do to us...."

In response to a question from the audience about Health, Education and Welfare Secretary Joseph Califano's approach to hospital cost containment, McMahon called it "horrendously simplistic" and then added:

"We have the same outlook on his approach to cost containment that the tobacco farmers have (the rest of his sentence was smothered in laughter)... and that the constituents of the University of North Carolina have."

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"We're going to have to increase our articulateness as a university community, as a hospital community, about government encroachment so there is a calm voice of reason—and a strong voice, not a quiet voice—that thinks about what the government is doing, thinks about the implications and then stands and says, 'That is wrong!'"

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SPECIAL PRESENTATION—J. Alexander McMahon (left) accepts a copy of a Duke yearbook dating back to his days as an undergraduate here (Class of '42). Making the presentation is Dr. William G. Anlyan, vice president for health affairs, who provided introductory remarks, some taken from that same publication, before McMahon spoke to the Management Club last Thursday evening. (Photo by John Becton)

things our constituencies are interested in can't be afforded," and that requires seeking the right balance.

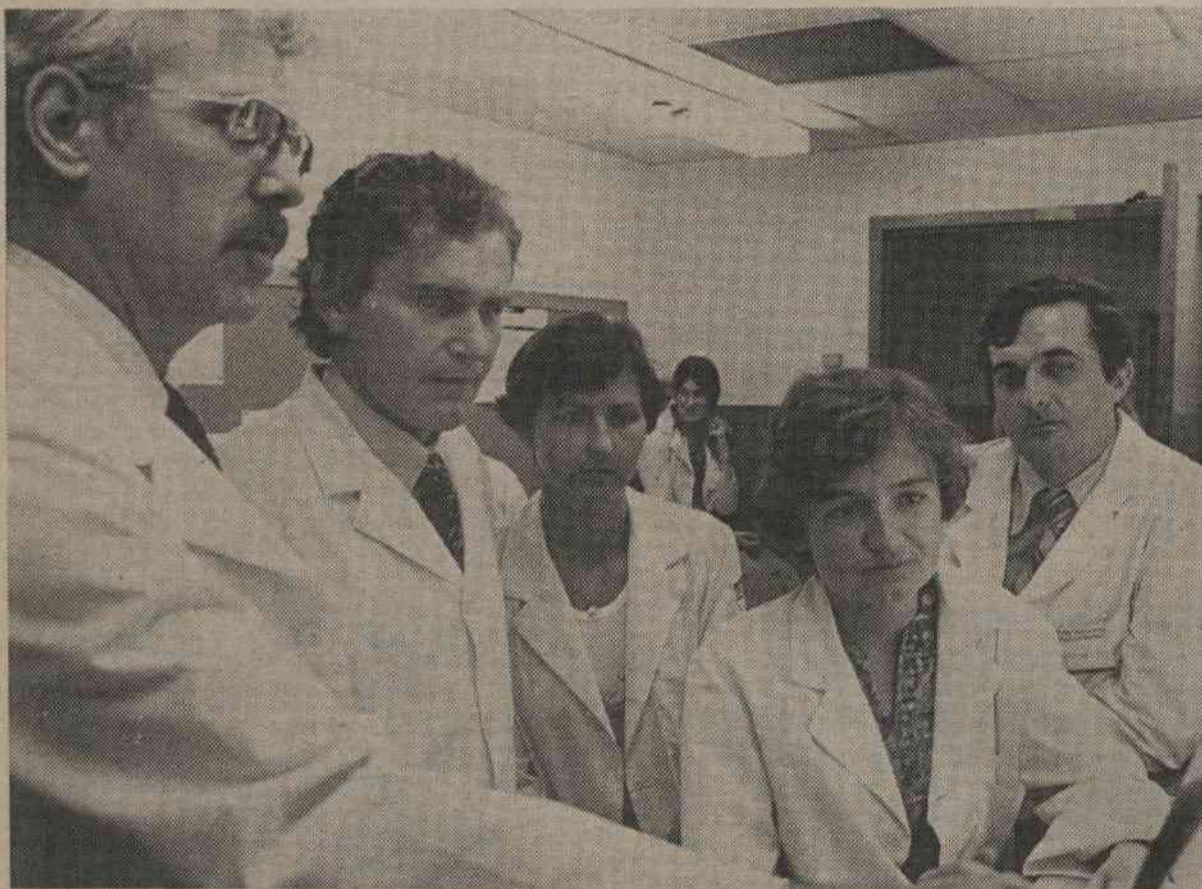
But bringing that balance into play, McMahon warned, is not going to happen "without more attention to communications" and "increasing the level of communication between constituencies that make up these marvelous institutions.

"Somebody has got to explain to them

"We need to become aware of the increasing involvement of government and the limiting of our freedom of movement...arming ourselves with appropriate arguments to say, 'This is not what the government ought to be doing,'" McMahon said.

On the same theme he added:

"We're going to have to increase our articulateness as a university community, as a hospital community, about



POLISH TEAM VISITING HERE—Dr. Ronald P. Krueger (left), who has been working with Polish nephrologists and urologists as a consultant here and in Poland (see related story), examines an X-ray with a Polish group visiting here. From left they are: Dr. W. Urbanowicz, a pediatric urologist working at Duke with Dr. John Weinerth; Zofia Rak, a pediatric nephrology nurse who is working with a Duke counterpart, Jan Clark, visible in the background over Rak's left shoulder; Dr. W. Chuchro, a pediatric nephrologist working with Dr. Robert Gray; and Dr. W. Miezynski, a renal pathologist who is working with Dr. Byron Croker. (Photo by Parker Herring)

## Krueger gets scholar award

Dr. Ronald P. Krueger, a specialist in pediatric nephrology and urology at Duke, has received a \$30,000 American urologic Association Scholar Award.

The award, granted over a two-year period, is funded by the Burroughs Wellcome Co. and will go to finance study and research.

On July 1 Krueger will begin a year's sabbatical leave at the Hospital for Sick Children in Toronto.

An assistant professor of pediatrics and urology, Krueger is a pediatric nephrology consultant for Project Hope and has been working with a group of Polish physicians both at Duke and in Krakow in preparation for assisting them with their first pediatric kidney transplant next year.

A graduate in chemistry at Duke, Krueger earned his M.D. here in 1965 and was appointed to the faculty in 1970.

## Intercom

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## Psychiatric nursing expert distinguished alumna

Alice M. Robinson of New York City, a nationally known authority on psychiatric nursing, has been selected as the School of Nursing's distinguished alumna of 1978.

Robinson, who was graduated from

### On tour today

Ten students from Broughton Senior High School in Raleigh are touring the medical center today. The students are members of a health careers club and are accompanied by their teacher, Sharon Chapel.

Duke in 1944, received the award for her extensive professional writings and her efforts on behalf of nursing education nationwide, according to Dr. Ruby L. Wilson, dean of nursing.

Currently head of her own consulting firm in New York, the Sayville, N.Y., native has been director of nursing service at Boston State Hospital, director of nursing education at Vermont State Hospital in Waterbury, Vt., and senior editor of "RN Magazine."

She is the author of "Working with the Mentally Ill," now in its fifth edition, and her most recent book, "Your Future in Careers in Nursing," has just gone into its second edition.

Over the years, Robinson has served as chairperson or member of numerous national and state committees and councils of nursing and other health-related organizations. She continues to teach communication skills, human relations and hypertension control to some 2,000 nurses annually and coordinates workshops for journals, pharmaceutical companies and universities.

Among the previous honors she has received are the 1973 U.S. Army Nurse Corps Special Award, honorary membership in the National Student Nurses' Association and listing in "Who's Who of American Women."