



## *Memorial Medical Center*

**CORPUS CHRISTI, TEXAS**

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P. O. BOX 5280 • 512-884-4511

*Memorial West    Memorial East*  
*Samaritan Clinics*

February 15, 1978

Dr. Hector Garcia  
1315 Bright  
Corpus Christi, Texas

Dear Dr. Garcia:

I wanted to give you a little progress report on what has transpired since our first two conferences last year.

We have continued to dialogue with the Vice Presidents and department heads concerned with hiring and promotions. We have pointed out to them the necessity of the Affirmative Action Program and the need for assuring both patient care and employment goals of this institution. In other words, these primary goals of the institution must be harmonized, and must each be justified in their own right. We have had three meetings with groups, myself, and these groups have met with other groups so that there has now been, and continues to be, a greater awareness of the necessity for hiring practices and promotional practices consistent with the Affirmative Action Program.

As related to you and the others at our meetings, one of our problems is finding or locating adequately trained minorities who can fill our needs. At present, I have a need for 35 registered nurses and have the budgeted positions already approved, but I do not have enough registered nurses. The same problem exists with licensed vocational nurses. For this reason, I want to thank you for going to the Del Mar Board of Regents, and letting me participate with you in attempting to get an adjustment by Del Mar College in both their R.N. and LVN programs. This will enable us to get more graduates, and more employees from the local area. This effort is not

a part of our long-range, but our short-range program, and we will be interviewing nurses who will be graduating shortly from the Del Mar programs.

Also, we are trying to hire minorities locally by contracting the agencies previously mentioned and sent to you (I believe there are nine such agencies on that list). We have also asked our staff to seek out the people who might be eligible for promotions or new positions in the hospital employment group, and encourage them to make application. This does not provide a guarantee or commitment in advance, but does encourage people to grow and develop.

Finally, we encourage our people who want to grow to use our Employment Advance Program (EAP) wherein they can go to other institutions in the community like Del Mar and the Corpus Christi State University, to continue their education and Memorial will pay up to 80% of their college expenses.

All in all, we have tried to re-sensitize our staff to the needs for fairness and justice in all our employee relations, with great emphasis on minority hiring, and promotion within the employment structure.

The two nurses who were being prepared to go into the Emergency Room will be in the Emergency Room by the next payroll period. The male nurse has been working on 4 West and as you know, we are critically in need of employees in the patient units, and not so critically in need of employees in the Emergency Room. Nevertheless, he will be assigned to the Emergency Room by the next payroll period, subject to temporary relocation according to patient needs (as you know, each morning, we look at the total patient needs of the institution, and move our employees from one unit to another in order to provide patient care services, but this is on a temporary basis and the employee would return to his permanent assignment as soon as the census crisis was over). The other nurse (female) will be taken out of the PRN nurse pool and assigned to E.R., before the next payroll period. Again, we have retained her in the PRN nurse pool because of the census problems of the last six weeks, but can go ahead and give her the permanent assignment, and then adjust according to census needs thereafter.

Insofar as the LVN program is concerned at Memorial, it still occupies a very high and important aspect of nursing service. To this end, we have been successful in getting the Del Mar College to increase our programs from three in one year to four in one year, and this will mean more LVNs can be hired at Memorial. As we stated above, we already have the budgeted positions, but many of them are vacant and we need to fill these slots as soon as possible. As between the LVN and the RN, we have tried to heighten our staff's

awareness of the need for fairness in assigning different nurses to different jobs. Nevertheless, I feel we must follow the direction of Nursing Service Administration as to which nurse can do what, because of her training, because of her experience, and because of her demonstrative competence. Each case will have to be judged on its own merits, and fairness showed, and two-way communications should be afforded in all situations.

I believe that the twenty-four hour medication program can still be implemented, but we have not been successful in doing so. The press of other business has kept us from finalizing this, but we have initiated activity in this regard, and should be able to get back to you with the results soon. There is a great deal of feeling of jealousy and competition among some of the retail pharmacies in town, but we are still trying to move towards a system that will allow the doctor to discharge a patient with a small supply until the patient can get to a pharmacy some time later.

We believe that a good response was provided on the television concerns, and we have had no more feedback. I hope this problem has been resolved, and that there is better understanding by you of the television system, how it works, and what benefits it affords us. Nevertheless, if you still have problems, be sure and report these to the television hostess or have the nurses do so so that we can continue to give good service.

Thank you again for your help and support, and let me know if I may be of any service to you.

Sincerely,

A handwritten signature in cursive script that reads "Robert W. McCuistion" followed by a horizontal line and the initials "bam".

Robert W. McCuistion  
President

RWM/bam

cc: Mr. Alvino C. Campos  
Mr. Oscar Reyna  
Dr. Xico Garcia  
Dr. Cleo Garcia