

# FNS

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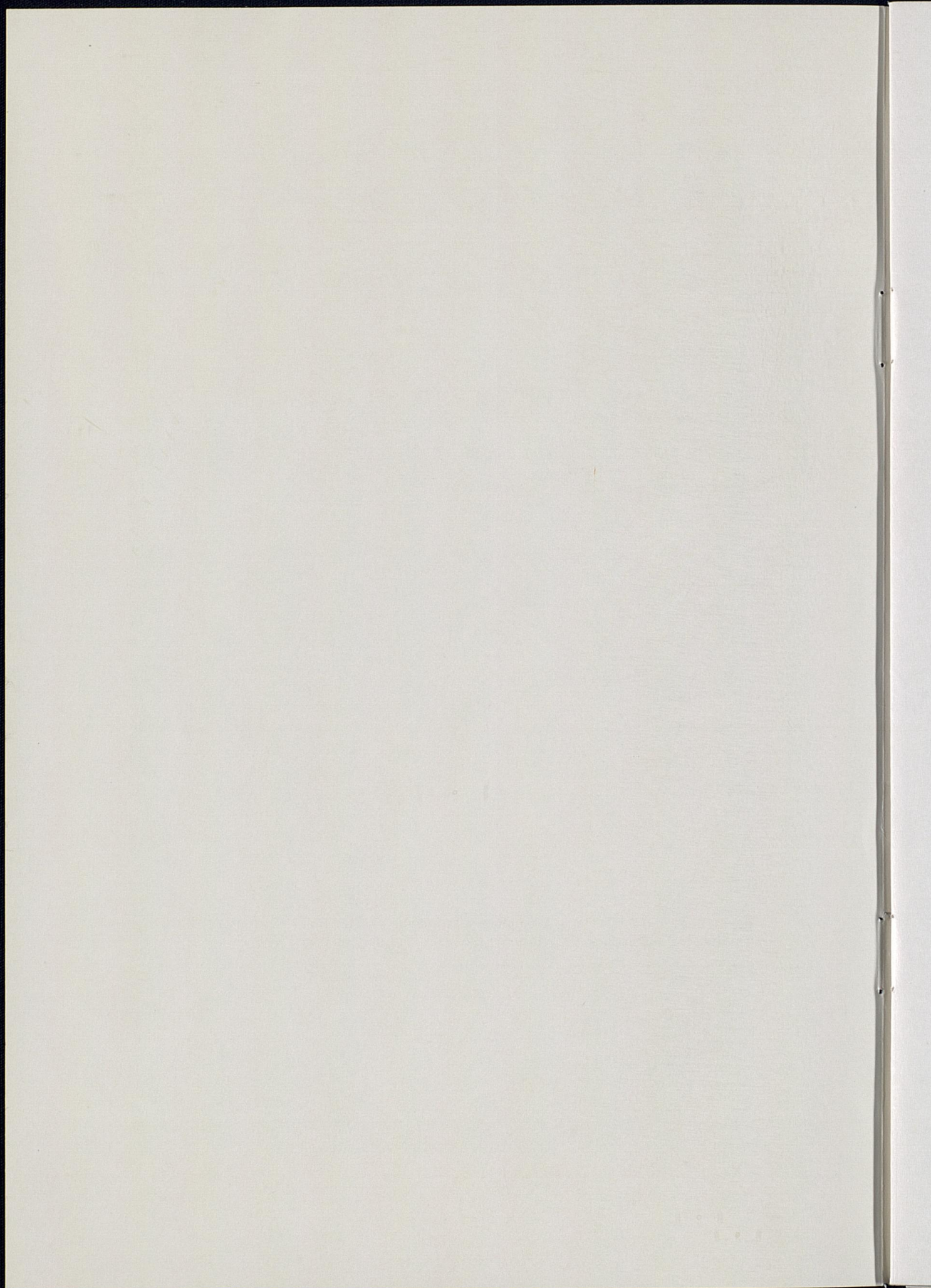
Summer 1988

QUARTERLY BULLETIN



## SIXTY-THIRD ANNUAL REPORT





US ISSN 0016-2116

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**COVER:**

A newly delivered mother and baby relax with members of the family in Franklin Maternity Hospital's comfortable, home-like birthing suite (see lead story on page 2).

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## FRANKLIN MATERNITY HOSPITAL AND FAMILY CENTER AND FRONTIER NURSING SERVICE

### A Commitment to the Future of Nurse-Midwifery

What is Frontier Nursing Service doing in Philadelphia? This is a question that everyone asks these days. Actually, Franklin and Frontier are unique agencies that have stood out in front to speak for, to demonstrate and to promote nurse-midwifery practice. Across the world, nurse-midwives have known of Booth Maternity Center in Philadelphia for years. Indeed, many of our most prominent nurse-midwives credit their experiences in the Booth nurse-midwifery refresher and internship programs as being responsible for their reentering active nurse-midwifery practice.

Franklin Maternity Hospital and Family Center was established as the Booth Maternity Center in 1960 by the Salvation Army as a residential hospital for single mothers. But times change and after a time there was less need for a facility where young women could live away from their families and their home communities to hide a pregnancy.

At the same time, there began to be major changes in the way labor and birth were being managed in hospitals and many families chose to protest the use of routine procedures such as intravenous fluids, anesthesia and electronic fetal monitoring. Increasingly couples were seeking more control over their birthing experience and many began to choose home birth, often outside the health care system.

In 1970, Dr. John Franklin, a Philadelphia obstetrician and Kitty Ernst, an FNS graduate decided that there was a need for a family-centered maternity hospital built around the nurse-midwifery model of care. They made a proposal to the Salvation Army that the Booth Maternity Center be turned into such a model offering a program of comprehensive maternity care including education and social services as well.

Over 16,000 babies have been born at Franklin in these intervening years and it still remains the only maternity hospital, except for the Mary Breckinridge Hospital in Hyden, where all care is provided by the nurse-midwife working in a collaborative relationship with an obstetrician.



Franklin Maternity Hospital, located in West Philadelphia, is the nation's only midwifery-based maternity hospital.

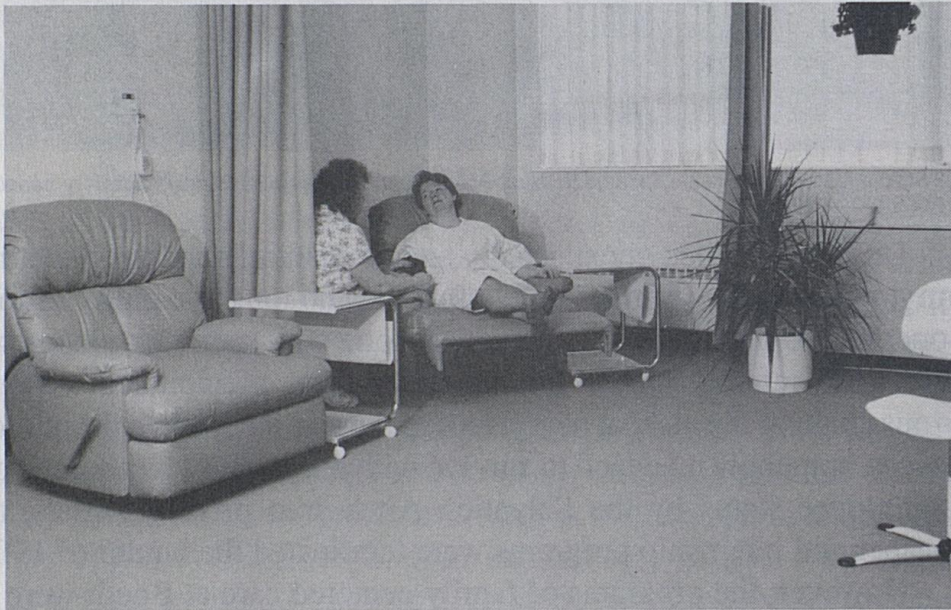
Dr. Franklin died unexpectedly and prematurely and the Salvation Army, in reviewing its mission, felt that they no longer should continue to operate hospitals. These two events, along with statewide changes in health care reimbursement for maternity care, precipitated a rather serious chain of events that nearly closed the service. While the clinical services somehow managed to survive with nurse-midwives forced out of employee status by the Salvation Army into private models, the refresher and internship programs were terminated the winter of 1984.

However, the programs of family-centered care at Booth were so important to the community that a group of concerned professionals formed a non-profit agency, Maternal and Family Activities, and purchased the hospital from the Salvation Army in 1986. The hospital was renamed the Franklin Maternity Hospital and Family Center in honor of Dr. John B. Franklin.

Franklin today is an 18 bed, Level I, maternity hospital, accredited by the Joint Commission for the Accreditation of Health Care Organizations and licensed by the State of Pennsylvania. It continues to attract an economically and racially diverse patient population who continue to return to Franklin for maternity care.

Franklin is located in West Philadelphia at City Line Avenue and Overbrook and sits on a large corner site previously owned by the

Saunders family, well known as publishers of medical texts. The hospital is a three story beige building with space on the ground floor for prenatal and gynecology outpatient services. On the second floor are the traditional labor rooms, rarely used unless the several birthing suites are occupied. Most clients prefer to labor and go home from the birthing suites which are equipped with a double bed and home-like bedroom furniture. Adjacent to these are family rooms with a fold-out couch for family members, another bath and a small galley kitchen. A rarely used traditional delivery room, an operating room for Caesarean sections and gyn surgery and a two-bed recovery room are available for clients that require physician care.



A patient relaxes following out-patient surgery in the attractive and comfortable recovery room.

The third floor has 18 beds and bassinets. Rocking chairs are everywhere and it is rare to find a baby back in the nursery. Children and other family members are welcome and much in evidence. A small family room has toys for the big brothers and sisters who come to see the new baby.

In the former carriage house of the Saunders family is the Family House. Here are programs that have evolved over the years to provide the educational and social services support that provide the special components needed for truly comprehensive services. Families are initiated into the programs of Family House when they enroll for



The attractive carriage house provides a home-like setting for educational and social services.

childbirth education. If there are special problems - social, economic, emotional, etc. - then there are specialized counselors for both individuals and groups. The building is very much designed with children in mind - a slide takes children down into a meeting room. Play rooms, a backyard swing and outdoor play area all make children feel at home. A library for staff and clients, comfortable meeting areas and privacy for counseling make adults feel equally at home. A special program offers extensive and comprehensive services to teens.

The mansion, formerly the Saunders home, is currently not in use but formerly housed the professional education programs offered at Franklin. This was where both the refresher and internship programs in nurse-midwifery were offered and included library, classrooms and living quarters. Unfortunately, a plumbing crisis made the facility unuseable and this imposing building sits vacant at this time.

But why is Frontier at Franklin? Frontier Nursing Service began here in the mountains of Leslie County 63 years ago as a demonstration that could improve the health of families. That the model has been successful in Leslie County is not to be disputed. As an agency the Frontier Nursing Service has grown from the early district outposts to a

very complex system of health care with an educational program that has an international reputation. To maintain this educational program we have had to move out beyond the mountains to find enough clinical experience for our students. At any one time, our students can be found scattered from Kentucky to Texas, to Washington, to Minnesota, to Massachusetts, to Georgia.

We have also responded to the request to start a refresher program for nurse-midwives. Nationally, there is a large pool of nurse-midwives prepared in foreign programs who cannot practice in the United States without completing a refresher program and sitting for the certification examination by the American College of Nurse-Midwives. For ten years, Booth Maternity Center offered such a program. When it closed several years ago, there was no other program to take its place. We were fortunate in recruiting Sister Martha Walsh who has directed refresher programs, first at Booth Maternity Center and later at the Simpson Maternity Center in Ohio. However, we do not have enough deliveries here in Hyden to support even our own educational program, let alone to add a refresher program, unless we can develop additional resources.

At the same time, Franklin Maternity Hospital was finding it very difficult to regain the market share they enjoyed before the crisis of changing ownership and uncertainty that has prevailed during these years of restructuring. Within the community of nurse-midwives, the common mission of both FNS and Franklin is well-understood. It seemed natural then for us to talk to each other about how we might each grow and benefit from a mutuality of effort to promote this model of a family-centered, nurse-midwifery managed program within a complex system of health care.

Since January 1, 1988, I have spent most of my time in residence at Franklin. The major efforts of Frontier at this time are:

1. The development of a clinical nurse-midwifery practice team. Dr. Gandhi Nelson had long been an obstetric colleague of Dr. Franklin. When staff nurse-midwives were forced to go into a private practice model, Dr. Nelson agreed to develop a group practice with several of the nurse-midwives. It seemed advantageous for FNS to take over that practice and to contract with Dr. Nelson to be our consulting physician. So, on January 1 we began a nurse-midwifery service known as FRONTIER NURSING ASSOCIATES AT FRANKLIN.

Sharon Leaman, a graduate of our Frontier School and one of our staff nurse-midwives agreed to transfer to Franklin to help me initiate this



new practice. Carol Kovach, a nurse-midwife who had been with Dr. Nelson for three years, also transferred to our staff. Three more nurse-midwives have been added to the practice, each with a special reason for wanting to be at Franklin. Anne Cassidy Szal had been a nurse at Franklin and went away to school to become a nurse-midwife. Kate Winkler had had her babies at Franklin and she too went away to become a nurse-midwife. Merriel Fish had worked at Franklin as a nurse. Early in June, Becca Choitz will return as our Clinical Coordinator. Each of these nurse-midwives has a special commitment to the programs of Franklin and Frontier.

Our staff also includes Carol Pasquarello who began at Franklin when it was a residential home for unwed mothers. She is the administrative manager for our practice and Judy Lynch is our secretary. Carol and Judy answer the phone and see that our clients feel welcome.

As part of our outreach, we have continued an office based practice out in the northeast part of Philadelphia where we lease space from a physician each week. And since the first of the year, we have initiated a new service at the Dixon Day Care Center in south Philadelphia. Dixon Day Care is a service of Dixon House, a bustling community center and settlement house which is part of Diversified Community Services. This is the first time health care services have been offered on site and they have been designed to meet the problems of a community with very high infant mortality, poor birth outcomes and a large teen population. We are supported in this effort by the staff of Family House, with a special teen outreach worker and counselor to assist the nurse-midwives. This has been a very exciting effort and it is heartwarming to see the caseload gradually build as word gets around about the care you can receive from the nurse-midwives.

2. We have made funds available to purchase equipment and to remodel space to increase our capability to offer more ambulatory gyn surgery. Such a service helps increase utilization of services and provide income for the valleys that are inevitable in the numbers of deliveries for any one month. It also provides a continuity of care for women who become a part of the Franklin family during their pregnancy.

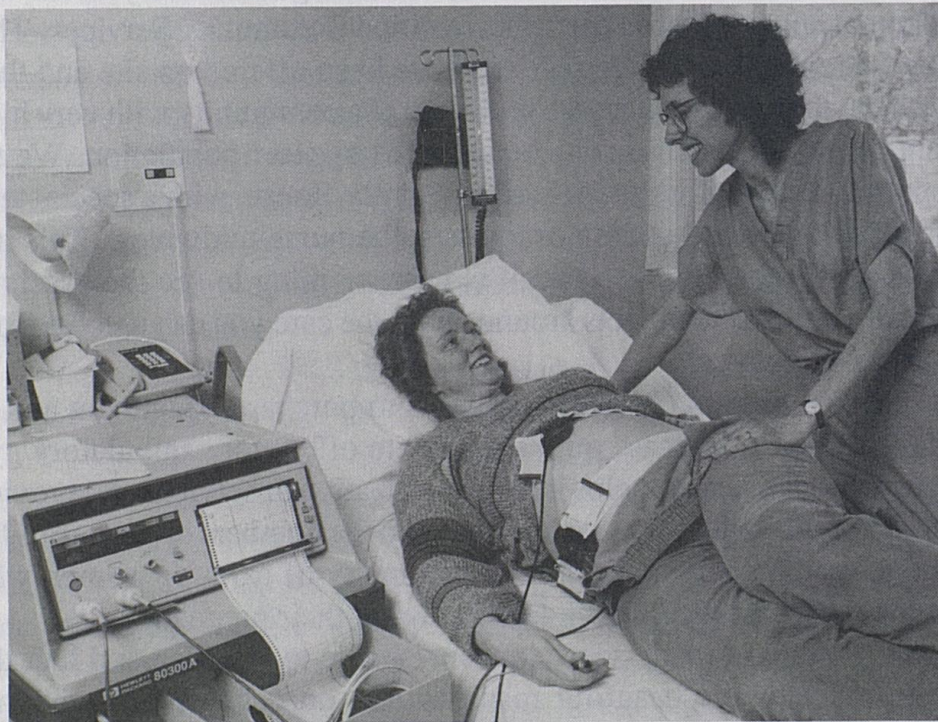
3. We have made some funds available to stabilize and halt the deterioration of the beautiful mansion that once housed educational programs. Additional funds will be required to bring the mansion to a point where it can again be used for our educational programs but the roof

has been repaired, windows rebuilt and from the outside, it looks beautiful again.

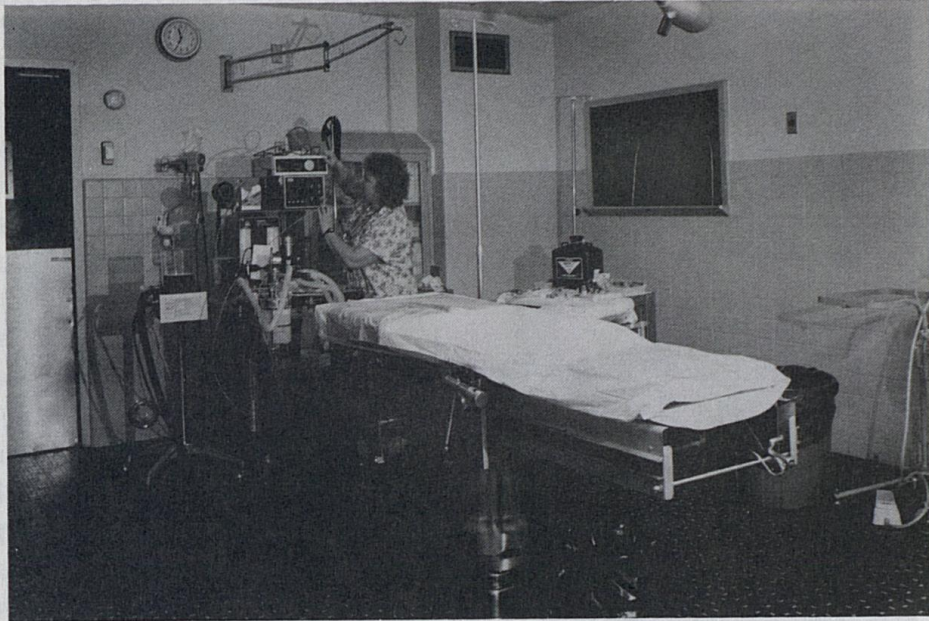
4. In the interim, I have been loaned to Franklin to serve as a part-time Director of Nurse-Midwifery. This position had not been filled in several years and there is a backlog of work to be done. As soon as possible a search will be underway to fill the position with someone who can provide a continuing presence and long-term commitment to Franklin.

And finally, we will launch our Community Based Nurse-Midwifery Education Program from Franklin. I have discussed this program in my School Notes and we will be sharing progress on that exciting new venture in future issues.

And so, Franklin and Frontier are charting new directions together. Some days it's scary, but always exciting and very energizing. The staff at Franklin have a mission and care deeply about making sure this model of care survives both for the families of Philadelphia and as one way to turn the tide of escalating costs and dehumanizing high-tech care for what should be a normal, natural experience for most women. Philadel-



The nurse-midwife runs a non-stress test to check on the baby's well-being. When the mother presses the button in her right hand during a contraction, her baby's response to that stress can be measured.



The seldom used, but very necessary traditional delivery room.

phia is a city rich with six medical schools, teaching hospitals and many community hospitals. Franklin Maternity Hospital is described by some as a small but vital national treasure as the country's only nurse-midwifery managed maternity hospital. With its many health care resources, Philadelphia has the third highest infant mortality rate in the United States, second only to Detroit and Chicago. Babies are dying in some sections of Philadelphia at a higher rate than in such impoverished nations as Jamaica or Costa Rica.

At Franklin, on a small scale, and with limited resources, a fierce battle against this crisis in health care has been successfully waged for many years. Poor women, single parents and teen mothers are traditionally labeled "high risk", but at Franklin these women deliver babies every bit as healthy as do the many insured, economically secure women and families who also choose Franklin's special brand of maternity care. The primary reason is Franklin's high standard of care, a unique blend of high quality, personalized nurse-midwifery care, education and social services applied equally to all patients and their families.

Many of these same words could be written about Frontier. Thus we feel we have been brought together for some very special purpose that will benefit mothers and babies in fulfillment of Mary Breckinridge's vision of "Wide Neighborhoods".

- Ruth Beeman

**FRONTIER SCHOOL GRADUATES 98th CLASS**

Following the July 23rd graduation ceremony held at Wendover, the new graduates gather in front of the Big House before joining family and friends for the brunch and reception which followed the ceremony. Pictured left to right are: Holly McCreery, Family Nurse-Midwife; Ruth Ann McConnell, Family Nurse-Midwife; Rhonda Johnson, Family Nurse Practitioner; Sharon Lee, Family Nurse-Midwife; Cathy Lingeman, Family Nurse-Midwife; Ellen McAndrew, Nurse-Midwife; Graham O., Family Nurse Midwife; Ellen Carton, Family Nurse-Midwife; Sarah Ragalyi, Family Nurse-Midwife; Barbara Shipiro, Family Nurse-Midwife; and Sr. Mary Lee Krall, Family Nurse Practitioner.



Retiring Dean of the Frontier School, Ruth Beeman (pictured right), joins the school's new Dean, Dr. Nancy Clark in awarding diplomas to the new graduates. Sharon Lee receives a congratulatory "hug" from Nancy Clark.

**FRONTIER SCHOOL OF MIDWIFERY AND FAMILY NURSING  
FRANCIS PAYNE BOLTON SCHOOL OF NURSING  
CASE WESTERN RESERVE UNIVERSITY  
AWARD FIRST MASTER OF SCIENCE IN NURSING DEGREES**

It was a weekend of celebration. On May 16, the first six Family Nurse-Midwife graduates of FNS were awarded Master of Science in Nursing degrees from Case Western Reserve University (CWRU), Cleveland, Ohio. Graduating were Cynthia Hodgson, Darlene Ledwon, Sharon Leaman, Patricia Loge, Esther Mast and Linda Tarbell. Patricia Loge was nominated for the Bunge Research Award and Sharon Leaman received the Mary Ann Flynn Award for exemplifying outstanding qualities of commitment to the profession of nurse-midwifery. In addition, Sharon received research funding for her Master's project and was selected to present her research at the Southern Ohio Nurse-Midwifery Clinical Practice Conference in 1988. All six graduates were supported in their graduate education through scholarships provided by the Kelvin and Eleanor Smith Foundation of Cleveland.

Over the graduation weekend, retiring Dean Ruth Coates Beeman was honored at several receptions for her contributions to nurse-midwifery service, education and research. The new Dean of Frontier School of Midwifery and Family Nursing (FSMFN), Dr. Nancy Clark, CFNM and the Frontier School's Education Director Wendy Wagers, CFNM joined the Case Western faculty (Jan Kvale, CNM, Sarah Danner, PNP, CNM and Erica Goodman, CFNP [FSMFN '84]) in the students' commencement exercises. It was a distinct pleasure to have Miss Kate Ireland join in the commencement march and ceremonies.



Graduates and FSMFN faculty (left to right): Cindy Hodgson, Pat Loge, Esther Mast, Wendy Wagers, Dr. Nancy Clark, Sharon Leaman, Darlene Ledwon, Kate Ireland and Linda Tarbell.

## BETTY LESTER AND FRONTIER NURSING SERVICE SIXTY YEARS OF SERVICE TOGETHER



Nineteen eighty-eight marks the 60th anniversary of Betty Lester's association with the Frontier Nursing Service. She came to Leslie County from Great Britain in 1928 - the 13th nurse-midwife to join Mrs. Breckinridge in Kentucky. Throughout her sixty years of dedicated service, Betty has been the recipient of numerous awards and honors. The election to Honorary Trustee by the FNS Board of Governors is the most recent. Her tall, erect carriage and bearing earned her the "unofficial" rank of General among the courier family. She is "officially" a Kentucky Colonel, an honor conferred by the Governor to those who have given special and dedicated service to the people of Kentucky. Her own government, in recognition of extraordinary service to others, presented the Order of the

British Empire to Betty at the British embassy in Washington, DC. On the occasion of her 50th anniversary with FNS, the people of Leslie County presented Betty with a gift in appreciation for her years of service to their community. Betty remembers the occasion with gratitude and recalls, "the nicest thing they said about me that day was that I was not a 'foreign lady', but one of their own."

*Following we reprint the text of Miss Kate Ireland's letter to Miss Lester, dated June 17, 1988 and written on the occasion of Miss Lester's 60th anniversary with Frontier Nursing Service.*

Dear Betty,

With the greatest admiration and love for you, the FNS Board of Governors wishes to recognize your long-time devotion to the Frontier Nursing Service by electing you as an Honorary Trustee.

Do you realize that this June is your 60th Anniversary with FNS? Knowing how you hate surprises and gushy speeches, some of us thought you would prefer not to be dragged down to Lexington for a ceremony. Therefore, this vote of making you an Honorary Trustee is a tiny gesture of acknowledging the multitudinous thanks for all you have done for the FNS since 1928.

There are no words which adequately can express our recognition of your tireless work for the people of Leslie County, the gratitude we have for you for all the leadership positions which you have filled over the years at FNS, and the standards you have upheld for Mary Breckinridge's dreams.

On behalf of everyone connected with FNS, I bring you our

THANK YOU

### Beyond the Mountains

It was in the Winter, 1926 edition of the FNS *Quarterly Bulletin* that Mrs. Breckinridge introduced the members of the Frontier Nursing Service New York Committee. The 15 charter members represented the largest of the first three FNS City Committees - a network of supporters which would soon evolve into the very foundation of our work "Beyond the Mountains".

Of the \$41,929 donated to the Service during that second year of operation, \$7,631 was received from New York. Additionally, our first male Courier, Brooke Alexander, came to the Service from New York and the first-ever FNS fund-raising event was held at Mecca Hall in New York City, as the Committee sponsored the premier of "The Forgotten Frontier" in 1931.

Now, three generations later, we must reluctantly close this chapter of our history, as the members of our New York Committee have decided, with regret, to forward the balance of their account to the Service. In a letter from Committee Chairman, Mrs. Rudolph Wood-Muller, she states:

"It is always such a joy to be able to send you the 'fruits of our labor' since we know how well you utilize it. However, this time, it is a bit different since our check represents the closing of our account and the end of an era. We tried, as you probably know, to find a solution but could not find volunteers to continue, so we had to come to this sad conclusion. Needless to say that we shall always be an 'FNS fellow' and you shall keep hearing from us from time to time."

This most substantial contribution has been added to our "Nursing Education Enrichment Drive" account, which was established to provide annual income in perpetuity for the operation of The Frontier School of Midwifery and Family Nursing. The gift represents the proceeds from thousands of hours of work by Committee members at "The Bargain Box" - a store specializing in the re-sale of "white elephants" (clothes, costume jewelry, etc.) donated by FNS friends around the country.

It is not possible to adequately express our deep appreciation to these loyal friends of our Service, past and present, for their years of devotion to our work. We will, therefore, offer our heart-felt congratulations for a "job well done" and close with a listing of the current members of this vital Committee:

Mrs. Rudolph Wood-Muller, Chairman  
Mrs. William F. Ray, Treasurer  
Miss Lee Bond, Secretary

Mrs. Clyde Brown  
Mrs. Granger Costikyan  
Mrs. Clyde Deal  
Miss Dorathea Eberhart  
Ms. Nancy Eberhart  
Mrs. James Gallatin  
Mrs. E. H. Goodwin  
Mrs. Robert Haggerty  
Mrs. James V. Hayes

Mrs. Hugo Hoogenboom  
Mrs. William C. Irving  
Mrs. R. McAllister Lloyd  
Mrs. Samuel H. Ordway  
Mrs. William F. Reeves  
Mrs. G. D. Larry Riedel  
Mrs. Ernst Rothe  
Mrs. Jacques Sibeud  
Miss Barbara Wriston

## Field Notes

After several months "in the field", it's time to report what life at Wendover has been like. Spring was filled with cool mornings and blossoms of red bud, lilac and tiger lilies. The flower gardens were even more spectacular. All of us who live here were able to appreciate the many hours of planting and weeding done by former Courier Coordinator Elizabeth Wilcox.

Elizabeth's culinary talents have also been missed as we have had many celebrations during the past few months, but Cassie has been a heroine of a super-cook. On June 25, about 50 people gathered for the wedding of Chris Clark and Margaret Wilson. It was an FNS "family" occasion as Chris is the son of Nancy Clark, Dean of our Frontier School, and Margaret the daughter of Maintenance and Security Chief Fred Wilson. Congratulations!

Congratulations should also be extended to the 16 students who graduated from our family nurse practitioner and midwifery programs. Despite thunderstorms throughout the previous week, July 23 provided a cool, dry morning for the graduation ceremony. Ms. Vera Keane, one of the founding members of The American College of Nurse Midwives, was the keynote speaker. She encouraged the graduates to utilize their creativity and idealism when faced with health care professionals who are stubbornly entrenched in tradition. Miss Betty Lester was also a guest speaker. From her rocking chair, she told tales from the days of the nurses on horseback. The ceremony was followed by a delicious brunch.

Frontier School graduate Erica Goodman and her colleagues from Case Western Reserve University attended the graduation ceremony and stayed on the following week conducting interviews and searching through pre-1940 medical records. They hope to demonstrate through their research that midwifery care has lowered the infant mortality rate and also seek to identify how our midwifery service differs from midwifery practiced in urban settings.

"The Old Timers", a group of people who worked at Wendover some years ago, also visited on June 10 for their annual dinner. Ann Browning did all of the organizing and Cassie prepared their usual fare - spoon bread, turkey hash and black-bottom pie. The Old Timers generously donated an ice making machine and several rugs to the Big House. One of the rugs will be placed in Mary Breckinridge's room.

Another large event at the Big House this quarter was the July 30 dinner for the Board of Governors. The dinner provided a welcome respite between their lengthy discussions on Friday and Saturday and the conclusive talks on Sunday morning.

Wendover has enjoyed many visitors this quarter. Bill and Molly



Lennarz and their son MacGregor spent a week in the Big House in May. Bill is a pediatrician from the University of Virginia. He allowed several couriers to observe him as he worked at the Mary Breckinridge Hospital and also provided insight into how being a doctor affects one's personal life.

Six University of Kentucky, College of Allied Health students lived up life at Wendover. They were with us for three weeks in May, studying our health care system and observing our providers and administrators at work.

Cathy Cook from North Carolina visited on May 28. She has since joined the FNS staff and is now working as a family nurse practitioner in the emergency room at Mary Breckinridge Hospital. Also visiting during May and June were a group from Carol College in Wisconsin; Dr. Rick Brown from Portland, Oregon; Mr. Thornton, a consulting pharmacist; Oscar Sullivan, a minister from Kentucky; Mary Joyce Eppensteiner, a nurse from Ohio and Dr. Frances Dalme, Sandra DeAngelo and Marie Hansen who brought a group from the University of Pittsburgh's Family Nurse Practitioner Program.

July was also a busy time for all of us at Wendover. We hosted several prospective students for our Frontier School. One of the aspiring students was Al Goldstein whose wife Debbie graduated from our program several years ago. John Anneken and his wife were our guests on July 8. Mr. Anneken was consulting with the pharmacy department at the Mary Breckinridge Hospital. Other guests included Charles Godbey, Mary Laue, Beverly May and over graduation, family and friends of the graduating class.

Two previous Courier Coordinators paid us a visit this quarter. Ms. Marian Barrett Liebold was a courier in 1977 and served as Courier Coordinator from June 1977 to December 1978. She is currently very active with the Cincinnati Committee. Danna Larson, courier in 1980, was also our guest. Danna went from courier to Courier Coordinator and remained with the FNS in that position until 1985 when she left to return to college. Danna was on her way to Alaska to work in a Christian pre-school. We recently heard from Elizabeth Wilcox. She is peacefully settled in the mountains of New Hampshire where she is cooking for a restaurant and running a catering service. Marguerite Sommers, a courier from the summer of 1987 was with us for a while, and Nick Gazzolo, who served as a courier this past Spring, wrote from Las Vegas that he "won \$75 playing blackjack but lost it all on the slot machines."

The last two waves of couriers have been equally as entertaining as "good old Nick". Jocelyn Field, a graduate from Smith College and native of Brookline, Mass., came to us with a wonderful sense of humor and an abundance of energy. She assisted the staff at The Kate Ireland Women's HealthCare Center and filled in as Courier Coordinator during June while I was off getting married. Jocelyn will enter medical school this fall. Laura Schleussner from Baltimore, Maryland, spent much of her time observing our pediatricians, designing a

coloring book for children and making educational videos about seatbelt safety. Laura enters Brown College this Fall. Also here in May was Brian Kendall from Dayton, Ohio. Brian is an emergency room medical technician and frequently helped out in the MBH emergency room. He is interested in becoming a doctor and so spent time observing Dr. Todd, our District physician. Brian will begin his studies at Knox College this Fall.

Anne Vosler joined the courier family during June and July. She worked with Home Health aide Mae Bowling. Anne is a Yale graduate and eventually plans to become a midwife. Rachael Hopkins was also with us during June and July and took over from Jocelyn at the Kate Ireland Women's HealthCare Center. Rachael will be a senior at Wesleyan where she is majoring in science and society. Ingrid Smith attends the University of California at Santa Cruz. She has been volunteering at the shelter for abused women in Hazard and has written an informative booklet for FNS providers about spouse abuse. The booklet is designed for the abused woman and gives insight into the problem as well as resources available in this area. Jodi Wenger will be a senior at Wesleyan and is studying biopsychology. Jodi is planning to be a doctor and is currently working at the Women's Center as an aide and secretary. Tina London, a graduate of Hampshire College, is trying to decide between a career in medicine and nursing. She is currently working as an aide at the Pine Mountain District Clinic. Meg Bogdan has been our real master "catch-all" courier. She has helped paint signs, has video taped classes at the Frontier School and provided transportation for patients. Meg will return to Wellesley as a senior where she is studying philosophy. Cari Michaels is currently a student at the University of Minnesota in the field of public health. She is here doing her senior research paper on the health needs unique to the FNS service area.

All of the couriers have been idealistic and energetic and it is a pleasure to work and be with them. They've been great at delivering supplies to the clinics, staging the big events at Wendover and making contributions in their areas of expertise and special interest. They've also had a good time making chairs at Cecil Morgan's, going to fish fries at Sherman Wooton's and exploring Berea.

My own life is falling into more of a groove as I begin to get used to the many facets of my job. Stacey and I are now happily married and settled into our new apartment in the old log barn. We wish to thank Kate Ireland and the Boston Committee who raised the funds to restore our new home. We also thank J.G. Morgan, Joe Hacker and Kenny Jones for building with such outstanding craftsmanship.

P.S. The Wendover Road is now paved! Come visit us.

*-by David Lee*

### SCHOOL NOTES

The summer has proven to be both challenging and exciting for the faculty at the Frontier School of Midwifery and Family Nursing (FSMFN). Most of the nurse-midwifery faculty and all of the senior students attended the annual ACNM Convention in late April which was held in Detroit, Michigan. Attendees at the convention were very excited about FSMFN's new refresher program. This educational program is directed at those nurse-midwives trained outside of the United States (US) and US trained nurse-midwives who have not been in practice for 4-5 years. There has not been a program in the US for several years. The faculty at FSMFN admitted four students as a pilot run of this program. We expect to graduate this first group September 23rd. Plans are now being made to work towards a decentralized program with locations throughout the United States. Our biggest challenge is clinical placement sites for this program.

Meanwhile, we also had our 98th class graduate in late July. An early morning graduation was graced by good weather and hosts of friends and family. Vera Keane was the guest speaker at the graduation. The first Helen Browne award was granted at the graduation to an outstanding nurse-midwife. Criteria for this award are: the promise to be an excellent clinical nurse-midwife; willingness to extend self beyond what is required to clients and their families; creative approaches to meeting client and family needs; high level commitment to professional practice; a philosophic basis for her/his practice; leadership skills; interest and present involvement or potential for future involvement in professional issues facing nurse-midwives; and outstanding academic achievement. Ellen McAndrew from Chelsea, Vermont ably fits those qualifications and was distinguished as the recipient of that award. Ellen received her B.S.N. from Fitchburg State College, Fitchburg Massachusetts and her M.S.N. from the University of Pennsylvania where her major was in the Health Care of Women. She received superior evaluations at both Monroe Maternity Center, Madisonville, Tennessee and Tri County Community Center, Madison, Florida where she did her clinical practice throughout the FSMFN program. Four students from this class will continue their education at Case Western this fall.

The faculty of FSMFN gave Ruth Beeman a farewell dinner at Wendover in late June. We all wish her well in her work in Philadelphia as she stabilizes the Frontier Nursing Associates nurse-midwifery practice there and begins work with Carol Davis on the Community Based Education Program.

Carol Hanus left the FSMFN faculty in early August. She will be getting married in September and has accepted a job at the University of Cincinnati. Carol and her husband will be living in Loveland, Ohio. Her presence will be missed both in the School and the nurse-midwifery service. Linda Shell, our part-time secretary, had a beautiful baby boy in May and decided not to return to work.

In late September Alice Whitman will be retiring from FSMFN. Alice has been invaluable as registrar. She will be moving back to New Hampshire to live with her long-time friend Dr. Anne (Wasson), but will still be working on the Alumni Newsletter for the School.

In July the research team from Case Western visited for a week. In addition to their work with the research project on the second 10,000 births at Frontier Nursing Service, several of the maternal-child health faculty joined the FSMFN faculty for a joint meeting regarding affiliation between Case Western and FSMFN. For some it was their first visit to Frontier Nursing Service, Wendover and eastern Kentucky.

The current students will soon be finishing Level II, taking a brief vacation and returning to begin Level III in early October. As always, we enjoy hearing from everyone and hope everyone made it through the hot, hot summer. Perhaps, like us, you are looking forward to the cool of fall.

- Nancy Clark

## MEMORIAL GIFTS

We wish to express our deep appreciation to these friends, who have shown their love and respect for the individuals named below by making supporting contributions in their memory to the work of the Frontier Nursing Service:

**Alice Estridge**

Mr. and Mrs. Eddie J. Moore

**Mrs. Morris Cheston**

Mrs. Henderson Supplee, III

**Mrs. Frank Eberhart**

Miss Dorathea C. Eberhart

Mr. and Mrs. Walter Eberhart

Mrs. Elizabeth K. Zanetti

**Isabel Sadler Smith**

Mr. and Mrs. Claude L. Bowen, Jr.

**Mr. Mitchell R. Guthrie**

Mrs. Mitchell R. Guthrie

**Mr. Bruce Fearer**

Mr. and Mrs. Walter L. Houghton

**Mrs. James F. Ramey**

Miss Arte Mishie Ramey

**Mr. Grant E. Beverly**

Katharyn Z. Beverly

**Mary Bendelari**

Mrs. Malcolm E. McAlpin

**Esther Tolliver**

Mrs. Ralston Matheny

**Miss Helen E. Browne**

Ms. Joselyn C. Bacon

Ms. Cynthia Ann Hodgson

Miss Margaret Hobson

**IN MEMORIAM**

We wish to acknowledge our appreciation and personal gratitude to these friends who, by including FNS in their Wills, have made a continuing affirmation of interest and belief in the care of mothers and babies and their families by the Frontier Nursing Service. Such legacies are added to the endowment fund.

Faith Phillips Perera  
Boston, MA

Miss Martha D. Waters  
Washington, DC

These friends have departed this life in recent months. We wish to express our gratitude for their interest in our work, and our sympathies to their families.

Mr. Barry Bingham, Sr.  
Louisville, KY

Generous and kind supporter whose vision and benevolence inspired our Mary and Barry Bingham, Sr. Patient Education Area in the Kate Ireland Women's HealthCare Center.

Mr. Charles E. Cheever  
South Natick, MA  
Father of courier (1964) Jane Cheever Talbot

Mrs. Frank Eberhart  
New York, NY

Loyal and benevolent friend to our Frontier Nursing Service for 23 years, serving as the Secretary of the New York Bargain Box and a dedicated member of the New York Committee.

Mrs. Perle Estridge  
Hyden, KY

Member of the Mary Breckinridge Auxiliary and former Hyden Committee member.

Mrs. Guido R. Perera  
Boston, MA

Devoted and loyal friend of FNS since 1931, serving as a Trustee and Chairman of the Boston Committee.

Mrs. Lucile Fenn Stafford  
Princeton, NJ

Faithful supporter of FNS and a former Princeton Committee Member.

Mrs. Alice Lee Walker  
Magnolia, MA

A life-long friend and supporter of FNS and, for many years, a member of the Boston Committee.

## FRONTIER NURSING SERVICE ANNUAL REPORT

Following is the address delivered by FNS President David M. Hatfield at the June 17, 1988 Annual Meeting held at Spindletop, Lexington, Kentucky.

One thing is consistent at the Frontier Nursing Service - CHANGE! During the past year, we have encountered a number of changes as well as challenges. It is difficult to summarize the multi-faceted work of the FNS into an annual report since there are always so many vital activities undertaken within our mission: to provide quality health care to thousands of families within our 500 square mile service area of southeastern Kentucky; to enhance and expand educational experience for our students to become Family Nurse-Midwives and Family Nurse Practitioners; to serve as a national leader in the promotion of nurse-midwifery; and as a model for the health care professionals who come to observe our system each year from throughout the United States and around the world.

Many of the changes made last year involved the renovation of existing FNS facilities and the opening of new facilities and programs throughout the Service.

- . We enhanced our patient education activities through the new Mary and Barry Bingham Patient Education Area within the Kate Ireland Women's HealthCare Center.
- . Patient education areas were also added to each of our four district nursing centers.
- . We opened a new OB/GYN outpatient office adjacent to the Mary Breckinridge Hospital.
- . Within the hospital itself, we have completed some badly needed renovation and "face lift" projects in our lobby, the hospital clinic, physical therapy and our maternity area.
- . An opportunity to establish a midwifery practice and to provide support to the Franklin Maternity Hospital in Philadelphia, Pennsylvania presented itself. Our missions are compatible and we are presently exploring possibilities for joint educational ventures.
- . Two new houses were erected along Wendover road for professional staff and their families.
- . Finally, as the sponsoring organization, we were pleased to see the housing project for elderly and handicapped citizens open in early spring. It is located on the hillside immediately behind the hospital and is called the "Beechwood Apartments". The first five residents have moved in and more applications are currently in process.

But construction and new facilities are only the means to an end. As always, our primary goal is to improve our ability to provide high quality, cost effective health care services to the people of our region. A long sought after objective was finally achieved in March when we brought Dr. Timothy Todd into our service to be the "District Doc". His basic duties are to rotate to the four outpost clinics on a regular schedule in order to provide consistent medical coverage and consultation to our family nurse practitioners serving these clinics. It is appropriate here to acknowledge and recognize all of our nurse practitioners, nurse-midwives and home health nurses who personify the compassionate and competent tradition of FNS each and every day through the professional care they provide to their patients.

This commitment to affordable, quality health care was also demonstrated by the community Board of Directors of the Mary Breckinridge Hospital. Led by chairman Fred Brashear and vice-chairman Nancy Hines, this dedicated group of Leslie Countians have been working hard to provide a stable staff of practitioners, to beautify the physical plant and grounds and to increase the volume of services and programs for our patients. They have also embarked on a major local fund-raising drive and have succeeded in raising \$70,000 of an ambitious \$100,000 dollar goal.

It is most fitting to take a moment to salute the nearly 200 employees of our Mary Breckinridge Hospital for their loyalty and hard work during what are proving to be extremely difficult times.

Of course, much of what FNS is all about is our work "beyond the mountains". Not only as a model of decentralized primary care to be studied, but as a provider of practitioners and leadership in the national promotion of nurse-midwifery. Our Frontier School of Midwifery and Family Nursing continued to make significant progress in furtherance of its national and international reputation as the "mecca" of nurse-midwifery education in this country.

In addition to the development of a new Community Based Education Program, which is designed to increase opportunities for nurses to enter the field, we have implemented the only Refresher Program in the United States for non-practicing certified nurse-midwives to hone their skills and return to practice in hospitals, birthing centers and in private practice with physicians.

We are proud of our educational affiliations with the University of Kentucky here in Lexington and with Case Western Reserve University in Cleveland, Ohio. It is important that we continue our work together to educate even more certified family nurse-midwives to meet the growing national demand.

I would like to take this opportunity to recognize our outstanding faculty and staff at the Frontier School, especially our soon-to-be-retired Dean, Ruth Beeman, to whom we owe a great deal of thanks for her leadership and vision

during her tenure. It is a distinct pleasure to welcome into that important position, Dr. Nancy Clark, who will assume the duties of Dean and Director of Midwifery Services on July 1st.

What we have been able to do and must continue to do in the future can only be accomplished through the continued interest and support of people like those of you gathered here today. I would like to thank you and all of our supporters and friends who make our efforts possible and who help us to meet our many needs through your generous charitable assistance. Nineteen eighty-seven/eighty-eight was only the second year in our history that the FNS surpassed one million dollars in contributions. Through the efforts of our Development Office under Ron Hallman's competent hands and the leadership skills of our National Chairman, Miss Kate Ireland, our fund-raising program continues to grow and remains a vital aspect of Frontier Nursing Service — but we truly could not do it without you, our supporters, and we remain sincerely grateful.

Up to this point, I have reported on the program and facility aspects of our organization as well as on some of the personnel involved with our operations. I would now like to turn to some of the challenges that have been faced by our boards and staff during the past year.

They say that "money is the root of all evil" - and that may well be true - but the lack of money can also be the root of all evil ... at least it seems that way for us! Unfortunately, the FNS is not immune from the rising costs associated with providing health care which have reached into every town and city and which have forced closings of hospitals and the discontinuation of important community services across our nation. In many areas, our patient volumes have not matched our expectations and, therefore, our revenue has been impacted. Our commitment to recruiting and retaining more physicians to the region has proven even more expensive than our highest estimates and the costs associated with malpractice and other insurances have remained high. All of these things and other financially related issues have forced us to take a serious look at what we are currently doing and what we can and must do in the short and long-term future in order to be able to carry-on with our vital work.

Our financial status from an operating standpoint was not at all good. We anticipated a net operating loss of almost a quarter of a million dollars, but we actually experienced one of just under two million dollars. The factors contributing to this loss were a downfall in net patient revenues of three quarters of a million dollars with operating expenses that exceeded budget by one million dollars.

Over all it costs us \$1.15 to earn \$1 in patient revenue - up from \$.99 the previous fiscal year. As a percentage of total expenses, our expenditures for patient care increased from 58.5% to 59.6%. There are specific factors which contributed to our deficit which I mentioned in a general way earlier. The



conversion of the medical staff from physicians assigned to us from the National Health Service Corps to the present model of 8 physicians on the FNS payroll is now complete. The cost of a typical National Health Service Corps physician was \$35,000, which included insurance and employee benefits, compared to our average cost of \$124,000 per physician now. Recruiting expenses paid to attract physicians this past year alone totaled \$140,000. The cost of this medical practice model, when coupled with the low utilization of these physicians by the community, is just too great a price for our system to continue to pay.

Non-payroll related insurance costs have risen from \$86,000 in fiscal year 1984 to \$329,000 this past year. We have been informed that another insurance increase will occur this current fiscal year. Program expansion took place with the school and at the hospital, but the anticipated revenues were not generated to offset the expenses associated with expanding the programs. So, overall, the hoped for increase in total patient volume and utilization has not occurred and this has once again triggered the need to review our purpose and objectives in and around Leslie County as it pertains to the hospital and our clinics and to our educational programs here and in other parts of the nation.

To this end, the boards and staff of our operating corporations will be meeting shortly to determine just what the appropriate roles and missions for FNS should be in the future. It is imperative that this process be undertaken in order to be able to continue our programs and services - but only within the financial resources available to us. This, in all likelihood, will require changes in what we do and how we do it. But affecting changes should not imply that what we have been doing is necessarily wrong or ineffective because that is simply not true. Our difficulties lie not in what we are trying to do, but rather in providing a broad scope of activities at a cost too often beyond our operating means. Thus, the requirement now is to take stock and inventory our resources in order to shape them into a more manageable system. The sixth century B.C. philosopher Heraclitus once said - "It is in changing that things find purpose". So, we hope, it will be for the Frontier Nursing Service.

In conclusion, let me say that the 63 year history of the Frontier Nursing Service has been a story of challenge, creative programming, survival and growth. Walt Whitman said - "The future is no more uncertain than the present." This is certainly the case for us today. Even though we anticipate facing more challenges in the future, we feel confident that with the loyal and dedicated support of our community, the members of the various boards, staff and generous friends, the Frontier Nursing Service will continue to live up to its hard-earned, but well-deserved reputation, for innovation, leadership, high quality service and family-centered health care.

**SIXTY-THIRD ANNUAL REPORT**  
**of the**  
**FRONTIER NURSING SERVICE, Incorporated**  
**for the Fiscal Year**  
**May 1, 1987 to April 30, 1988**

**PREFACE**

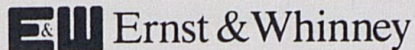
As has been our custom since we were one year old, we present our annual report of the fiscal affairs and of the field operations of the Frontier Nursing Service, Incorporated.

We have, as in previous years, divided our report into two sections. One section is about money, and one section is about work.

**I**

**FISCAL REPORT**

The figures that follow are taken from the Balance Sheet, the Exhibits and Schedules of the Audit for the fiscal year which ended April 30, 1988.



1900 Meidinger Tower  
Louisville Galleria  
Louisville, Kentucky 40202  
502/583-0251

Board of Governors  
Frontier Nursing Service, Inc.  
Hyden, Kentucky

Report of Independent Auditors

We have audited the accompanying consolidated balance sheets of Frontier Nursing Service, Inc. and subsidiaries as of April 30, 1988 and 1987, and the related consolidated statements of revenues and expenses, changes in fund balances and changes in financial position for the years then ended. These financial statements are the responsibility of the Service's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Frontier Nursing Service, Inc. and subsidiaries at April 30, 1988 and 1987, and the consolidated results of their operations, changes in their fund balances and changes in their financial position for the years then ended in conformity with generally accepted accounting principles.

*Ernst & Whinney*

Louisville, Kentucky  
July 1, 1988

## CONSOLIDATED BALANCE SHEETS

FRONTIER NURSING SERVICE, INC.

April 30

1988 1987

GENERAL FUNDS

## CURRENT ASSETS

Cash and short-term investments	\$ 212,498	\$ 229,552
Accounts receivable--patients--less allowances for uncollectible accounts of \$590,000 in 1988 and \$650,000 in 1987	962,828	906,044
Inventories--Note A	149,371	139,570
Prepaid expenses and other current assets	90,434	81,241
Current portion of Pension Fund	40,000	243,792
<b>TOTAL CURRENT ASSETS</b>	<b>1,455,131</b>	<b>1,600,199</b>

## PROPERTY AND EQUIPMENT--Note A

Land	135,163	135,163
Buildings	3,029,824	2,834,671
Equipment	3,537,181	3,223,035
	6,702,168	6,192,869
Less accumulated depreciation	3,547,453	3,194,208
	3,154,715	2,998,661

## ASSETS WHOSE USE IS LIMITED--Notes A and C

Consolidated Fund	4,603,558	4,692,923
Depreciation Fund	339,401	259,647
Education Fund	3,203,933	3,990,250
Kate Ireland Women's Health Care Center Fund	338,916	
Pension Fund, less current portion	91,585	211,487
	8,577,393	9,154,307
Less intrafund amounts	(585,410)	(44,318)
	7,991,983	9,109,989
	<u>\$12,601,829</u>	<u>\$13,708,849</u>

RESTRICTED FUNDS

## ENDOWMENTS--Notes A and C

Cash and investments	\$ 1,141,582	\$ 1,059,632
Student loan receivables	103,573	105,595
	<u>\$ 1,245,155</u>	<u>\$ 1,165,227</u>

	April 30	
	1988	1987
<b>GENERAL FUNDS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	\$ 971,201	\$ 668,017
Accrued salaries and amounts withheld from employees	228,033	149,776
Accrued vacation expense	178,512	127,970
Unexpended special purpose funds--Note A	183,064	161,309
Payable to third party programs--Note B	498,665	320,470
Other current liabilities	49,027	264,837
TOTAL CURRENT LIABILITIES	<u>2,108,502</u>	<u>1,692,379</u>
<b>OTHER</b>		
Loans payable to depreciation and consolidated funds	585,410	44,318
Less intrafund amounts	<u>(585,410)</u>	<u>(44,318)</u>
	-0-	-0-
<b>FUND BALANCE</b>		
Fund balance before net unrealized loss on noncurrent marketable equity securities	10,710,119	12,016,470
Net unrealized loss on noncurrent marketable equity securities--Notes A and C	<u>(216,792)</u>	<u>(216,792)</u>
	<u>10,493,327</u>	<u>11,799,678</u>
<b>COMMITMENTS AND CONTINGENCIES--Note F</b>		
	<u>\$12,601,829</u>	<u>\$13,708,349</u>
<b>RESTRICTED FUNDS</b>		
<b>FUND BALANCE</b>		
Fund balance before net unrealized loss on noncurrent marketable equity securities	\$ 1,288,075	\$ 1,165,227
Net unrealized loss on noncurrent marketable equity securities--Notes A and C	<u>(42,920)</u>	<u>(42,920)</u>
	<u>\$ 1,245,155</u>	<u>\$ 1,122,307</u>

See notes to consolidated financial statements.

## CONSOLIDATED STATEMENTS OF REVENUES AND EXPENSES

FRONTIER NURSING SERVICE, INC.

	Year Ended April 30	
	1988	1987
<b>PATIENT SERVICE REVENUES</b>		
Mary Breckinridge Hospital:		
Inpatient services	\$ 4,221,896	\$ 4,848,390
Outpatient services	2,431,464	2,026,710
Clinics	1,184,150	911,566
Home Health Services	474,795	483,687
	<u>8,312,305</u>	<u>8,270,353</u>
Less indigent care, contractual allowances, bad debts and other revenue deductions	2,116,348	2,450,961
<b>NET PATIENT SERVICE REVENUES</b>	<u>6,195,957</u>	<u>5,819,392</u>
<b>OTHER OPERATING REVENUES</b>	814,921	857,308
<b>TOTAL OPERATING REVENUES</b>	<u>7,010,878</u>	<u>6,676,700</u>
<b>OPERATING EXPENSES</b>		
Salaries and wages	4,580,588	3,985,305
Fringe benefits	775,149	558,565
Medical services and supplies	3,268,309	2,831,713
Facility costs	982,645	820,147
<b>TOTAL OPERATING EXPENSES</b>	<u>9,606,691</u>	<u>8,195,730</u>
<b>EXCESS OF EXPENSES OVER     REVENUES FROM OPERATIONS</b>	(2,595,813)	(1,519,030)
<b>NONOPERATING REVENUES AND EXPENSES</b>		
Unrestricted donations:		
Deposited into Education Fund	51,857	251,321
Deposited into Consolidated Fund	132,806	317,033
Retained for use in operations	405,615	495,835
Deposited into Kate Ireland Women's Health Care Center Fund	331,952	
Unrestricted income from endowment and other funds	26,509	320,984
Investment income from assets whose use is limited	608,851	583,522
Gain on sale of investments	624,057	1,650,743
Other nonoperating (expenses) revenues, net--Note F	(928,351)	13,939
	<u>1,253,296</u>	<u>3,633,377</u>
<b>(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES</b>	<u><b>\$ (1,342,517)</b></u>	<u><b>\$ 2,114,347</b></u>

See notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF CHANGES IN FUND BALANCES

FRONTIER NURSING SERVICE, INC.

Year Ended April 30, 1988 and 1987

	General Funds	Restricted Funds
Balances at May 1, 1986	\$ 9,837,594	\$ 788,481
Excess of revenues over expenses for the year ended April 30, 1987	2,114,347	
Restricted contributions used for purchase of property and equipment	64,529	
Contributions restricted for specific purpose (additions to endowment)		30,560
Restricted revenue earned by endowment funds		1,297
Gain on sale of investments of endowment funds		344,889
Balances at April 30, 1987	<u>12,016,470</u>	<u>1,165,227</u>
Excess of expenses over revenues for the year ended April 30, 1988	(1,342,517)	
Restricted contributions used for purchase of property and equipment	36,166	
Contributions restricted for specific purpose (additions to endowment)		26,434
Restricted revenue earned by endowment funds		1,990
Gain on sale of investments of endowment funds		94,424
Increase in net unrealized loss on noncurrent marketable equity securities	<u>(216,792)</u>	<u>(42,920)</u>
Balances at April 30, 1988	<u>\$10,493,327</u>	<u>\$1,245,155</u>

See notes to consolidated financial statements.

## CONSOLIDATED STATEMENTS OF CHANGES IN FINANCIAL POSITION

FRONTIER NURSING SERVICE, INC.

	Year Ended April 30	
	1988	1987
Cash provided (used)		
<b>OPERATIONS</b>		
Excess of expenses over revenues from operations	\$(2,595,813)	\$(1,519,030)
Charges to expense not requiring the use of cash--depreciation	353,245	330,860
	(2,242,568)	(1,188,170)
Certain working capital changes:		
Accounts payable	303,184	120,402
Payable to third party programs	178,195	132,758
Other--net	62,758	70,745
<b>CASH USED IN OPERATIONS</b>	<b>(1,698,431)</b>	<b>(864,265)</b>
Nonoperating revenues and expenses	1,253,296	3,633,377
<b>TOTAL CASH (USED) PROVIDED</b>	<b>(445,135)</b>	<b>2,769,112</b>
<b>FINANCING AND INVESTMENT ACTIVITIES</b>		
Property, plant and equipment:		
Purchases and donations	(509,299)	(369,505)
Restricted contributions	36,166	64,529
<b>CASH USED</b>	<b>(473,133)</b>	<b>(304,976)</b>
<b>CASH (USED) PROVIDED BEFORE TRANSFER TO/FROM ASSETS WHOSE USE IS LIMITED</b>	<b>(918,268)</b>	<b>2,464,136</b>
Net decrease (increase) in assets whose use is limited	1,118,006	(2,420,778)
Increase in net unrealized loss on non-current marketable equity securities	(216,792)	
	901,214	(2,420,778)
(Decrease) increase in cash and short-term investments	(17,054)	43,358
Cash and short-term investments at beginning of year	229,552	186,194
<b>CASH AND SHORT-TERM INVESTMENTS AT END OF YEAR</b>	<b>\$ 212,498</b>	<b>\$ 229,552</b>

See notes to consolidated financial statements.



## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FRONTIER NURSING SERVICE, INC.

April 30, 1988

## NOTE A--ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization: Frontier Nursing Service, Inc. (the Service) was organized in 1925 as a nonprofit charitable organization. The Service's purpose is to provide needed health services in the Appalachian area. During its early years, the Service was the only provider of health services in the area and it remains the largest provider of health services in Leslie County and the portion of surrounding counties comprising its service area. The Service operates an accredited midwifery and family nursing school, a home health program, a 40 bed hospital, and provides primary care services through the Hyden Clinic and District Nursing Clinics. The Service has historically been dependent on charitable contributions to fund a significant portion of the costs of services and programs.

Principles of Consolidation: Effective May 1, 1987, the Service was reorganized into the following entities:

Frontier Nursing Service, Inc. - Nonprofit parent holding company of the Service.

Mary Breckinridge Hospital, Inc. - Nonprofit subsidiary, responsible for operating the hospital and certain clinics.

Frontier Nursing Health and Education, Inc. - Nonprofit subsidiary, responsible for operating the home health program, the district and other nursing clinics and the midwifery and family nursing school.

Frontier Nursing Service Foundation, Inc. - Nonprofit subsidiary, responsible for maintaining the investment portfolio of the Service.

FNS Real Estate, Inc. - Nonprofit subsidiary, responsible for holding and managing the real estate owned by the Service.

FNS Ventures, Inc. - For profit subsidiary, responsible for identifying opportunities and managing various for profit activities of the Service. The Corporation will be dissolved in 1989.

The consolidated financial statements include the accounts and transactions of the above entities. Significant intercompany transactions and accounts have been eliminated in consolidation.

Tax Status: In connection with the reorganization, the Service has requested a determination from the Internal Revenue Service (IRS) that each of the nonprofit entities qualifies as tax-exempt under applicable Internal

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

FRONTIER NURSING SERVICE, INC.

NOTE A--ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES--  
Continued

Revenue Code (IRC) sections. Once qualified, the entities are required to operate in conformity with the IRC to maintain their tax-exempt status. The IRS determination is pending at this time. Management is not aware of any reason such determination will not be received nor of any course of action or series of events that have occurred that might adversely affect the qualified status once received.

Patient Service Revenues: Patient service revenues are recorded at established rates. Contractual allowances, indigent care, and provisions for bad debts are reported as deductions from patient service revenues.

Unrestricted Donations and Grants: Donations and grants which are not restricted by donors are reported as nonoperating revenues. Bequests under wills are recorded when received by the Service.

Investments: Investments in marketable equity securities are stated in the financial statements at the lower of their aggregate cost or market value. To reduce the carrying amount of the noncurrent marketable equity securities portfolio to market, which was lower than cost at April 30, 1988, valuation allowances in the amount of \$216,792 for General Funds and \$42,920 for Restricted Funds were established by a charge to the respective fund balances representing the net unrealized loss. Investments other than equity securities are stated in the financial statements at cost, or if donated, at fair market value at the date of donation. Gain or loss from sale of investments is the difference between proceeds received and the carrying value of the investment sold. Unrealized gains or losses are not included in the accompanying financial statements, other than net unrealized losses on marketable equity securities as described above.

Assets Whose Use is Limited: Unrestricted resources which are designated by the Service for special uses are reported as assets whose use is limited. The Board of Governors has designated the following funds to accumulate monies for the indicated purposes.

The Consolidated Fund accumulates funds for such operating and general purposes as the Board may determine.

The Education Fund includes donations to the Nursing Education Enrichment Drive and all unrestricted legacies and bequests received from May 1981 through April 1985. It accumulates funds until such time as they are needed for the operation of the educational programs.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

## FRONTIER NURSING SERVICE, INC.

NOTE A--ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES--  
Continued

The Depreciation Fund accumulates funds for replacement, expansion or improvements of the Service's facilities.

The Pension Fund, established in 1986 from the excess assets resulting from the retirement plan termination (see Note D), accumulates funds for future employee benefit plan contributions.

The Kate Ireland Women's Health Care Center Fund, established in 1988, accumulates funds until such time as they are needed for the operation of the Kate Ireland Women's Health Care Center.

Income from the principal portion of the Consolidated Fund is to be used to subsidize care for indigent patients unless such income is specifically designated by the Board for other uses. Income from the Education, Depreciation, Pension and Kate Ireland Women's Health Care Center Funds is retained in the principal of the funds until expended for the designated purposes.

Restricted Funds: Restricted funds represent endowments, the principal of which cannot be expended. Income from such endowments is available for operating purposes and is reported as revenue when earned in accordance with the donors' instructions.

Frontier Nursing Service, Inc. is also income beneficiary of certain trust funds which are not administered or controlled by the Service. Accordingly, such funds are not included in the balance sheets at April 30, 1988 and 1987. Income received from such funds was \$38,368 and \$53,933 for the years ended April 30, 1988 and 1987, respectively.

Resources restricted by donors for additions to property are recorded as increases to the general fund balance when expended for the purposes intended. Resources restricted by donors for specific operating purposes are credited to other operating revenues when expended for the purposes intended.

Inventories: Inventories, principally medical supplies and drugs, are stated at cost (first-in, first-out method) which is not in excess of market.

Property and Equipment: Property and equipment is stated at cost, or fair market value at date of donation for items donated to the Service. Depreciation has been computed on the straight-line method over the estimated useful lives of the respective assets.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

## FRONTIER NURSING SERVICE, INC.

## NOTE B--MEDICARE AND MEDICAID PROGRAMS

The Service participates in the Medicare and Medicaid Programs. Approximately 26% and 25%, respectively, of the Service's patient service revenues are derived from services to patients covered by these Programs.

Medicare: Medicare payments for inpatient services (excluding capital costs) are made based upon the patient's diagnosis (DRG), irrespective of cost. The diagnosis upon which payment is based is subject to review by Program representatives. The Program reimburses the Hospital for capital costs, as defined, and outpatient services based upon cost. Such reimbursable costs are determined from annual cost reports filed with the Program, which are subject to audit by the Program.

Medicaid: The Medicaid Program reimburses the Hospital on a prospectively determined rate per patient day for inpatient services and a predetermined percentage of covered charges for outpatient services.

Home Health Agency: Both the Medicare and Medicaid Programs reimburse the Service for services provided by the Home Health Agency on the basis of cost, subject to certain limits. Such reimbursable costs are determined from annual cost reports filed with the Programs. The cost reports are subject to audit by the respective Programs.

## NOTE C--INVESTMENTS

The carrying value and approximate market value of investments at April 30, 1988 and 1987 are summarized as follows:

	1988		1987	
	Carrying Value	Market	Carrying Value	Market
Investments recorded in:				
Assets whose use is limited:				
Consolidated Fund:				
Cash	\$ 621,500	\$ 621,500	\$ 4,948	\$ 4,948
U.S. Government obligations	243,828	245,625	1,058,611	1,058,611
Corporate bonds	1,522,176	1,876,987	1,707,691	2,123,620
Common stocks:				
Cost/market	2,159,498	1,978,106	2,108,078	2,611,150
Valuation allowance	(181,392)			
Market	1,978,106	1,978,106	2,108,078	2,611,150

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

FRONTIER NURSING SERVICE, INC.

NOTE C--INVESTMENTS--Continued

	1988		1987	
	Carrying Value	Market	Carrying Value	Market
Receivable from General Funds	424,353	424,353		
Due to Restricted Funds	(186,405)	(186,405)	(186,405)	(186,405)
	<u>4,603,558</u>	<u>4,960,166</u>	<u>4,692,923</u>	<u>5,611,924</u>
Depreciation Fund:				
Cash	78,344	78,344		
Government trust fund			130,329	130,329
Corporate note	100,000	100,000	85,000	85,000
Receivable from General Funds	161,057	161,057	44,318	44,318
	<u>339,401</u>	<u>339,401</u>	<u>259,647</u>	<u>259,647</u>
Education Fund:				
Cash	635,648	635,648		
U.S. Government obligations			876,192	913,106
Corporate bonds	1,199,229	1,168,313	1,481,774	1,476,925
Common stocks:				
Cost/market	1,404,456	1,369,056	1,632,284	1,969,038
Valuation allowance	(35,400)			
Market	<u>1,369,056</u>	<u>1,369,056</u>	<u>1,632,284</u>	<u>1,969,038</u>
	<u>3,203,933</u>	<u>3,173,017</u>	<u>3,990,250</u>	<u>4,359,069</u>
Kate Ireland Women's Health Care Center Fund:				
Cash	338,916	338,916		
Pension Fund:				
Cash	131,585	131,585		
Corporate bonds			251,574	251,574
Investments in common trust funds			203,705	203,705
Less current portion	(40,000)	(40,000)	(243,792)	(243,792)
	<u>91,585</u>	<u>91,585</u>	<u>211,487</u>	<u>211,487</u>
	8,577,393	8,903,085	9,154,307	10,442,127
Less intrafund amounts	(585,410)	(585,410)	(44,318)	(44,318)
TOTAL ASSETS WHOSE USE IS LIMITED	<u>\$7,991,983</u>	<u>\$8,317,675</u>	<u>\$9,109,989</u>	<u>\$10,397,809</u>

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

## FRONTIER NURSING SERVICE, INC.

## NOTE C--INVESTMENTS--Continued

	1988		1987	
	Carrying Value	Market	Carrying Value	Market
<b>Restricted Funds:</b>				
Cash due from				
General Funds	\$ 15,058	\$ 15,058	\$ 4,814	\$ 4,814
U.S. Government obligations	111,049	128,536	100,553	122,310
Common stocks:				
Cost/market	640,055	597,135	542,849	653,056
Valuation allowance	(42,920)			
Market	597,135	597,135	542,849	653,056
Investments in common trust funds	231,935	218,131	225,011	225,275
Due from assets whose use is limited--				
General Funds	186,405	186,405	186,405	186,405
<b>TOTAL INVESTMENTS OF RESTRICTED FUNDS</b>	<b>\$1,141,582</b>	<b>\$1,145,265</b>	<b>\$1,059,632</b>	<b>\$ 1,191,860</b>

The total valuation allowance for Assets Whose Use is Limited of \$216,792 at April 30, 1988 consists of gross unrealized losses of \$458,712 offset by gross unrealized gains of \$241,920.

In 1987, term endowment funds of \$279,519 became available to the Service for general purposes. This amount was included in nonoperating revenues and the funds are recorded in the Consolidated Fund in the 1987 financial statements.

## NOTE D--RETIREMENT PLANS

The Frontier Nursing Service, Inc. Capital Accumulation Plan (Plan), a non-contributory defined contribution retirement plan, was established effective January 1, 1986, and covers substantially all Service employees. Employer contributions are determined by the Board of Governors annually and are allocated among Plan participants on the basis of eligible employees' salaries. Plan expense was \$138,000 and \$102,000 for the years ended April 30, 1988 and 1987, respectively.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS--Continued

FRONTIER NURSING SERVICE, INC.

NOTE E--RELATED ORGANIZATION

Mary Breckinridge Housing, Inc. (Project) is a nonprofit organization incorporated April 4, 1984, for the purpose of constructing and operating housing for the elderly and handicapped. The Project has received a \$987,000 construction and mortgage loan from the Federal Housing Administration. In 1988, the Service agreed to guarantee a bank loan to the Project amounting to \$15,000.

NOTE F--COMMITMENTS AND CONTINGENCIES

During 1988, the Service began an affiliation with the John B. Franklin Maternity Hospital and Family Center (the Franklin Center), an 18 bed maternity hospital utilizing midwives with physician back-up, located in Philadelphia, Pennsylvania. The Franklin Center was in need of financial and management assistance and the Service was in need of additional training sites for midwifery students. The Board of Governors of the Service adopted a resolution to proceed with the development of a relationship with the Franklin Center specifying a maximum financial commitment of \$2 million, consisting of interest-bearing loans secured by mortgages on the Franklin Center facilities, and including \$100,000 to Frontier Nursing Health and Education, Inc. to fund faculty practice costs.

As of April 30, 1988, \$940,000 had been advanced to the Franklin Center; however, problems were encountered in obtaining mortgage security due to superior liens held by other creditors. The Service is continuing efforts to obtain security for collection of these notes. The Board of Governors of the Service has resolved that no additional monies will be loaned to the Franklin Center until the nature of the relationship is better defined and agreed to by both parties and security arrangements acceptable to the Service are obtained.

Due to the inability to obtain security for the funds advanced as of April 30, 1988, and the uncertainty regarding the Franklin Center's ability to generate sufficient funds from operations for repayment, the \$940,000 advanced has been charged to 1988 operations and reflected as a nonoperating expense in the accompanying financial statements. The Service is under no legal obligation to advance additional monies to the Franklin Center.

The Service carries malpractice and general liability insurance which, in the opinion of management, is considered adequate to cover losses, if any. The Service has been named defendant in a suit alleging violation of the Federal antitrust laws. In the opinion of management, the Service's liability for damages, if any, related to such suit is not material.

**FRONTIER NURSING SERVICE, INCORPORATED****CONTRIBUTIONS PLACED IN TRUST****May 1, 1987 to April 30, 1988**

Funds which are placed in trust are a measure of strength for Frontier Nursing Service as we fulfill our purpose and plan for a solid future. This is a listing of previous trust funds which had additions, and new contributions which were placed in trust during this fiscal year.

Nursing Education Enrichment Drive  
Kate Ireland Women's HealthCare Center  
Jacob and Gertrude Arronson Memorial Scholarship Fund  
Friends Fund  
William Waller Carson Fund in honor of  
    Katherine Breckinridge Carson Breckinridge  
Ann Allen Danson Memorial Fund  
Lucie Wilshire Graham Memorial  
Anne Steele Wilson Memorial  
Mary Breckinridge Hospital Community Fund Drive  
Wilson Neel Memorial Baby's Crib  
Elizabeth Canby Bradford duPont Memorial Fund  
Arnold D. Kates Estate  
Helen R. Pierce Estate  
Beatrice L. Williams Trust  
Jesse M. Lewis Estate  
Mary Stewart Duerson Estate  
Jeannette R. Marks Estate  
Talitha C. Stoll Estate



**FRONTIER NURSING SERVICE, INCORPORATED  
LEXINGTON, KENTUCKY**

**STATEMENT OF DONATIONS AND SUBSCRIPTIONS PAID**

**May 1, 1987 to April 30, 1988**

**SUMMARY**

Committees	Contri- butions	Benefits	Total
Baltimore	1385		1385
Boston	21,037	12,500	33,537
Chicago	11,632		11,632
Cincinnati	8,351		8,351
Cleveland	58,712		58,712
* Daughters of Colonial Wars	4,616		4,616
Detroit	14,272		14,272
Hartford	2,020		2,020
** Kentucky			
Blue Grass	44,992		44,992
Louisville	22,323		22,323
Miscellaneous	6,067		6,067
Minneapolis	2,744		2,744
New York	110,152		110,152
Philadelphia	46,592	3,700	50,292
Pittsburgh	21,319		21,319
Princeton	1,463		1,463
Providence	555		555
Rochester	4,260		4,260
Washington, DC	64,032	14,000	78,032
Miscellaneous	<u>54,848</u>		<u>54,848</u>
<b>TOTALS</b>	<u>\$501,372</u>	<u>\$30,200</u>	<u>\$531,572</u>
<b>Total Contributions Above</b>			
Restricted			125,957
Unrestricted			<u>375,415</u>
			<u>\$501,372</u>
* Donations from various State Chapters			
** Total for Kentucky	<u>\$63,382</u>		<u>\$63,382</u>

## II REPORT OF OPERATIONS

### Comparitive Analysis of Service Provided in the Two Fiscal Years 1987 and 1988

#### HOSPITAL

	FY ENDING 4-30-87	FY ENDING 4-30-88
<b>ALL PATIENTS (Excluding newborn):</b>		
Percent of occupancy	49.7%	39.5%
Patient days - total	7,258	5,585
Medical-Surgical Unit	5,953	4,654
Obstetrical Unit	1,305	931
Admissions - total	2,046	1,473
Medical-Surgical Unit	1,469	1,051
Obstetrical Unit	577	422
Average Daily Census	19.9	15.3
Average Length of Stay	3.5	4.0
<b>NEWBORN:</b>		
Percent of Occupancy	26.5%	21.7%
Patient Days - total	966	792
Admissions - total	437	370
Average Daily Census	2.6	2.9
Average Length of Stay	2.2	2.2
<b>DELIVERIES - TOTAL</b>	437	370
<b>OPERATIONS - TOTAL</b>	504	589
Major	210	181
Minor	294	408
In-patient	242	277
Out-patient	262	312
ENT	32	3
C-Section	82	74
<b>ANESTHESIA - TOTAL</b>	504	588
Spinal	29	31
General	361	446
Local	113	111
<b>DEATHS - TOTAL</b>	19	29

	1987	1988
Institutional ( over 48 hours)	18	21
Institutional ( under 48 hours)	8	5
Non-institutional ( OPD/ER )	14	15
<b>X-RAY EXAMINATIONS -TOTAL</b>	7,933	7,284
In-patient	1,127	730
Out-patient	6,606	6,335
<b>ECHO</b>		
In-patient	61	57
Out-patient	163	162
<b>LABORATORY PROCEDURES -TOTAL</b>	97,378	87,253
In-patient	32,031	20,553
Out-patient	42,712	45,120
Referred in	22,624	21,580
Referred out (not included in total)	7,696	5,742
<b>PRESCRIPTIONS FILLED</b>		
Out-patient - total	48,481	56,120
Unit Dose (in-patient) - total	88,622	65,544
<b>PHYSICAL THERAPY TREATMENT</b>		
<b>TOTAL</b>	639	4,217
(closed 12/85 - reopened 1/87)		
In-patient Treatments	55	638
Out-patient Treatments	586	3,579
Days of Operation	85	256
<b>ELECTROCARDIOGRAMS - TOTAL</b>	2,753	2,029
In-patient	1,064	655
Out-patient	1,689	1,374
<b>RESPIRATORY THERAPY - TOTAL</b>	25,499	17,920
In-patient Procedures	24,292	16,211
Out-patient Procedures	1,207	1,709
<b>HOME HEALTH VISITS - TOTAL</b>	7,328	8,003
Average Visits Per Day	29.0	31.2
<b>EMERGENCY ROOM VISITS - TOTAL</b>	6,736	6,753
Average Visits per Day	18.5	18
Days of Operation	365	365
<b>ADMITTED THROUGH EMERGENCY</b>		
<b>ROOM - TOTAL</b>	978	705
<b>MBH (HYDEN) CLINIC VISITS - TOTAL</b>	23,455	16,395
Average Visits per Day	92.0	64.0
Days of Operation	256	256

	1987	1988
<b>HYDEN MEDICAL CENTER - TOTAL</b>		3,228
Average Visits per Day	NA	12.6
Days of Operation	NA	256
<b>OB/GYN CLINIC - TOTAL</b>	254	2,122
Average Visits per Day	NA	8.2
Days of Operation	256	256
<b>KATE IRELAND WOMEN'S HEALTHCARE CENTER - TOTAL</b>	5,079	3,643
Average Visits per Day	NA	14.2
Days of Operation	256	256
<b>SPECIAL CLINICS - TOTAL</b>	364	119
<b>ENT</b>	131	0
Days of Operation	2	0
<b>Orthopedic</b>	233	0
Days of Operation	8	0
<b>Kidney</b>	0	119
Days of Operation	0	11
<b>DISTRICT CLINICS - TOTALS</b>	13,619	14,346
Average Visits per Day	53.4	56.0
<b>BEECH FORK CLINIC - TOTAL</b>	4,195	4,727
Average Visits per Day	19.4	18.5
Days of Operation	254	256
<b>COMMUNITY HEALTH CENTER TOTAL</b>	4,325	4,102
Average Visits per Day	17.0	16.0
Days of Operation	254	256
<b>PINE MOUNTAIN CLINIC - TOTAL</b>	1,529	1,532
Average Visits per Day	6.0	6.0
Days of Operation	254	256
<b>WOOTON CLINIC - TOTAL</b>	2,850	3,985
Average Visits per Day	11.0	15.6
Days of Operation	254	256

**SIXTY-THREE YEAR TOTALS - SELECTED DATA**

Each year for many years, the Annual Report issue of the *Quarterly Bulletin* provided cumulative totals of patients registered, maternity cases delivered, and other information of historical interest. As a result of changes in record keeping procedures several years ago, some of this information was reclassified and accounted for differently. It became impossible to develop the data in exactly the same form in which it had been presented for many years.

However, because there continues to be interest in these figures, we now reconstruct the essential information necessary to cover FNS' sixty-three years of operation. These figures should not be understood as audited totals. They are reasonably close approximations as of the close of the fiscal year that ended April 30, 1988.

Patients registered from the beginning (1925)	88,888
Children (estimated)	48,572
Adults (estimated)	40,316
Maternity cases delivered	22,133
Maternal deaths (9 puerperal, 2 cardiac)	11
Number of days of occupancy in FNS hospitals (including old Hyden Hospital, which opened in June 1928, and Mary Breckinridge Hospital, which opened February 10, 1975)	
Figures exclude newborn	477,721

**COURIER AND VOLUNTEER HOURS REPORT**

May 1, 1987 to April 30, 1988

Areas Served	Couriers/ Volunteers ( Hours)
Clinics	587
Hospital/Home Health	1288
Administration/Development	182
Community	24
Transportation/Rounds	609
Frontier School	23
Wendover	<u>183</u>
Total Number of hours worked	2836
Total Number of Couriers	19
Total Number of Volunteers	1

## FORM OF BEQUEST

For the convenience of those who wish to remember the Frontier Nursing Service in their Wills, this form of bequest is suggested:

"I hereby give, devise and bequeath the sum of... dollars (or property properly described) to the Frontier Nursing Service, a corporation organized under the laws of the State of Kentucky."

### HOW ENDOWMENT GIFTS MAY BE MADE

The following are some of the ways of making gifts to the Endowment Funds of the Frontier Nursing Service:

- 1. By Specific Gift under Your Will.** You may leave outright a sum of money, specified securities, real property, or a fraction or percentage of your estate.
- 2. By Gift of Residue under Your Will.** You may leave all or a portion of your residuary estate to the Service.
- 3. By Living Trust.** You may put property in trust and have the income paid to you or to any other person or persons for life and then have the income or principal go to the Service.
- 4. By Life Insurance Trust.** You may put life insurance in trust and, after your death, have the income paid to your wife or to any other person for life, and then have the income or principal go to the Service.
- 5. By Life Insurance.** You may have life insurance made payable direct to the Service.
- 6. By Annuity.** The unconsumed portion of a refund annuity may be made payable to the Service.

The principal of the gifts will carry the donor's name unless other instructions are given. The income will be used for the work of the Service in the manner judged best by its Trustees.

**Contributions to Frontier Nursing Service, Inc. are tax deductible under Section 501(c) (3) of the Internal Revenue Code of 1954.**

Gifts of stock should be sent to:  
FRONTIER NURSING SERVICE  
Mr. Homer L. Drew, Treasurer  
First Security National Bank & Trust Co.  
One First Security Plaza  
Lexington, Kentucky 40507

Gifts of money should be made payable to:  
FRONTIER NURSING SERVICE  
and sent to:  
Office of the Director  
Frontier Nursing Service  
Wendover, Kentucky 41775

### URGENT NEEDS

FNS has an urgent need for the items listed below and hopes that its friends will wish to contribute toward their purchase. Donations should be sent to the Development Office, Frontier Nursing Service, Wendover, Kentucky 41775, where they will be gratefully received.

**Glucometers (3)** - a portable unit which allows the home health nurse and/or patient to determine the amount of sugar in the blood in the home setting. *Estimated cost: \$250 each.*

**Disposable, Drawstring Medication & Supply Bags** - used by the home health nurse to collect and deliver patient's medications and supplies. *Estimated cost: \$200.*

**Microwave Oven** - for use in the home health agency. *Estimated cost: \$150.*

**CPR Manikins (2)** - to be used to instruct staff and community in CPR. *Estimated cost: \$1000 each.*

**Binocular microscope w/plan achromate** - for use in the Mary Breckinridge Hospital Laboratory. *Estimated cost: \$2074.*

**Binocular microscope with achromate** - for use in the Kate Ireland Women's HealthCare Center. *Estimated cost: \$1500.*

### STAFF OPPORTUNITIES

Because text for the *Bulletin* must go to the printer several weeks before publication, it is not possible for any issue to contain an up-to-date list of job opportunities. Instead, we list types of positions that are most likely to be available and invite anyone qualified and interested to write for current information.

**FNS Staff.** Openings may occur from time to time in both the professional and technical staffs, with opportunities for certified nurse-midwives, family nurse practitioners, registered nurses, family practice physicians, laboratory technicians, X-ray technicians, and others. For current information, write Darrell Moore, Director of Personnel, Mary Breckinridge Hospital, Hyden, Kentucky 41749 (phone 606-672-2901).

**Couriers and Volunteers.** This program has an ongoing need for all types of people, with all types of skills. The program is not limited to those interested in a health career. It encourages applications from anyone who is willing to volunteer for a 6- to 8-week minimum period and would like to be exposed to the work of the Frontier Nursing Service. ("You tell us what you can do, and we'll find a job for you.") For current information, write David Lee, Coordinator of Wendover and the Courier / Volunteer Program, Wendover, Kentucky 41775 (phone 606-672-2318).

**FRONTIER NURSING SERVICE, INC.**

President: David Hatfield, MBA, FACHE

**ADMINISTRATION**

Vice President for Finance: John L. Gilman, Jr. BBA  
 Vice President for Development: Ronald G. Hallman, BA  
 Vice President Health and Education: Ruth Beeman

**FRONTIER SCHOOL OF MIDWIFERY AND FAMILY NURSING**

Nancy Clark, Ph.D., CNM  
 Vice-President and Dean  
 Wendy L. Wagers, MSN, CFNM  
 Educational Coordinator  
 Debra Browning, RN, MSN, CFNP  
 Family Nurse Instructor  
 Sarah Ragalyi, RN, GFNM  
 Nurse-Midwifery Instructor  
 Betsy Meredith, RN, MSN, CNM  
 Nurse-Midwifery Instructor  
 Sr. Martha Walsh, RN, MSN, CNM  
 Nurse-Midwifery Instructor  
 Alice Whitman, Registrar

**Kate Ireland Women's Health Care Center**

Nancy Clark, Ph.D., CNM, Director  
 Kathleen Isaac, RN, AD, CFNM  
 Elizabeth A. MacMillan, RN, AA, CFNM  
 Karen L. Poca, RN, AA, CFNM

**MARY BRECKINRIDGE HOSPITAL AND CLINICS**

Administrator and Controller:  
 George Wyatt, BBA  
 Director of Personnel: Darrell J. Moore, BA  
 Administrative Assistant: Sonya Calhoun, MPA  
 Administrative Assistant: Diana Fortney, CRT  
 Administrative Assistant: Ruby Moore, RRA  
 Administrative Assistant for Special Projects and  
 Emergency Services: Mable R. Spell, RN, CFNM,  
 CFNP

**Nursing Staff**

Director of Nursing: Mary Weaver, RN, ADN, CFNM  
 Head Nurse, Med / Surg: Marie Mitchell, RN  
 Head Nurse, OB: Glenna Gibson, RN  
 Nurse Anesthetist: Earnst Orr, CRNA, BA

**Hyden Clinic**

Margaret Carr, RN, BS, MS, FNP  
 Barry Gibbons, RN, AA, AD, CFNP  
 Kathleen Cook, RN, CFNP

**Medical Staff**

Chief of Staff:  
 Ernesto D. Cordova, MD, General Surgery  
 Richard Guerrant, MD, Internal Medicine  
 Vicki L. Hackman, MD, Family Practice  
 Mohammed H. Kharsa, MD, Cardiology and Internal  
 Medicine  
 Paul Moody, MD, Pediatrics  
 Timothy Todd, MD, Family Practice

**DISTRICT NURSING SERVICE**

Administrative Coordinators: Sharon N. Hatfield,  
 and Heidi Sulis, BA, MPH  
 District Records: Nancy Williams

**Jessie Preston Draper Memorial Nursing Center**

(Beech Fork)  
 Sue Lazar, RN, MSN, CFNP, Project Director  
 Lorrie K. Wallace, RN, MS, FNP

**Community Health Center (Big Creek)**-successor  
 to The Caroline Butler Atwood Memorial Nursing  
 Center (Flat Creek),  
 The Clara Ford Nursing Center (Red Bird),  
 and The Betty Lester Clinic (Bob Fork)

Susan Hull Bowling, RN, SBN, CFNP, Project  
 Director

**Wooton Center:**

Sr. Joan Gripshover, RN, BES, CFNP, Project  
 Director  
 Sr. Katherine A. Donohue, RN, MS, FNP

**Pine Mountain Center**

Gertrude Morgan, BSW, RN, CFNP, Project  
 Director

Sharon D. Koser, RN, BSN, CFNP, District Float

**HOME HEALTH AGENCY**

Glenna Allen, RN, Coordinator  
 Sandra Gross, RN  
 Clara Jefferis, RN, BSN, CFNP  
 M. Sandra Mathis, RN  
 Susan Snider, RN  
 Rosie Whitaker, RN

**COORDINATORS AND DEPARTMENT HEADS**

Development: Ruth O. Morgan  
 Dietetics: Linda Campbell, RD  
 FNS Quarterly Bulletin: Sharon N. Hatfield  
 Food Service: William Peavley  
 Housekeeping: Lillie Campbell, CEH  
 Laboratory: Ruth Rushby, MT (ASCP)  
 Maintenance: John C. Campbell  
 Medical Records: Betty Helen Couch, ART  
 Pharmacy: Joe R. Lewis, BS, RPh  
 Purchasing: Nannie Homsby  
 Quality Assurance / Risk Management: Ruby  
 Moore, RRA  
 Radiology: Glen Hammons, RT  
 Respiratory Therapy: Diana Fortney, CRT  
 Social Work: Ruth Ann Dome, BSW  
 Wendover and the Courier / Volunteer Program:  
 David Lee

Frontier Nursing Service, Wendover, Kentucky 41775, 606-672-2317

Mary Breckinridge Hospital, Hyden, Kentucky 41749, 606-672-2901

Frontier School of Midwifery and Family Nursing, Hyden, Kentucky 41749 606-672-2312



FRONTIER NURSING SERVICE, INC.

BOARD OF GOVERNORS

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Miss Kate Ireland, Wendover, Ky.

Vice-Chairmen

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Mr. David M. Hatfield, Hyden, Ky.  
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Mr. Robert W. Nichols, Louisville, Ky.  
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Mrs. Jefferson Patterson, Washington, D.C.

Honorary Members

Mrs. John Harris Clay, Louisville, Ky.

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Dr. Willis D. Weatherford, Jr., Black Mountain, N.C.

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## FRONTIER NURSING SERVICE, Inc.

Its motto:

“He shall gather the lambs with his arm  
and carry them in his bosom, and shall  
gently lead those that are with young.”

*Isaiah 40:11*

Its object:

To safeguard the lives and health of mothers and children by providing and preparing trained nurse-midwives for rural areas where there is inadequate medical service; to give skilled care to women in childbirth; to give nursing care to the sick of both sexes and all ages; to establish, own, maintain and operate hospitals, clinics, nursing centers, and midwife training schools for graduate nurses; to carry out preventive public health measures; to educate the rural population in the laws of health, and parents in baby hygiene and child care; to provide expert social service; to obtain medical, dental and surgical services for those who need them, at a price they can afford to pay; to promote the general welfare of the elderly and handicapped; to ameliorate economic conditions inimical to health and growth, and to conduct research toward that end; to do any and all other things in any way incident to, or connected with, these objects, and, in pursuit of them to cooperate with individuals and with organizations, private, state or federal; and through the fulfillment of these aims to advance the cause of health, social welfare and economic independence in rural districts with the help of their own leading citizens.

From the Articles of Incorporation of the  
Frontier Nursing Service, Article III  
as amended June 8, 1984