

EDITORIAL

STAFFING A NEW HOSPITAL

When an old hospital moves from old premises to new ones, or expands to new buildings, it may take some time for people to get used to their new physical environment and feel at home. But when a new hospital is founded from scratch the problem of staffing is entirely different and in a country like Turkey it may be a serious one. This was the case with us, and I shall try to relate our experience in this venture and introduce some of our collaborators to our readers.

The building of the Research Institute of Child Health and Hacettepe Children's Hospital was planned early in 1954. The outpatient department began to function three years later, and gradually during the ensuing months the wards became ready for occupancy.

In 1954 the entire staff of the recently established Ankara University Medical Faculty Department of Child Health and Pediatrics consisted of the present writer as chairman, plus one assistant pediatrician who had just finished three years' training in a general hospital in Ankara, one nurse and orderlies. In other words, there were more than twice as many words in our title as names on our payroll. We started out seeing patients on an ambulatory basis in a three-room dispensary near the main buildings of the medical school, about a mile and a half from what was to be our permanent site. Meanwhile it was our duty to plan and start building a brand new plant and to recruit medical, nursing, technical and administrative staffs. Salaries were paid from funds quite generously supplied both by the Ankara University budget and by the Ankara Child Health Society, a voluntary association organized to support the Institute. Later, income from patients' fees was also to become available.

The first expansion of staff began in the years 1955-56, while construction was still going on, when six young pediatricians, with several years of pediatric experience in Turkey, were provided fellowships for further study abroad. Dr. Şule Bilir was accepted by Dr. V. Mary Crosse for training in premature infant care at the Sorrento Maternity Hospital in Birmingham, England. Dr. Abdullah Kenanoğlu was trained in pediatric roentgenology under Dr. Edward Neuhauser at Boston Children's Medical Center. Dr. Mualla Süler went to Barnes Hospital in St. Louis and the Massachusetts General Hospital in Boston for work in pediatric psychiatry and child guid-

ance. Dr. A. Yüksel Bozer has received additional surgical training at the Great Ormond Street Hospital for Sick Children in London. Dr. Ayten Ilgaz is now at the Harriet Lane Home (Johns Hopkins) in Baltimore. Dr. Pınar Özand has been welcomed by Dr. Alexis Hartmann at the St. Louis Children's Hospital and will be doing special work in metabolic diseases. Half of these fellowships were sponsored by the Rockefeller Foundation, to which we are deeply indebted, and we are also extremely grateful for the assistance rendered by the British Council in arranging for our people to study in England. Most of these core members of our staff have by now returned and started work and the rest are expected next year.

Meanwhile Dr. William G. Klingberg, Associate Professor of Pediatrics at Washington University in St. Louis, has been the leading teacher and advisor in our new set-up during the last sixteen months. We are extremely thankful to him for accepting this task and to the St. Louis Children's Hospital for granting him a leave of absence.

Dr. Joe D. Wray was trained in pediatrics at Charity Hospital in New Orleans and then for two years at Grace New Haven Hospital. As our first chief resident it was his task to see that sound traditions were established from the beginning among our house staff. His patient understanding and wise counsel have been invaluable.

Dr. William L. Nute, Jr., with a good command of the Turkish language, has from the start been a source of counsel and strong support. He has been concerned with developing a pediatric welfare program, but hitherto his time has been entirely absorbed by non-professional tasks on the administrative side.

The foregoing were men and women who had been actively recruited. But while the Institute was still hardly more than embryonic and our building not yet even fully open we were proud to receive applications from highly competent physicians who wished to join us. Such for example were Dr. Burhan Say, Dr. Ali Ertuğrul, Dr. Muvaffak Akman, Dr. Cemil Rota, a young surgeon, Dr. Aykut Erbeni, and our two anesthetists, Dr. Emel Beiker and Dr. Gürhan Ünlütürk.

Dr. Say has just returned from several years' training at Meharry Medical College in Nashville and at Temple University in Philadelphia. He has joined our consulting staff in charge of hematology.

Dr. Ali Ertuğrul wrote while still in the States, where he has had three years in pediatric cardiology at the University of Pennsylvania. He is now acting as our heart specialist and is one of our full-time consulting staff.

Dr. Muvaffak Akman received his M. P. H. degree in microbiology in 1955 at the Harvard School of Public Health. He is in charge of our microbiology laboratory. Dr. Cemil Rota, formerly Assistant Professor of Biochemistry at the Ankara University Faculty of Medicine, is now heading our biochemistry unit.

Dr. Herbert Eckstein, F. R. C. S., is another of our foreign specialists, trained among other places at Cambridge University and at Great Ormond Street Hospital for Sick Children in London. Returning to the University where his father served as Professor of Pediatrics, he is a consultant to our surgical department.

The intention from the first had been to establish a house staff consisting of one chief resident, eight senior assistants (one for each ward of 28-40 beds and two for the outpatient service) and sixteen junior assistants, each two of the latter being attached to one senior. Such a system would be perhaps the first of its kind in Turkey, where in most hospitals the house staff are not so hierarchically organized in a pyramid system. As early as the beginning of 1956 eight new graduates of the Ankara and Istanbul medical schools, with excellent academic records, were selected and begun on rotating internships which consisted of six months each in pathology, medicine and surgery. In the late spring of 1957, these were the first cadre of young doctors who began work in the outpatient department. Dr. Joe Wray together with Dr. Klingberg did an excellent job of "pressure-cooking" our first recruits. As we opened more and more wards, first three and then, one by one, others of this initial batch of house officers were given senior resident responsibility, by now having sixteen juniors under them.

It was not easy at first for juniors to accept the idea of being supervised by men who were their former classmates or only one year senior to them, and the seniors often felt uneasy about it too. They were used to a more easygoing informality. In the early days also there were some heartaches about working at least half again as long hours for the same amount of academic credit, on paper, as at other training hospitals. But now the great increase in training opportunity has become apparent and the system is working beautifully. Thus on July 1st, 1958, Dr. Şinasi Özsoylu, one of our first batch, was promoted to the position of chief resident, while Dr. Joe Wray became one of our consultants. We now take our house officers for one year, and each year some of these will be made seniors.

To supply our laboratories with technical personnel, six graduates of the Faculty of Arts and Sciences were selected in 1956 and 1957

and placed in various laboratories of the medical school for training in biochemistry, bacteriology or hematology. These young women had had solid backgrounds and some had previous experience, and are by now installed in our clinical and research laboratories.

The supply of nurses has from the beginning been one of our most difficult and painful problems. The shortage, of course, is worldwide, but is aggravated in Turkey by the fact that the prestige of the profession has not reached the level it now enjoys in many western countries. When we moved into our new plant we had one Danish, two German and five Turkish nurses. Our complement now consists of five full nurses and three to five nurses' aides in each of the above mentioned clinical units, one of the nurses being in charge of the unit. Our director of Nurses is Miss Şöhret Esin, R. N., a graduate of Abbott Hospital Nursing School in Minneapolis. She needs but still does not have a full-time assistant. At present four of our nurses are in the United States for graduate training.

A story of this sort is perhaps most interesting where it tells of mistakes which have been made, so that those readers who have avoided this particular pitfall may congratulate themselves, while others who have yet to come near it may take warning. While alert to anticipate the needs for professional staff, and to start their training while building construction was still in progress, we erred in underestimating the need for administrative staff, and especially for a strong hospital administrator. We professional people were like space travelers who had always taken air for granted, until out among the stars we found we had to manufacture our own while struggling with the complex controls of an untried vessel. We never realized, in the happy years of our own training, how much was being done for us by the people behind desks. After a year of leaping from crisis to crisis as we improvised amateur solutions to problems of food supply, purchasing, personnel management, record keeping and the orderly processing of admissions and discharges, we are now beginning to get on a more even keel. If we had it to do it over again we would at the outset have sought out one or more suitable candidates and sent them for sound administrative training.

And so the ark was built, the animals filed in two by two, the flood waters of chaos are beginning to recede, and we find ourselves looking out upon a new world.

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