

Supt's Corner



by Charles H. Frenzel

It is at this time of the year that the application forms, questionnaires and other report requests come pouring into the administrative offices of the Medical Center. Many of these are required for approval of our continued operation; others are elective but must be completed if we are to maintain certain programs. Each year several additional agencies or organizations formalize their programs and require inspections, applications, or reporting.

The longest and most comprehensive of these forms is the Duke Endowment Application for Assistance. This 14-page report is provided annually as an application for a Duke Endowment grant based, at \$1.00 per day, on our free days of care. Last year we received \$65,000 from this source. The data in this report is accumulated for most of the hospitals in North and South Carolina and is valuable as a management tool in evaluating many aspects of our hospital's operation.

The hospitals licensure program in North Carolina is conducted by the North Carolina Medical Care Commission. An application for licensure must be made each year and an inspection team from NCMCC visits the hospital. This inspection has become more complete each year and now takes several days.

Accreditation by the Joint Commission on Accreditation of Hospitals has become the major criterion for recognition as a hospital offering acceptable services and can no longer be considered a voluntary program. A comprehensive application and report must be made to the Commission every three years and a field representative surveys the hospital for several days at that time. Duke Hospital has been accredited each year since its first survey in 1932.

An annual report is made to the

Council on Medical Education of the A.M.A. This report and its supporting documents serves as our application for approval of our internship and residency programs. Our 18 residency programs are reported on and surveyed by field representatives about every three years.

The Durham County Health Department makes quarterly inspections of our facilities to determine the sanitation and safety conditions of the hospital. Ratings are given and posted. Duke Hospital has maintained its A rating since it has been in operation.

Among the other groups making inspections or requiring reports are the American Hospital Association, the North Carolina Hospital Association, the Atomic Energy Commission, the American College of Surgeons, and North Carolina Health Department.

Paper is fast replacing gauze as the most necessary material in the modern hospital.

Position Classification at the Medical Center

Duke University Medical Center now employs some 1,500 technical, clerical, and subsidiary workers. The size of this employee group makes necessary some system for insuring equal pay for essentially equal work. To meet this need the Medical Center began some time ago—as part of a University-wide plan—what is known as a position classification study. The results have been beneficial for both employees and hospital administration.

A position class means simply that within a given group all positions or jobs, and their inherent duties and responsibilities, are enough alike that the same title and rate of pay can be applied to all of them. In studying the jobs throughout the Medical Center 130 classes of positions were established, and descriptions of them were written.

A pay plan, based upon a survey of wages paid in the Durham business community, was adopted. In order to

fully implement the new pay plan, an extra million dollars would have been needed this first year. Unfortunately, funds in this amount were not available. However, the administration decided to retain the pay plan, but stage the implementing of it over a two or three year period as funds become available.

As everyone knows, jobs change from time to time. Sometimes new and more difficult duties and responsibilities are added; sometimes just the opposite is true. Occasionally there is a need for establishing a new position within a department. A procedure for handling such cases has been set up and is to be initiated by the department supervisor, who completes a "Request for Position Classification" form and submits it to the Personnel Office. Should a department supervisor question a job's classification, he is urged to present his views to a Review Board which has been set up to resolve the more difficult problems.

Much is written concerning the uses to which position classification can be put, and the administration will certainly avail itself of every possibility. However, the one result of this plan that will be most apparent will be an improvement in employee morale which, in turn, will be reflected in better service to patients, students and public. When this is achieved, the effort expended in organizing the plan will be fully justified.

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