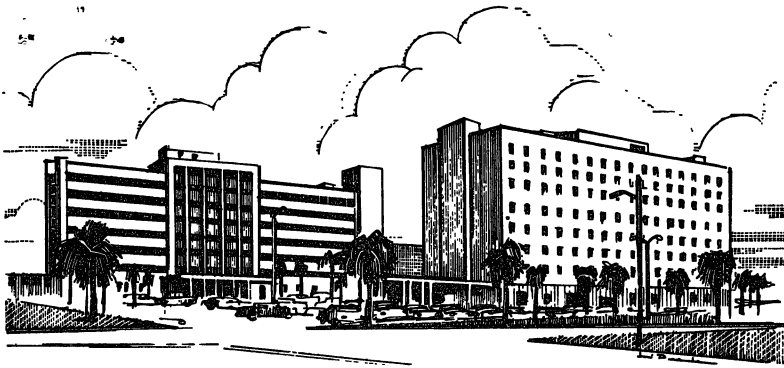




Memorial Medical Center

CORPUS CHRISTI, TEXAS

2606 HOSPITAL BOULEVARD • 78405

P. O. BOX 5280 • 512-884-4511

Memorial West Memorial East
Samaritan Clinics

February 5, 1975

Hector P. Garcia, M. D.
1315 Bright
Corpus Christi, Texas 78405

Dear Dr. Garcia:

I certainly enjoyed our little chat last night, and hope that the County Judge and Commissioners change their mind about a revenue bond issue. I think taking this "voter approval" issue to such extremes is dangerous for all such issues. Moreover, I would predict that the other 4494n Hospital Districts will resist this, since they passed the revenue bond legislation originally to keep from having to obtain voter approval on such matters.

In any event, it will take a long time to resolve the matter, and we are already in crisis positions in X-Ray, Physical Therapy, and particularly the Emergency Room.

Though we are not in any particular jeopardy this year on losing the \$1,000,000 grant, we are already under a Presidential interdiction, and we will have to be "ready to go" at the earliest opportunity so that we can have federal funds encumbered, thus thwarting future cutbacks or impoundments.

In another matter, with regard to your letter of February 3, 1975, I have discussed this with the Administrative Council and Nursing Service. On the first three points we have already moved forward to respond: 1) we will have to instruct the Ward Clerks in printing, but this will be accomplished shortly, and the chart covers will have the doctor's name, patient name and room number on the outside; 2) head nurse meetings and nurse staff meetings will be held again (we have had such meetings many times in the past) on addressing patients by their name and room number, in that order (this goes along with many other efforts to properly identify patients, in order to cut down on errors); and 3) meetings are already being held to get the Lab, X-Ray, and other reports put on the chart when they come to the floor, and no later than the end of that shift, and by patient name and room number.

We have already addressed the matter of Administrative coverage of the hospital in the evening hours. At least three times weekly, the administrative person on call (from 5 p.m. in the afternoon until 7:30 a.m. in the morning, and Friday evening until Monday morning to cover weekends), will be in the hospital, visiting

the Emergency Room, Admissions desk, Engineering, Intensive Care Units, Security, and other places, in order to solve problems, conduct interviews and generally be available and supportive of the night operation. Four times a year we meet with the night people to go over their problems, similar to the Ask the Hospital President Forum conducted for the day shifts. We have studied and surveyed this matter very carefully, and we simply cannot afford to have a person on duty at all hours of the evening and night. We already do more of this administrative coverage of the hospital than any other hospital in Corpus Christi, and several hospitals have written for our coverage plan.

Nursing Service is studying the ways in which the nurse shift changes can be better handled, so that there will be a better "passing of authority" from one shift to another. We are also studying a different shift time so that the shift change would not interfere so much with the service of meals. This is a very complicated and difficult matter, and as you point out will take some time to arrange. Nevertheless, we are moving forward on it. This leaves only the matter of "buzzers or lights" for the nurse station calls. We believe that buzzers cause too much problem on the nurse station; we have had many physician complaints about the buzzers we have tried on 2 East, and they are going to have to be removed. Nevertheless, the complaint is valid and we must have a better response to patient call lights in this hospital. I get too many complaints of this, and have passed them along to Nursing Service. They assure me they are going to work hard on getting the nurses to respond better to lights. Whatever it takes, we will be investigating it and trying to get improvement.

On the whole, Dr. Garcia, we are well aware of these problems, and had investigative and action programs already going in most of the areas you have mentioned, except the first two (names on the chart covers, and room number references to patients). We certainly appreciate your interest in improving services at Memorial Medical Center. We know that you support MMC in countless ways, and we want to continue to merit your support and involvement.

Kindest personal regards.

Sincerely yours,

A handwritten signature in cursive script, reading "Robert W. McCuistion".

Robert W. McCuistion
President

RWM:pp