ORGANIZATION MANUAL

# 419 - 68

AUTHOR: G. MACKS

COMMUNITY SYSTEMS FOUNDATION
March 1, 1968

Mr. Alton E. Pickert, Director
Baltimore County General Hospital
5401 Old Court Road
Randallstown, Maryland 21133

Dear Mr. Pickert:

This report contains the results of the Organization Manual Project (MD-BG-1a) performed for Baltimore County General Hospital by Community Systems Foundation.

Included in the report are: a summary of the methods used in gathering information; a set of recommendations outlining ways of improving and extending the structure and functions of various hospital departments; and the Administrative Chart of Organization of the hospital and Organization Manual which were developed and produced during the project. The Chart and Manual are designed for daily use as well as long-range administrative planning, and thus fulfill the needs outlined at the onset of the project.

I want to thank you personally, and through you, the members of your staff and department heads, for your splendid cooperation throughout the project. Special thanks go to Mrs. Wilma Norman, Staff Assistant, for her aid in the study.

Sincerely,

Gerald C. Macks
Project Director

GCM/wn
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I. PROJECT SUMMARY
I. PROJECT SUMMARY

At the request of the Director of Baltimore County General Hospital, Community Systems Foundation performed a complete study of the hospital organization (Project MD-BG-1a). The study objectives were: to define the functions and objectives of each individual department within the hospital; to determine the intra-departmental organization with regard to division of authority and supervisory responsibility within the department; to analyze the inter-departmental relationships; and then to derive a chart of organization showing formal lines of administrative authority and responsibility.

In order to compile all of the information necessary to meet these objectives, the CSF Project Engineer conducted extensive interviews with all the hospital Department Heads. From these sessions, detailed descriptions of each department were derived. The Hospital Director was kept abreast of the progress of the project in weekly meetings, and he provided much additional information, especially concerning the over-all hospital organization and goals. In addition, formats of presentation were discussed and decided upon through the cooperative efforts of the Director and CSF engineer.

Once all of the information had been gathered, the Director, Assistant Director, and CSF engineer met and formalized the Chart of Organization shown in Appendix A. This became effective immediately and was distributed at the November 30, 1967 Department Head meeting.
Following this, all Department Heads reviewed drafts of their departmental organization structure; and, based on the original interview and Department Head reviews, as well as Administrative review, the final approved form for each department was determined. (Appendix B.). Thus, the chart and manual of the formal hospital organizational structure were formulated and are now available for reference and day-to-day use. These graphic representations and accompanying texts provide clear definition of departmental duties and responsibilities. They provide information for employee orientation, and for better community understanding of what talent and manpower are needed to operate the hospital. In addition, administrative responsibility is clearly defined, and administrative consideration of potential improvements can be readily accomplished. Finally, as this dynamic organization grows in size and complexity, new parts of the organization can be placed with optimum effectiveness.
II. RECOMMENDATIONS
Based on feelings expressed by Department Heads and an overview of the organizational structure, the following recommendations were formulated and are presented here for consideration.

1) Examine the role of the Fiscal Services Department in accumulating and processing of out-going mail. When the new telephone switchboard is placed in service, the decreased need for switchboard attention by the Telephone Operator may allow sufficient time for the operator to process the mail, thereby eliminating interruptions in the Business Office.

2) Have the Director of Volunteers submit a Monthly Report of Volunteer Hours. This would permit administrative review of the effectiveness of the Volunteer Program, as well as accounting evaluation of hours expended in various areas. The importance of a well-structured, strongly-monitored volunteer organization cannot be over-emphasized. Not only is this a valuable source of manpower, but it is also a means of increasing community participation in hospital affairs. The hospital must be able to make fullest use of the Volunteer Program, and a report of activities is a means of measuring its effectiveness.

3) Delegate the operational coordination of Shared Computer applications to the Staff Assistant. This would help assure total utilization of the computer facility by all departments involved and would be a safeguard against inefficient scheduling of work to be processed via the computer.
4) Place control of employee locker assignment and locker sanitation inspections with the Personnel Department. This would centralize locker information and standardize control of lockers.

5) Upon conversion to a Personnel-Payroll System via Shared Computer, move the payroll function to the Fiscal Services Department for more expeditious handling. This would permit better accounting and auditing control of payroll information and, at the same time, allow the Personnel Department more time for employee development and related personnel activities.

6) Develop a system for performing pre-employment and scheduled periodic employee physical examinations using hospital facilities. The Personnel Data Bank feature of the Shared Computer system will include a mechanism for reminders of tests and immunizations as these are required. With the scheduling information thus so readily available, a smooth systems operation should be quite feasible, with the benefits of a high standard of health for all employees through detection and prevention of disease a realizable goal.

7) Explore the feasibility of an Employee Suggestion Award or Incentive Award system. This could help pool the efforts of all employees toward improvements and savings throughout the hospital, and at the same time reward employees for their creative thinking.
RECOMMENDATIONS continued

8) Extend the role of the Clinical Laboratories to include microbial studies in the hospital. The taking of culture samples and analysis of them is a vital link in the monitoring process so necessary to avoid infections. More emphasis on this aspect of environmental sanitation and more extensive effort in this regard should be made.

9) Examine the use of the Monthly Statistical Summary compiled by the Medical Records Department. This report requires a great deal of time and effort in its compilation and is usually completed too late to be of significant value for administrative or management use. A periodic Management Statistics Report, if required, should be timely and concise, and should be carefully designed so as to be user-oriented. Though the statistical information on patients treated in the hospital will eventually be a by-product of computer operations, thought should be given to this matter soon so that needs are well-defined prior to the beginning of computer systems development.

10) Examine the relationship of Fiscal Services and Purchasing-Receiving functions with regard to inventory record responsibility. Though computer operations will be designed to perform most inventory-related duties in the future, the current heavy workloads present in the Business Office and the Purchasing Department make a proper division of inventory control and record-keeping for purchased supplies and services a vital necessity.
11) Review the Dietary Department organization pattern. There are apparent overlaps in supervision and over-staffing in certain types of positions. More efficient supervision of people and management of materials should result in a more economical dietary service for the hospital.

12) Explore the feasibility of using an outside service contractor to arrange rental and perform repairs of television sets used by patients in the hospital. These tasks are presently performed by the Administrative Assistant and the Maintenance Department, and use of an outside contractor would permit re-allocation of time now spent on television service to more productive use.

13) Examine the Security and Protection function within the hospital. This is presently performed by the Engineering and Maintenance Department to a limited extent, but they are neither staffed or equipped to handle it on a full-time basis.

14) On a regular basis, the Director and his staff should review the over-all hospital organization and determine its effectiveness in terms of administration, authority, and responsibility. As new services and responsibilities are introduced into individual departments, the objectives of these departments should be reviewed and, if necessary, updated. All those maintaining organization manuals should receive corrected sheets as updates are made.
RECOMMENDATIONS continued

15) Finally, looking ahead to a greatly enlarged Baltimore County General Hospital, further organizational shifting will, in the future, become a necessity if good managerial control is to be maintained. On the following page is a sketch of the chart of organization designed to serve needs of an expanded facility. Among the salient features of the projected chart of organization are: the retention of the patient-oriented and medically-oriented functional departments, such as Anesthesiology, under one Assistant Director; the grouping of support-role departments under another Assistant Director; the alignment of all material-supply type support departments together to permit further refinement which could include a Materials Management Director over just these departments; and the placing of Operating Room under the Nursing Director. All of these alterations to the organization structure are designed to feature flexibility, functional control, and a minimum of transition trauma. Some changes, such as the shift of Operating Room, should take place as soon as practical. Others must await the hospital's anticipated expansion. The ideas are presented here so that the chart effective in December, 1967 does not become so rigid as to make the organization a static one. Rather, it should be a benchmark from which the future organization charts can take direction.
APPENDIX B
FUNCTIONS AND OBJECTIVES:

1) Is the operating agent of the Board in carrying out the policies of the Board relating to the operations of the Hospital in achieving the Hospital's goal of high quality patient care.
2) Direct the men, money, material, and methods required to achieve the Hospital's objectives.
3) Recommend policy to the Board.
4) Implement established policy.
5) Coordinate, via Assistant Director, Department Heads, and Medical Executive Committee, day-to-day Hospital operations.
6) Recommend Annual Hospital Budget to the Board.
7) Interpret the purposes, policies, and services of the Hospital to the Community-at-large.
8) Participate in all planning and development related to the Hospital's maintaining its role as the prime health facility for the community which it serves.
9) Serve as Ex-Officio member of all Board and Medical Staff Committees.

March 1, 1968
11) Serve as liaison between the Board and Medical Staff via participation in Medical Executive Committee.

12) Coordinate accreditation and reporting surveys with State Department of Health, United States Treasury (Narcotics and Alcohol), Joint Board for Hospital Cost Analysis Service.

13) Represent Hospital in Hospital Council of Maryland, Maryland-D.C., Delaware Hospital Association, and Maryland Hospital Cost Analysis Service functions.

14) Represent hospital in its relationship with the Woman's Auxiliary and the Baltimore County General Hospital Foundation, Inc.
FUNCTIONS AND OBJECTIVES:

1) Directly responsible to the Director for management of the assigned operational departments of the Hospital.
2) Maintains an effective working liaison with the professional department heads in operational matters.
3) Assist the Director in determining operational policy and plans for future hospital development.
4) Assume duties and roles assigned by the Director for special projects.
5) Act in the Director's place in his absence.
6) Represent the Hospital in its relationships with other organizations when appropriate.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Serve as Secretary to the Board of Trustees and its committees.
2) Serve as Director of Volunteers and coordinate all Volunteer activities in Hospital. (See section titled "Volunteers".)
3) Participate in special projects assigned by Director or Board.
4) Serve as historian and resource person for all internal functions and Public Relations affairs.
5) Provide liaison between hospital and members of community-at-large, as well as community agencies and service organizations.
6) Oversee collection of television fees.
ADMINISTRATION - 601
MEDICAL STAFF ASSISTANT

Mrs. Jones

FUNCTIONS AND OBJECTIVES:

1) Arrange all meetings of Medical Staff and its committees.
2) Record, distribute, and maintain minutes of Medical Staff meetings and meetings of Medical Executive Committee.
3) Maintain and update membership rolls for Medical Staff Committees.
4) Handle all Medical Staff correspondence and Director's correspondence with Medical Staff.
5) Participate in accreditation reviews and planning sessions.
6) Coordinate payroll and scheduling of Resident Physicians.
7) Maintain files of Medical Staff applications.
8) Process applications for Staff privileges.
9) Publish Medical Staff Newsletter.
10) Maintain and process House Physician files.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Control and administer all procedures involved with pre-admission, admission, and discharge of all hospital inpatients.
2) Perform patient relations functions by issuing Patient Handbook and hospital kits.
3) Perform cashier functions, including collection of cash and writing of receipts, collection of television charges for Woman's Auxiliary, collection of Emergency Room fees, and collection of deposits.
4) Handle matters pertaining to patient insurance, Blue Cross, or Medicare eligibility.
5) Make all imprinter plates and imprint various basic record cards, sheets, identification cards, and ledgers.
6) Maintain admission records and update bed availability records.
7) Obtain various consent signatures required by law prior to the administering of treatment to certain patients.
8) Provide relief coverage of switchboard.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Provide Anesthesia services in the Hospital.
FUNCTIONS AND OBJECTIVES:

1) Store, inventory, and distribute sterile supplies throughout the Hospital.
2) Process requisitions and charge slips for sterile supply items.
3) Provide distilled water for use in the Hospital.
4) Set-up and supply Isolation Carts, Surgical Carts, and Cardiac Carts.
5) Maintain orthopedic supplies and equipment used in the Hospital.
6) Supply and maintain equipment used in the Hospital.
7) Sterilize O.R. supplies.
8) Prepare and autoclave sterile supplies for general hospital use.
9) Assist with linen supply for patient use.
10) Perform monthly inventory of Central Service supplies.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Responsible for functioning of a specific department of the Medical Staff:
2) Develop and establish acceptable standards of medical practices and supervise the clinical work falling within his department.
3) Participate in Medical Staff and Committee functions.

*Department of the Medical Staff are:

A) Anesthesiology  
B) Gynecology  
C) Medicine (Cardiology, Dermatology, Gastroenterology, General Practice, Hematology, Internal Medicine, Neurology, Pediatrics, and Psychiatry)  
D) Orthopedic Surgery  
E) Otorhinolaryngology  
F) Pathology  
G) Radiology  
I) Urology

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Assist physicians and surgeons in rendering patient diagnosis and prognosis by means of pathological tests.
2) Perform autopsies and maintain morgue.
3) Perform pre-employment laboratory tests.
4) Maintain files of slides, tissue blocks, and records of all tests and procedures performed.
5) Maintain and operate Blood Bank and direct hospital participation in Red Cross Regional Blood Program.
6) Perform fluid studies, cell studies, and if necessary, refer specimens to other laboratories for analysis.
7) Order all necessary supplies and technical equipment for the Pathology Labs.
8) Maintain Tumor Registry.
9) Report findings of infectious cells and fluids to Infections Committee of the Medical Staff.
10) Annotate charge slips and report information for Pathology Tests.
11) Evaluate the Hospital microbial environment.
FUNCTIONS AND OBJECTIVES:

1) Receives and routes all incoming telephone calls.
2) Completes all patient calls by outside dialing.
3) Operates paging system.
4) Monitors telephone alarm systems for: Recovery Room, Heart Line, and Cardiac Care Unit.
5) Alerts hospital in case of fires and fire drills.
6) Routes packages and flower deliveries in absence of Receptionist.
7) Provides "Patient Information" service.
8) Handles Emergency Admitting and Billing during night shift.
9) Keeps list of physicians present in Hospital.
10) Obtains outside lines for office calls and long distance service, and receives time-and-charges information on toll calls.
11) Responsible for operation and manning of switchboard.
12) Obtains outside lines for all Staff and House physicians, also the Nurses Stations.
13) Acts as answering service for all Staff physicians, receiving and relaying messages.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Process patient menu selections in accordance with physician's instructions, patient preferences, and accepted menu cycles.
2) Prepare all patient meal trays for patients on regular or therapeutic diets and arrange purchase of meals when dietary laws are to be maintained.
3) Maintain checks on quality, palatability, and presentation of food.
4) Assemble patient meal trays and deliver trays to Nursing Unit.
5) Inventory, order, and store all foods used in the Hospital.
6) Wash all utensils, dishes, and implements used for preparation and serving of food.
7) Cater Board meetings and provide food and/or beverages for special functions, as requested.
FUNCTIONS AND OBJECTIVES:

1) Maintain and direct operations of Cardiac Care Unit.

2) Administer all electrocardiograms at Heart Station, Cardiac Care Unit, patient rooms, and Emergency Room.

3) Maintain complete EKG records for all patients, including log book of tests, patient charts, and tape mounting sheets.

4) Annotate charge slips for EKG's, Masters Tests, and other procedures and tests performed by Department.

5) Prepare reports to physicians of EKG interpretations.

6) Compile and distribute Monthly EKG report. Sent to Medical Records, Accounting, and Administration.

7) Supervise use of all cardiac equipment and train personnel in its operation.

8) Assist in Cardiac Catheterization, Cardio-Version, and implantation of Pacemakers.

9) Monitor EKG's in Operating Room.
FUNCTIONS AND OBJECTIVES:

1) To provide the physical facilities, equipment, services and qualified personnel to assist the physician in his practice of medicine in the Emergency Department.

2) To provide an Emergency Department on a continuous basis which is available to care for the sick and injured citizens of a community or those who are transient within it.

3) To insure that competent medical attention is continuously available by physicians who practice within the institution.

4) To develop the Emergency Department service so as to insure maximum utilization of facilities in accordance with the ever-changing concepts of providing medical services to the public.

5) To provide the highest attainable standards of Emergency Department care at the least possible overall cost to the patient.

6) To provide employees in the Emergency Department those opportunities, needs, or benefits which they can reasonably expect from their association with the Hospital.

7) To interpret to outpatients and members of the community the nature and purpose of the hospital emergency service, including the relationships and limitations of the practice of medicine within it, as well as the responsibility of the individual outpatient.

8) To provide for continuity of care when patient must be transferred to other facility.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Perform all accounting and financial management functions for the Hospital.
2) Control all budget and cost accounting procedures and report performance-versus-budget to departments.
3) Maintain all active and historical accounts payable records, verify receipt of purchased materials and services, approve bills for payment, and pay bills.
4) Responsible for all cash in hospital, including making of daily bank deposit and reporting Daily Cash Position to Director.
5) Control all inpatient, outpatient, and emergency room accounting functions, including accumulation of charge tickets, posting of charges to patient accounts, rendering and collection of bills, collection of all bills due, and follow-up of accounts receivable.
6) Maintain accounts receivable from third-party payors, including Blue Cross, Medicare, State, Welfare, and Commercial Insurance companies.
8) Handle bad debt collection procedures, credit bureau relations, and collection law suits.
9) Prepare hospital tax returns.
11) Collect and present cost data for management decision-making.
12) Coordinate audits of financial records.
13) Maintain files of insurance policies, installment agreements, and financial records.
14) Recommend and implement hospital financial policies and procedures.
15) Control accounting forms used in hospital.
16) Control checkwriter.
17) Process all outgoing mail for hospital.
Mr. Bullers
Executive Housekeeper

*Note: Executive Housekeeper and his staff are employed by the Pyramid Cleaning, Maintenance, and Supply Company to perform service to the Hospital on annual contract.

FUNCTIONS AND OBJECTIVES:

1) Clean, sanitize, and disinfect all areas within the Hospital.
2) Provide complete care of floors, including waxing and rug care as needed.
3) Assist Pathology Department in obtaining culture samples for bacteriological tests of environment.
4) Perform specialized tasks involved in maintaining Isolation areas.
5) Load and operate incinerator; perform periodic window-washing.
6) Clean and prepare rooms after patients have been discharged.
7) Handle all supplies, equipment, and machinery associated with cleaning, sanitation, and disinfecting.

March 15, 1968
**FUNCTIONS AND OBJECTIVES:**

1) Administer all Inhalation Therapy treatments and procedures.
2) Maintain all Inhalation Therapy equipment throughout the Hospital.
3) Instruct nurses and other staff members in Inhalation Therapy techniques.
4) Maintain records of treatments as well as updating patient chart records on treatments.
5) Annotate charge slips for treatments administered.
6) Review all cases for possible Inhalation Therapy treatment.
7) Stay on-call for night emergencies.
8) Respond to all cardiac arrest and emergency resuscitation team calls.

March 1, 1968
*Laundry Service is provided by Aristocrat Linen Supply Company on a contract basis.

FUNCTIONS AND OBJECTIVES:

1) Provide linens, blankets, and gowns and uniforms used in the Hospital.
2) Clean and process all linen supplies and gowns.
3) Coordinate daily linen order information.
FUNCTIONS AND OBJECTIVES:

1) Coordinate the activities and general policies of the Medical Staff.
2) Act for the Medical Staff as a whole, when so assigned.
3) Receive and act upon reports of committees as designated by the Medical Staff.
4) Responsible for keeping Medical Staff abreast of accreditation programs.
5) Report at each general meeting of the Medical Staff.

* Note: The Medical Executive Committee consists of the officers of the Medical Staff (President-Chief of Staff, Vice-President, Secretary, and Treasurer), Medical Staff Departmental Heads, three members of the active Staff, and the immediate past President of the staff. The Director of the Hospital as an ex-officio member.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Assemble, assure completeness, file and maintain all medical records in the Hospital.
2) Control design and use procedures of all forms inserted in medical record folder.
3) Store patient files, Emergency Room records, and departmental log books.
4) Maintain duplicating facilities and dictating equipment throughout the Hospital.
5) Maintain Medical Library.
6) Compile all Medical and Operational statistics and issue the monthly and annual Report of Services.
7) Compile indexes and records for Admissions and Utilization Committee.
8) Process records and reports involved in legal and insurance correspondence, court cases, and physician privilege suspensions where these involve medical record data.
9) Provide medical record data for Medical Staff Committees.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Insure that all patients admitted to the Hospital, or treated in the Outpatient Department, receive the best possible care.
2) Develop standards and implement an on-going evaluation of patient care and continued advancement of medical services.
3) Provide the means whereby problems of medico-administrative nature may be discussed by the Medical Staff with the governing body and the Administration.
4) Initiate and maintain rules and regulations for the government of the Medical Staff.
5) Establish and maintain appropriate standards for post-graduate medical education.

* Medical Staff consists of Active, Associate, Courtesy, Consulting, and Honorary Staffs, as specified in the "By-Laws, Rules and Regulations of the Medical Staff".

**Committees, as specified in the By-Laws are: Credentials, Joint Conference, Medical Records, Tissue, Admissions and Utilization, Infection, Pharmacy and Therapeutics, Ethics and Grievance, Revisions, House Staff, Library, Emergency Room, and Patient Care.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Types, duplicates, and distributes minutes of Board of Trustees' meetings.
2) Maintains "Minute Books" for Board.
3) Types and assembles procedure books, manuals, and reports.
4) Performs data collection and internal research for administrative and systems engineering projects.
5) Makes contacts with outside firms and agencies for special projects.
6) Represents hospital at meetings and equipment demonstrations.
7) Completes varied project assignments as delegated by the Administration or other departments.
NURSING SERVICES: 801 thru 807
NURSING ADMINISTRATION - 810
RECOVERY ROOM - 808

Miss Seiler, R.N.
Nursing Director

Director

Director of Nursing

Secretary

Inservice Instructor R.N.

Day Supervisor R.N.

Recovery Room R.N.

Evening Supervisor R.N.

Night Supervisor R.N.

Head Nurse

R.N.

L.P.N.

Aide

Orderly

Ward Clerk

R.N.

L.P.N.

Aide

Orderly

FUNCTIONS AND OBJECTIVES:

1) Provide optimum nursing care to each patient, based on his individual needs.
2) To provide high quality nursing care in which the physical, psychological, spiritual and social needs of the patient are met.
3) To carry out therapeutic measures as ordered by doctor, with application to needs of the patient as an individual.
4) To provide for continuity of care both within the Hospital and where required, following discharge.
5) To formulate policies for improvement of patient care.
6) To cooperate with all departments of the Hospital in achieving over-all goals of the Hospital.
7) To participate in such educational and research programs as the Hospital may carry on, which involve nursing service activities.
8) To support and promote all Hospital policies and regulations.

March 1, 1968
NURSING SERVICES:

- To make studies relative to nursing service in order to improve quality of care and to utilize personnel effectively.
- To foster and maintain good public relations through personnel.
- To use personnel and materials efficiently and to assist in cost reduction.
- To promote good personnel policy and practices.
- To further self-development of personnel both on-the-job and as citizens in the community.
- Participate in Medical Staff Committees.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Assist surgeons with all surgical procedures performed in the Operating Room.
2) Assist anesthesiologist during surgical procedures.
3) Prepare and autoclave surgical instruments and trays.
4) Set-up Operating Rooms prior to surgery and clean-up rooms between operations.
5) Post operating schedules daily.
6) Bring patients to Operating Room.
7) Maintain stock of sutures and related supplies and equipment.
8) Annotate charge slips for Operating Room services and supplies.
9) Represented on Hospital Infections Committee.

March 1, 1968
 FUNCTIONS AND OBJECTIVES:

1) Directs all facets of hiring procedures: recruiting, interviewing, referrals to departments, reference checks, pre-employment examinations, and related activities.
2) Directs all matters concerned with employee terminations and transfers.
3) Coordinates wages and salary and fringe benefit programs, including all handling of employee Blue Cross/Blue Shield program and Life Insurance plan.
4) Develops and maintains manning tables for all departments.
5) Documents and updates all personnel policies and procedures.
6) Makes monthly report to Administration on Accessions and Terminations and Turnover Rate, and other reports as requested.
7) Maintains all personnel records.
8) Arranges all employee service programs, such as Mobile Chest X-Ray Annual Visit, Employee Blood Bank, and Professional Blood Donor Program.
9) Performs all Payroll functions, including Service Bureau transmittal preparation, check writing and auditing, check distribution, typing of time cards, payroll records, and handling of W-2 information.
10) Assists in budget preparations by providing salary forecasts for all departments.
11) Handles minutes of Department Head Meetings.
12) Assists Public Relations Department with hospital newspaper.
13) Performs employee relations functions, including handling of complaints and maintaining of Suggestion Box.
14) Represents hospital in state Vocational Rehabilitation Agency matters and in Hospital Council of Maryland personnel activities.
FUNCTIONS AND OBJECTIVES:

1) Order and maintain all drugs and pharmaceutical supplies for the Hospital.
2) Supply all drugs for Nursing areas, Emergency Room, X-Ray, as well as bulk liquids for Pathology Laboratories.
3) Dispense all drugs ordered for inpatients, outpatients, and Emergency Room patients; and dispense drugs for employees when requested.
4) Maintain narcotics, hypnotics, and stimulants control systems throughout the Hospital.
5) Handle pricing, charge slip annotation, and credit slips related to drugs dispensed.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Administer all Physical Therapy treatments as designated by physicians.
2) Assist nursing staff on matters related to orthopedic care and Physical Therapy.
3) Maintain all Physical Therapy equipment.
4) Annotate charge slips for treatments administered.
PLANT OPERATIONS - 636
and ENGINEERING & MAINTENANCE - 638

Mr. Sacchinelli
Chief Engineer

Assistant Director

Chief Engineer

Maintenance Foreman

Stationary Engineer (Week-End)
Stationary Engineer
Maintenance & Repair Men
Painter

FUNCTIONS AND OBJECTIVES:

1) Operate and maintain all mechanical and electrical equipment throughout the Hospital, as well as the building and grounds.
2) Perform repair work on equipment, building, and grounds.
3) Maintain drawings and engineering specification charts pertaining to the Hospital.
4) Perform all tasks requiring Plumbing, Carpentry, Electrical, Heating, Refrigeration, Air-conditioning, or Lubrication specialty knowledge.
5) Do construction, alterations, and painting as required.
6) Control keys to limited-access areas.
7) Maintain floors and perform conductivity tests as required.
8) Plan and evaluate fire drills and maintain extinguishing equipment.
9) Operate and maintain power equipment and motor vehicles.
10) Coordinate engineering and construction performed by outside contractors.
11) Process all requests for maintenance service.
12) Order all maintenance supplies.
13) Maintain Parking Lot and incinerator.
14) Perform limited security and protection functions.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Compile and transmit photos and releases to news media.
2) Maintain scrapbooks and records of significant events in the Hospital.
3) Edit and compile monthly "Internally Speaking" and other news-letters.
4) Coordinate contributions of funds and equipment by outside donors and agencies.
5) Maintain liaison with Woman's Auxiliary for donor affairs and programs.
6) Compile and revise Patient Handbook, Hospital Brochure, and other Hospital publications.
7) Coordinate participation in joint projects sponsored by the Hospital Council of Maryland, Public Relations Association, and related organizations.
8) Maintain financial records, and acknowledge contributions for the Baltimore County General Hospital Foundation.
9) Transmit acknowledgements, condolences, and related personal messages in the name of the Hospital.
10) Administer visitor policies and employee badge program.
11) Coordinate "Special Projects" assigned by the Director.

March 1, 1968
FUNCTIONS AND OBJECTIVES:

1) Write, process, record, and file all Purchase Orders for the Hospital's purchase or rental of materials and services.
2) Verify receipt of all ordered items, forward packing slips to Accounting Department.
3) Develop and implement Purchasing Policies and Procedures.
4) Maintain stock catalogs.
5) Coordinate hospital-vendor relationships.
6) Analyze new products for potential use within the Hospital.
7) Arrange and maintain supply agreements and service contracts in which the Hospital is involved.
8) Evaluate currently-used supplies and equipment for possible replacement or modification.
9) Handle all purchase requisitions.
10) Maintain perpetual inventory of all stock items and allocate inter-departmental cost of stock items.
11) Authorize requisitions for petty cash.

March 1, 1968
 FUNCTIONS AND OBJECTIVES:

1) Perform all diagnostic radiographic procedures in the Hospital.
2) Assist Radiologist in Fluoroscopy procedures.
3) Maintain Cystoscopy and X-Ray Rooms and all X-Ray equipment.
4) Type reports of diagnostic procedures for inclusion in patient records.
5) Maintain files of patient radiological records and films and arrange for disposal of out-dated films.
6) Develop X-Ray films.
7) Transport patients to and from X-Ray rooms.
8) Annotate charge slips for X-Ray procedures.
FUNCTIONS AND OBJECTIVES:

1) Coordinate the efforts of volunteers throughout the Hospital.
2) Perform all duties related to Book Cart, Canteen, and other operations solely conducted by Volunteers.
3) Assist in various functional areas in the Hospital.
4) Recruit volunteers for work in the Hospital.
5) Maintain the Volunteer Manual.
6) Coordinate the Junior Volunteer Program.
7) Participate in programs and conferences which could enrich the Volunteer Program.
FUNCTIONS AND OBJECTIVES:

1) Receive, check-in, and store all items received from outside the Hospital.
2) Deliver stock and special-order items to departments which requisition them.
3) Price all requisitions.
4) Count, stock, and inventory linen, O.R. gowns, and Diet Kitchen uniforms.
5) Provide linen to Central Service.
6) Make linen packs and deliver linen to all areas of the Hospital.
7) Maintain storerooms of medical-surgical and other supplies.

March 1, 1968
WOMAN’S AUXILIARY

FUNCTIONS AND OBJECTIVES:

1) Promote the welfare of the Hospital through activities and programs.
2) Contribute to the growth and advancement of the Hospital.
3) Conduct fund-raising projects upon approval of the Board.

March 1, 1968