

## Hospital Administration

### *Challenge to Mind and Heart*

In 1924 James B. Duke wrote in the Indenture establishing the Duke Endowment, "I have selected hospitals as one of the principal objects of this trust because I recognize that they have become indispensable institutions. . . ." Also indispensable are persons to direct these hospitals. And these persons must have a sound educational background coupled with tact and human understanding.

Duke University Medical Center has a special niche in the story of the development of training for hospital administrators. The program at Duke and one at the University of Chicago were the first two offered in the field. Need for such training was demonstrated when Dean Davison undertook to find the first administrator for Duke Hospital. He discovered that very few men were either trained or qualified to administer the business affairs of a hospital. The usual procedure was to employ a doctor with some talent for administration or a nurse who had had administrative experience in nursing service. The first superintendent of Duke Hospital was Mr. M. E. Winston who had had experience in a small community hospital. To serve preceptorships under Mr. Winston, Dr. Davison appointed two young men: Vernon Altvater from Duke and Ross Porter from Carolina. Such was the beginning of this Medical Center's Program in Hospital Administration. Both of these first two students eventually served



Students and faculty gather in Conference Room of Duke University Medical Center to discuss problems in hospital administration. Left to right: Bill Smith, Ted Clapp, Jim Shinn, Grant Hurst, Dan Lewis, Charles Frenzel—Hospital Superintendent and Associate Professor of Hospital Administration; Elwood Eason, Jim Kulpan, Louis Swanson—Assistant Superintendent and Associate Professor of Hospital Administration; Pete Geilich, and Donald Smith—Administrative Assistant and Instructor in Hospital Administration.

as Superintendent of Duke Hospital. In the country at large there were very few courses in the field until after World War II. There are now 18 programs, and the number of graduates has increased each year. About 300 men trained in hospital administration will be graduated in 1959.

The Duke course was established to provide well-trained administrators for the South to help raise the standards of hospital care. It gradually became more formalized, and by World War II was a well-organized certificate program. The number of students increased, also, over the years. Since the war the class has numbered eight. Applicants for the Duke Medical Center course must be

college graduates. Although an undergraduate background in business administration is advantageous, selection is based on men not courses. Personal qualifications are of prime importance. About 75 per cent of the students come from the South; about 50 per cent from Duke University. Two students (usually from a candidate field of 12 to 15) are appointed in July and January each year. With two new students joining six more experienced classmates a vertical-learning system is possible: students learn not only from their instructors but from their fellow students.

The effectiveness of the course in Hospital Administration has been

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