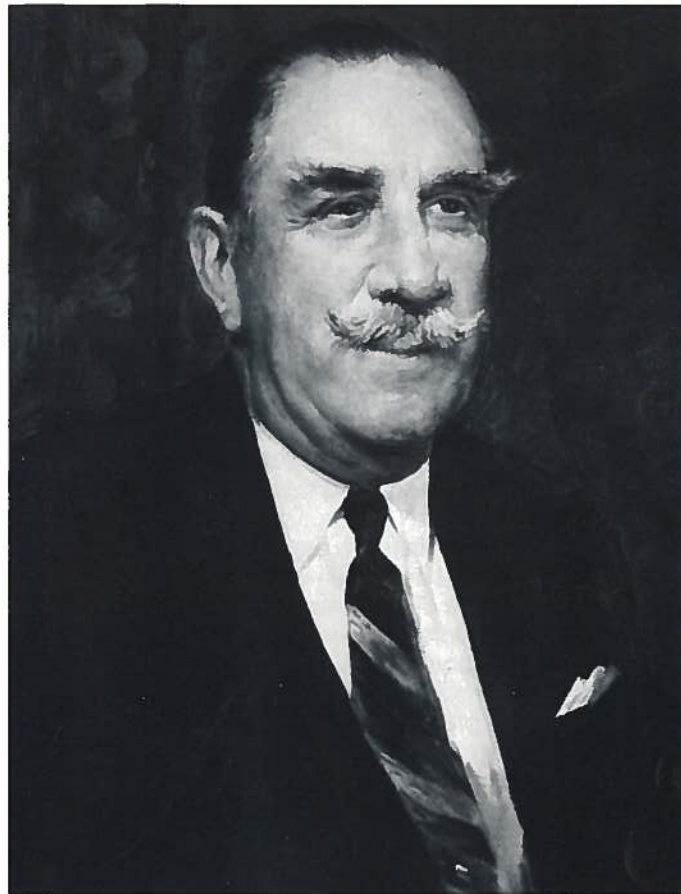


Program Founder Dies at 86



James Alexander Hamilton
July 14, 1899—September 8, 1985

"The road is always better than the inn."

This favorite quotation from Cervantes echoed through the First Parish Church of Duxbury, Massachusetts, as family and friends gathered to pay tribute to James A. Hamilton, who died on September 8 at the age of 86. Three of Hamilton's grandsons shared reminiscences, focussing on what each had gained from his grandfather. In their words rang the principles not only of his family life but also of his relationships with students and colleagues: work hard, question, try new ideas, be a leader.

Jim Hamilton was educated at Dartmouth College and taught in the graduate school of business there from 1923-1936, during which time he was also the superintendent of Mary Hitchcock Memorial Hospital. He went on to be su-

perintendent of Cleveland City Hospital from 1936-1938 and director of New Haven Hospital, Connecticut, from 1938-1946, holding the position of professor of hospital administration at Yale University. His service as consultant to the War Productions Board and the Budget Bureau during World War II began a series of relationships with the U.S. government including the State Department, the U.S. Army, and the World Health Organization.

Convinced of the importance of professional organizations, Hamilton worked actively as a member of many regional, national, and international associations. He served as president of the New England Hospital Assembly in 1930, the American College of Hospital Administrators in 1939, and the American Hospital Association in 1942. He received the AHA's Award of Merit in 1948.

Hamilton to pg 2



Program Notes

This second issue of the *Minnesota Connection* begins with a report on the death of Jim Hamilton. Teacher and role model for many of us, he built a legacy of excellence and world-reaching prominence for the Program. Through his founding and leadership roles with AHA, ACHE, and AUPHA, he exemplified for us his challenge to develop interests larger than ourselves. We will miss his enthusiasm for life and friends, but his high standards will continue to inspire us.

The University of Minnesota has a new president. Kenneth Keller, the twelfth president in the 134-year history of the University, is a renowned scholar with solid administrative skills. His leadership challenge to the University is a "commitment to focus." Our Program, through its strategic plan, is in a good position to respond to the challenge. We have also welcomed a new dean of the School of Public Health, Robert Kane, M.D., Ph.D. Dr. Kane, most recently with the Rand Corporation, is a prominent researcher in the area of long term care.

The Alumni Institute every two years is a major resource of the Program. The crisp and cutting edge of the sessions sharpens our skills. The social and collegial opportunities refresh us. We appreciate the hard work of Dan Anderson and the Steering Committee on this fall's stimulating event.

The faculty has begun to implement the strategic plan. Every course has been evaluated. The business areas have been strengthened. The number of required courses has been reduced to allow for more electives. Having elective options enables students to develop concentrations in areas like finance that will equip them for the competitive marketplace. Change involves new ideas, compromise, and departure from the comfortable. The Minnesota Program faculty deserves high praise for its commitment to a vital future.

Change is also taking place in the doctoral program. Under the leadership of Theodor Litman, Ph.D., the faculty has been examining the curriculum, sharpening its focus, and increasing the research skills areas. A new brochure will market the program to the finest future health care teachers and researchers.

I want to add a personal note of thanks to the many alumni and friends of the Minnesota Program who contribute to its excellence and uniqueness. Although I write hundreds of letters of thanks over a year, I am haunted by the fact that others should be written. You are truly a reservoir of energy and commitment.

George O. Johnson

Hamilton from pg 1

In 1946 Hamilton was asked by the University of Minnesota to establish a graduate course in hospital administration. He built the curriculum, attracted the faculty, and created the Program's niche within the University. He wrote an important textbook, *Decision Making in Hospital Administration and Medical Care*.

As a professor he found fascination in the areas of problem-solving and decision-making. Rather than tell students about them, he would lead them through these processes, all 14 steps! He relished the socratic dialogue, luring students to probe into ideas rather than simply take notes. Although he often left them shaking and sweating in the classroom, behind his confrontational method lay his deep commitment to each student's outcome in the field. Dr. Robert Howard, former dean of the medical school at Minnesota, once identified the Hamilton Effect: he could take a student who had only vague ideas of what he was doing and produce a graduate who "knew where he was going and had some ideas for how to get there. . . . It is not just administration, . . . not just teaching. . . but witchcraft."

Students were given opportunities to work closely with practicing administrators who acted as preceptors and clinical faculty. His own consulting firm, James A. Hamilton Associates, gave significant support in this way. He encouraged the building of the Alumni Association to provide a network of collegial support and ongoing mentorship between students and practitioners.

In the era of the Organization Man Hamilton recognized that the administrator's family was a significant force in his career. He proposed the "Course for Wives" to familiarize the students' wives with the world of hospitals and doctors. Under the direction of his wife Sally, it provided a support

system that began during the academic year and carried forward into the professional years.

At the time of his retirement from the University in 1966, Hamilton was lauded as the "organizer, the director, and the genius of the Program" by Dr. Gaylord Anderson, dean of the School of Public Health, and as "the dean of all hospital administrators" by his friend and associate, James W. Stephan. In his very active retirement years Hamilton continued to teach and advise students and alumni. A pilgrimage to Duxbury was often an important step before a major career decision.

On a soft autumn day in Duxbury, family and friends said goodbye to Dad, Grandpa, Mr. Hamilton, James A., the Old Man. In the words of Dave Damberg everyone had lost "a piece of the rock."

Anecdotes to be Collected

At the memorial service for James A. Hamilton a number of people started telling stories about him. John and Joan Sweetland want to compile as many stories as possible into a book of remembrances. Alumni are urged to contribute their favorite anecdotes about Hamilton. Copies of the completed volume will be available to the authors in the spring. It was suggested that a \$10 donation to the Alumni Association Foundation accompany each article. The donation will not be used to defray costs. Your story and your check made out to the Foundation should be sent to the Sweetlands at 2608 Regatta Drive, Plano, Texas 75075, by January 31, 1986.



A Message from Stanley R. Nelson, Alumni Association President

Remembering Jim Hamilton

During the recent Alumni Institute the James Hamilton Society convened its biennial meeting. The Society is named in honor of Jim Hamilton and designed to provide financial support for the program he founded. On this occasion the customary after dinner speeches and entertainment were omitted and the evening was devoted to "remembering Jim Hamilton".

Virtually every person in the room had a special memory of this unusual man. As the memories and recollections were shared and the anecdotes told, a pattern evolved which helped each of us understand this man better than we had before.

It became increasingly clear that he was a multifaceted, talented and complex man who accomplished enough in his lifetime to satisfy several men of average ability. He was dominantly successful as a hospital administrator, health association leader, and health care consultant. He was an outstandingly effective and articulate speaker. He was unusually persuasive, a salesman of the highest order.

Yet, underlying these many talents and attributes he was, at heart, a teacher. It was this element of his diverse personality which compelled him to found our program and to share his knowledge, experience, and vision of the future with his students. In doing so he put in place a network of graduates which today influences health care throughout the entire nation and dozens of foreign countries.

It should not be surprising that he also saw a special role for the Alumni Association. In the early years he shaped it and drove it through sheer force of his personality. He literally refused to let it fail even though the numbers were small. He saw it as an underlying strength of the program. He saw it becoming a significant political force within the university community and in the health care field. He saw it providing that "margin of excellence" that helps a good program become an outstanding program.

He accomplished much, but what truly sets him apart is that he cared enough to share his accomplishments with his students. He influenced each of us, directly or indirectly. He has left us a priceless legacy and in doing so has placed a tremendous obligation on each of us to sustain the Minnesota Program at the highest possible level. If he were here, he would not hesitate to let us know that this is our responsibility.

And, as usual, he would be right.

Students Awarded Scholarships

Three second-year students have been nominated by the Program faculty for nationally competitive awards in health care. Robert Meyer was nominated for and received a Foster McGaw Scholarship Loan. Colleen Reitan was nominated for and received the American College of Medical Group Administrators Scholarship. Peter Kendall was chosen as the faculty's nominee for the Federation of American Hospitals Scholarship.

Scholarships totaling \$40,000 awarded by the Program include the following:

CLASS OF 1986

Douglass Associates Scholarship:

Daniel McGinty

James Stephan Scholarship:

Cynthia Wilke
Craig Marks

Jack Dumas Scholarship:

Victor Galfano

Howard Johnson Scholars: (research assistantships)

Rebecca Bloom
Elizabeth McGough
John Mitchell
Colleen Reitan
Margaret Van Bree

CLASS OF 1987

Howard Johnson Scholarships: (full year tuition)

Thomas Kmetz
Bonnie Marsh
Susan McClernon
Dirk Nelson
Harry Smith

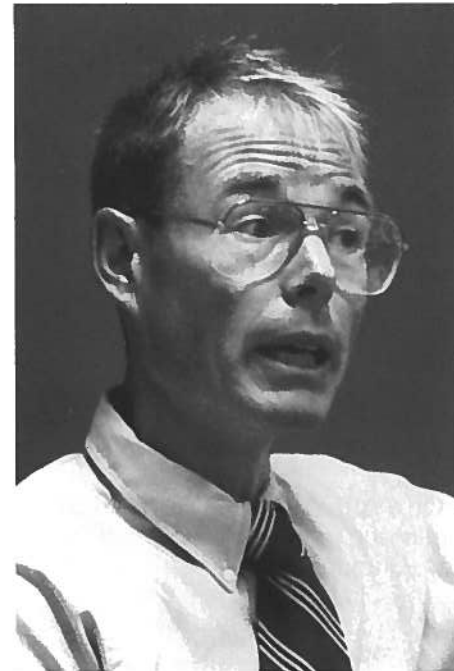
Curriculum Reflects Market Forces

The Minnesota Program continues to augment its curriculum to prepare graduates to excel in the competitive business environment of health care. A close relationship with the University of Minnesota School of Management has been built to make that school's finest faculty and coursework available to MHA students. Terry Trantor, Ph.D., adjunct associate professor of accounting, is teaching the Program's financial and managerial health care accounting courses. He has been with the School since 1979 and writes and speaks extensively on accounting topics. This past June he was chosen by the MHA graduating class for the Class of 1981 Excellence in Teaching Award.

Additional courses in finance and marketing will be taught in the department in 1986.



Robert L. Kane, M.D.



Terry Trantor, Ph.D., makes a point in his health care accounting class.

New Dean Chosen for School of Public Health

Robert L. Kane, M.D., has been named dean of the School of Public Health at the University of Minnesota. Formerly a professor in residence in the School of Medicine and the School of Public Health at the University of California, Los Angeles, Kane assumed his new position on August 15.

A graduate of Harvard University Medical School, Kane, 45, has been a faculty member at the Universities of Utah and Kentucky. While at UCLA he was research director at the UCLA/USC Long-Term Care Gerontology Center and was senior researcher in long-term care at the Rand Corporation.

He has served as consultant to the Robert Wood Johnson Foundation, the National Institute of Aging, the American Public Health Association, and the National Center for Health Services Research.

Class of 1986—Residencies

Greg Adams

Aga Khan Hospital
Nairobi, Kenya
Preceptor: Hopkins Holmberg

JoAnne Angier

Seminary Memorial Home
Red Wing, Minnesota
Preceptor: Wallace Sundberg

Becky Bloom

Hennepin County Medical Center
Minneapolis, Minnesota
Preceptor: John Bluford

Julie Buhler

Mt. Hood Medical Center
Gresham, Oregon
Preceptor: Joseph Henry

Victor Galfano

Martin Luther Hospital
Anaheim, California
Preceptor: Terry Belmont

Mary Gillen

Marion Catholic Home
Milwaukee, Wisconsin
Preceptor: Barbara Strehlow

Lora Hough

St. Mary's Hospital
Minneapolis, Minnesota
Preceptor: John Marnell

Peter Kendall

Abbott Northwestern Hospital
Minneapolis, Minnesota
Preceptor: Robert Spinner

David Lake

Fairview Southdale Hospital
Minneapolis, Minnesota
Preceptor: Douglas Robinson

Tom Littleton

Midway Hospital
St. Paul, Minnesota
Preceptor: Laurence Johnson

Craig Marks

St. John's Hospital
St. Paul, Minnesota
Preceptor: Gary French

Dan McGinty

Metropolitan Medical Center
Minneapolis, Minnesota
Preceptor: Craig Ames

Elizabeth McGough

University of Minnesota
Hospitals & Clinics
Minneapolis, Minnesota
Preceptor: Greg Hart

Maureen Memler

Christ Hospital
Oak Lawn, Illinois
Preceptor: Janet Perry

Robert Meyer

InterHealth
Minneapolis, Minnesota
Preceptor: Nancy Hart

John Mitchell

Health Central System
Minneapolis, Minnesota
Preceptor: William Kreykes

Debra Muller

MCH Telesis
Mount Clemens, Michigan
Preceptor: Ralph LaGro

Kalid Rafiq

Kaiser Permanente Regional Office
Portland, Oregon
Preceptor: Lynn Boose

Colleen Reitan

Mayo Clinic
Rochester, Minnesota
Preceptor: James Ould

Peg Van Bree

West Virginia University
Morgantown, West Virginia
Preceptor: David Fine

Mark Ward

Rochester Methodist Hospital
Rochester, Minnesota
Preceptor: James Anderson

Cynthia Wilke

Deloitte, Haskins and Sells
Minneapolis, Minnesota
Preceptor: Bruce Morgan

David Zimba

University of Michigan Hospital
Ann Arbor, Michigan
Preceptor: Dr. Jephtha Dalston



Class President

Daniel McGinty, '86, has served as president of the second year class for the fall quarter. The class president acts as liaison between the students and the faculty and coordinates the functions of the class committees. The position rotates at the beginning of each quarter for each class, allowing more individuals to share both the added work load and the valuable experience of leadership.

Program Grads Join New Honor Society

Six Program graduates were inducted into the Delta Omega Society at commencement ceremonies in June. Patricia Homyak, Laura Secord, Howard Googins, Paul Metz, and Patricia Gordon, all MHA recipients, and Lavohn Josten, Ph.D., were presented as charter members of the newly formed University of Minnesota chapter. Delta Omega, a national honorary society, recognizes scholarship, research, leadership, and attainment in public health. Students are chosen from the upper quarter of their graduating class.

Minnesota's National Health Care Leaders



Current president of the American Hospital Association is **Scott S. Parker, '62**, president of Intermountain Health Care, Inc., a health services corporation developed from 15 hospitals originally operated by the Church of Jesus Christ of the Latter Day Saints. Parker has been chief executive officer of IHC since its founding in 1975 and has seen the organization grow to include 23 hospitals, other health facilities, a preferred provider organization, a foundation, and a joint venture for not-for-profit multihospital systems. One of Parker's main concerns in guiding AHA this year has been the balance between the pressures of cost-effective management and the need to provide high quality care for all segments of society. As a strong believer in the innovative potential of the private sector, he sees AHA, with its broad constituency and democratic base for policy development, as a primary force in the growth of a fully integrated health care system.



William E. Johnson, Jr., '58, president of Methodist Hospital and Methodist Health Services, Inc., Madison, Wisconsin, was elected chairman of the American College of Hospital Administrators at its annual meeting on July 29, 1985, in Chicago. Johnson has been president of Methodist Hospital since 1964. Methodist Health Services is a three year old corporation which encompasses the hospital, Methodist Health Foundation, Methodist Retirement Center, Elderhouse, and Allied Health Services. Johnson has been active with ACHA for 19 years, including two terms on the Council of Regents. He was chairman of the Wisconsin Hospital Association in 1976 and received its Harold M. Coon Award in 1977 for achievements on behalf of Wisconsin hospitals. He is a member of the clinical faculties in hospital administration at the University of Minnesota and the University of Wisconsin, Madison.



Wade Mountz, '51, is the 1985 recipient of the Gold Medal Award of the American College of Hospital Administrators. The honor is given annually by ACHA to an individual who has demonstrated continuing excellence in hospital administration. Mountz, who was chairman of the American Hospital Association in 1975, is vice chairman and chief executive officer, NKC Inc., Louisville, Kentucky. NKC is an organization he developed which includes Norton Hospital and Kosair Children's Hospital along with management contracts with other regional health facilities. Mountz helped found Voluntary Hospitals of America, Inc., a national network of large not-for-profit hospitals, and served as its first chairman in 1977. He has been a member of the adjunct faculty at the University of Minnesota and at Washington University in St. Louis. In three of the past four years the ACHA Gold Medal has gone to a Minnesota alumnus: Mountz, Stanley R. Nelson, '50, in 1983, and Ray Woodham, '50, in 1982.

Winning national awards and assuming leadership positions across the United States health care system are consistent achievements of Minnesota Program alumni. In 1985 alone the presidencies of both the American Hospital Association and the American College of Hospital Administrators are held by Minnesota graduates, as well as the position of president-elect of AHA. Alumni have been honored this year with the ACHA Gold Medal Award and as that organization's "Young Administrator of the Year."



David J. Fine, 1985 Young Administrator of the Year, and Donald C. Wegmiller, who received the same honor in 1969, also won the James A. Hamilton Award as MHA students.

Minnesota Honor Roll

American Hospital Association President/Chairman

- 1942 James Hamilton, Hon.
- 1959 Ray Amberg, Hon.
- 1975 Wade Mountz, '51
- 1978 Samuel Tibbetts, Hon.
- 1982 Stanley Nelson, '50
- 1983 Elbert Gilbertson, '57
- 1985 Scott Parker, '62
- 1986 Donald Wegmiller, '62

American College of Hospital Administrators President/Chairman

- 1939 James Hamilton, Hon.
- 1972 William Wallace, '53
- 1975 James Harvey, '52
- 1983 Earl Dresser, '49
- 1985 William Johnson, '58

ACHA's "Young Administrator of the Year"

- 1969 Donald Wegmiller, '62
- 1985 David Fine, '74

ACHA Gold Medal Award

- 1972 James Harvey, '52
- 1979 William Wallace, '53
- 1982 Ray Woodham, '50
- 1983 Stanley Nelson, '50
- 1985 Wade Mountz, '51

ACHA Silver Medal

- 1978 Walter McNerny, '50

David J. Fine, '74, is "Young Administrator of the Year" for 1985, an honor conferred by the American College of Hospital Administrators with its Robert S. Hudgen Memorial Award. Fine is President of West Virginia University Hospitals, Inc., Morgantown. Between 1983 and 1985 Fine conceived and engineered the transformation of the University Hospital from a deteriorating physical structure smothering under layers of state bureaucracy to an independent not-for-profit hospital corporation with an all-new teaching hospital under construction. Formalized ties between the corporation and the West Virginia University School of Medicine have positioned the new complex for its role as a regional tertiary care medical center.

Fine's national honor was predicted during his student years by his winning the James A. Hamilton Award for demonstrating to his classmates the greatest promise of achievement in hospital administration at the time of graduation.

Donald C. Wegmiller, '62, was chosen chairman-elect of the American Hospital Association at its annual convention in August. He will assume the chairmanship for the year 1986-1987.

Wegmiller is president and CEO of Health Central Corporation, Minneapolis, a not-for-profit health services corporation. He serves as a staff assistant to President Reagan and as an advisor to Senator David Durenberger of Minnesota.

An advocate of vertical integration of health services, Wegmiller sees the hospital as the pivotal point of health care delivery within a community. His role with AHA will be to continue that organization's central position in the rapidly diversifying health care industry.

Alumni Institute XIII Probes Leadership

"Navigating the Storm Through Leadership and Vision" was the theme for the 13th Biennial Institute of the Alumni Association held in Minneapolis October 16-18. Alumni convened from all over the country to address current issues in health care.

Keynote speaker was David A. Jones, co-founder, chairman, and chief executive officer of Humana, Inc., one of the country's leading investor-owned corporations. In his presentation entitled "Creating the 'Supermeds,'" Jones identified the consumer's concept of a good health care system as one that provides universal convenient access to high quality care—"responsiveness and a caring attitude, as well as accurate diagnosis and effective treatment"—at affordable prices.

Jones also addressed the problem of indigent care as "robin hood" subsidies, by which private patients are charged extra to cover the cost of care of the poor, are phased out. In the Louisville model Humana leases the University of Louisville Hospital, receives the current level of government subsidies, and provides indigent care for the county. The medical school has use of its teaching hospital and receives 20 percent of the substantial operating profits.



George Johnson, left, welcomes David Jones, right, keynote speaker.



Reviewing the program for the Institute are, left to right, Lisa deSanto, '84, Jack Bell, '84, Carol Kiecker, '77, and David Briere, '84.



Alumni confer between sessions: Laura Secord, '85, Donald Berglund, '78, Darrell Stewart, '73, David Ping, '82, and Charles Killian, '69.



Daniel Anderson, '79, general chairman of Alumni Institute XIII, and John Herman, '80, confer on the program for Casino Night, of which Herman was the coordinator. Other members of the Steering Committee were Lynn Abrahamsen, '79, Rocklon Chapin, '78, Gregory Hart, '76, Charles Heinemann, '66, Nancy Herbeck, '82, Mary Hudson, '81, George Johnson, '63, Lynne Mattison, '78, Brock Nelson, '76, Robert Thames, '84, Pamela Tibbets, '77, Daniel Werner, '81, and Robert Wilkins, '52.

Social Events Promote Friendship

Drawing together alumni and spouses from 37 years of the Minnesota Program, the Institute sparked not only erudite thinking but the firm handshakes and warm smiles of recognition for friends first made during student years. Wednesday evening was reserved for individual class parties. On Thursday night everyone was invited to Minneapolis' new International Market Square in the old Munsingwear Building. The event included dinner, entertainments of music and magicians, scrip gambling, and a prize auction. Vacation packages; dinners; Twins, Gophers, and Vikings souvenirs; photo, stereo, and sports equipment were among the prizes. Bidding was especially heavy for the handsome maroon and gold University of Minnesota stadium blankets.

New Connections

Dennis D. Countryman, '61, has been named director of health care services for the Sverdrup Corporation, St. Louis, Missouri.

Lisa DeSanto, '84, is an Administrative Assistant at the Kaiser Foundation Hospital, Bellflower, California.

Patrick Giordano, '80, is vice-president for operations at the Baptist Medical Center of Oklahoma, Oklahoma City.

R. Hopkins Holmberg, '63, is Chairman of Health Management Development for Aga Khan Health Services, a chain of 228 facilities based in Nairobi, Kenya.

Robert V. Jacobs, '73, has been named Corporate Vice President, Manatee Hospitals and Health Systems, Bradenton, Florida.

John E. Kralweski, '62, has been named an honorary member of the American Academy of Medical Directors.

Johnelle Foley McComb, '74, is a member of the UM School of Public Health Alumni Society Board of Directors for 1985.

Michael R. Schwartz, '64, has been named Executive Vice President, Mercy Health Services, holding company for Sisters of Mercy Health Corporation, Farmington Hills, Michigan.

Reginald A. Spindler, '58, Chief of Special Support Services of the Indian Health Service, Albuquerque Area, was awarded the Distinguished Service Medal of the U.S. Public Health Service.

Darrell K. Stewart, '73, has been named administrator of St. Mary's Hospital, Tucson, Arizona.

Timothy D. Wemple, '83, has been promoted to Assistant Administrator, Martin Luther Hospital and Medical Center, Anaheim, California.

Daniel J. Werner, '81, is Vice President—Professional Services, at St. Mary's Hospital, Reno, Nevada.

Karen Westgate, '84, is Administrative Coordinator for Special Projects at Children's Hospital of San Francisco.

Howard M. Winholz, '51, has retired as president of Rochester Methodist Hospital Health Services, Rochester, MN. He will serve as Adjunct Associate Professor and Rochester co-ordinator of the Graduate Program in Human and Health Services Administration of St. Mary's College, Winona, MN.

New Connections features employment changes, honors, and awards of alumni on the move. Send your news to editor, *Minnesota Connection*, Program in Hospital and Health Care Administration, C309 Mayo, Box 97, Minneapolis, MN 55455.

Reading Room Dedicated

Bookshelves line the walls, Soft light glows from brass chandeliers over long oak tables. The calm atmosphere of a New England library invites study. This is the Sabra M. Hamilton Reading Room in the Program in Hospital and Health Care Administration.

Sally Hamilton, wife of Program founder James A. Hamilton, served the Program as hostess and mentor to students' wives for many years before her death in 1960. Dedication of the Reading Room, a gift of the Sabra M. Hamilton Foundation, was held on October 15. Director George Johnson welcomed the 75 guests and thanked the family for their continued support of the Program and for "this elegant room." The Hamiltons' daughters, Shirley McNerny of Winnetka, Illinois; Joan Sweetland of Dallas, Texas; and Cynthia Mott of Mountain Lakes, New Jersey, and other members of the family were present for the ceremony. Mrs. McNerny made the presentation and announced that the Foundation would also maintain a collection of health care periodicals in the library.



Joan Sweetland, left, Shirley McNerny, center, and Cynthia Mott, right, stand with the portrait of their mother, Sabra Hamilton.

Presenting the Class of 1987

Twenty-seven students from ten states and one foreign country entered the MHA program in September. With a mean grade point average of 3.37 and Graduate Record Exam scores of 1700, the class of 1987 was selected to uphold the high academic standards of the Minnesota Program.

Peggy Appel
University of Minnesota
Minneapolis, Minnesota

Claude Chatterton
College of St. Thomas
St. Paul, Minnesota

Mei Mei Chen
National Taiwan University
Taipei, Taiwan

Jill Christie
St. Olaf College
Northfield, Minnesota

Mary Beth Eldredge
University of Michigan
Ann Arbor, Michigan

Jodi Engelberg
University of Colorado
Boulder, Colorado

Mark Engstrom
Michigan State University
East Lansing, Michigan

Joann C. Franko
Youngstown State University
Youngstown, Ohio

Patricia Huibregtse
Lakeland College
Sheboygan, Wisconsin

William O. Kenney
St. John's University
Collegeville, Minnesota

Thomas D. Kmetz
University of Kentucky
Lexington, Kentucky

Elizabeth Levy
University of Kansas
Lawrence, Kansas

LaRayne Longtine
North Dakota State University
Fargo, North Dakota

Bonnie Marsh
Marycrest College/University of
Minnesota

Susan McClernon
College of St. Scholastica
Duluth, Minnesota

Bryan Nelson
Weber State College
Ogden, Utah

Dirk Nelson
St. Olaf College
Northfield, Minnesota

William Nelson
Mount Marty College
Yankton, South Dakota

Sheila O'Dougherty
University of Minnesota
Minneapolis, Minnesota

Kenneth Saling
Western Washington University
Bellingham, WA

Mary Schattenberg
University of Wisconsin
Madison, Wisconsin

Marshall Shragg
University of Minnesota
Minneapolis, Minnesota

Dennis Swartzbaugh
Miami University/University of North
Dakota

Stephen Swenson
Concordia College
Moorhead, Minnesota

Harry Smith
University of Minnesota
Minneapolis, Minnesota

Brent Wiersma
Calvin College
Grand Rapids, Michigan

Theodore J. Yank
St. John's University/University of
Minnesota

Alumni Perspective

One thousand hospitals will close by 1995, along with 30% of today's hospital beds, predicts **James A. Rice, '71**, president of Health Central International, and senior vice president for corporate strategy for Health Central Corporation in Minneapolis. In *The Internist*, July 1985, Rice identifies the hospital of the future as having fewer than 150 beds, being part of a regional multi-hospital system, and linked with a medical group practice that is also part of a multi-specialty network.

Dramatic societal forces are pressing on the health care system from five directions, he says:

—The population over 65 will comprise more than fifty percent of hospital patients in the future, and are "increasingly sophisticated and assertive" about health care and its cost.

—Technological advances are moving many procedures out of the hospital, including some surgical and diagnostic services, which in the past contributed heavily to its financial base.

—Employers are bargaining aggressively with both unions and health insurers to determine benefit packages.

—An oversupply of physicians has led to competition for patients.

—DRG's and prepayment plans "have caused a shift from economic incentives that have rewarded providers for overprescribing toward new incentives that threaten to reward providers for underprescribing," says Rice.

These forces are changing the focus of health care delivery from the large independent urban hospitals to networks of smaller hospitals; from solo fee-for-service physicians to large group practices with salaried doctors, many specialties, and many locations; from cost based reimbursement to prepaid predetermined insurance. Increasingly, physicians will be moving into management of both practices and institutions.

From time to time the newsletter will feature the views of alumni. Copy may be sent to *Minnesota Connection* at the Program office.

**Elections
Alumni Association/
Foundation
Program in Hospital
and Health Care
Administration**

University of Minnesota

PRESIDENT-ELECT:

Robert K. Spinner '69
Executive Vice President
Abbott Northwestern Hospital
Minneapolis

SECRETARY:

John R. Marnell '66
President/CEO (incumbent)
St. Mary's Hospital
Minneapolis

TREASURER:

Pamela L. Tibbetts '77
Vice President & Administrator
(incumbent)
Fairview Community Hospitals
Minneapolis

ISP REPRESENTATIVE:

Daniel B. McLaughlin MHA/ISP '76
Administrator
Hennepin County Medical Center
Minneapolis



Robert Spinner, left, is congratulated by George Johnson, center, and Stanley Nelson as president-elect of the Alumni Association

PH.D. REPRESENTATIVE:

Judith Ryan, Ph.D. '83
Executive Director
American Nurses Association
Kansas City, Missouri

DIRECTORS AT LARGE:

Howard J. Peterson '76
Director
Penn State University Hospital
Hershey, Pennsylvania

Carol J. Kiecker '77

Executive Vice President
Buffalo Memorial Hospital
Buffalo, Minnesota

Patrick G. Hays '71

President & CEO
Sutter Community Hospitals
Sacramento, California