Deans who served as Superintendents of the Hospital

Irving S. Cutter, M.D.       Harold C. Lueth, M.D.       J. Jay Keegan, M.D.

J. Perry Tollman, M.D.      C.W.M. Poynter            Cecil L. Wittson, M.D.
ADMINISTRATION AND GOVERNANCE

The University of Nebraska Hospital always has been, and still is, a component of the University of Nebraska system. As such, it is under the control of the University of Nebraska Board of Regents which has the ultimate responsibility for budget, capital improvement and general policy. However, the Board is not directly involved with management.

Responsibility for managing the hospital has undergone a number of changes in the course of 75 years. When the hospital opened its doors September 3, 1917, it was an extension of the College of Medicine, and the Dean was the Hospital Superintendent and was responsible directly and indirectly for its day-to-day management. This arrangement continued until 1969. Table 3 lists the Deans who served in this capacity. In January, 1953, Mr. Duane Johnson was appointed the first Hospital Administrator (80). However, Dean Perry Tollman remained as Hospital Superintendent and Mr. Johnson reported to him. In 1962, Mr. Johnson resigned, and Mr. Edwin F. Ross was appointed Administrator of the University Hospital and Clinics (113). He continued to serve under Dr. Tollman until Dr. Cecil L. Wittson became Dean of the College of Medicine and Superintendent of the University of Nebraska Hospital on September 1, 1964 (114). Mr. Ross resigned in December, 1965, to accept a position in Cleveland, (125) and Mr. Richard C. Schripsema was appointed Hospital Administrator effective February 1, 1966 (126).

| DEANS OF THE COLLEGE OF MEDICINE AND SUPERINTENDENTS OF THE UNIVERSITY HOSPITAL |
|---------------------------------|----------|
| Irving S. Cutter, M.D.          | 1917-1925|
| J. Jay Keegan, M.D.             | 1925-1929|
| C.W.M. Poynter, M.D.            | 1929-1946|
| Harold C. Lueth, M.D.           | 1946-1952|
| J. Perry Tollman, M.D.          | 1952-1964|
| Cecil L. Wittson, M.D.          | 1964-1969|

TABLE 3 Each of these men served as both Dean of the University of Nebraska College of Medicine as well as Superintendent of the University of Nebraska Hospital. In 1969, Dr. Wittson became Chancellor of the Medical Center and the Administration of the Hospital, subsequently, reported to the Chancellor directly, and the Dean no longer served as superintendent.

Subsequently, a series of administrative changes within the University system and the Medical Center significantly affected the position of Hospital Administrator. In March, 1968, Dr. Wittson became President of the University of Nebraska Medical Center and
Hospital Administrators

Douglas Peters

Duane Johnson

Edwin F. Ross

Robert J. Baker

Richard C. Schripsema

Edward Schwartz

Brent Stevenson
Dean of the College of Medicine (33). This came about as a result of administrative changes in the university secondary to the addition of the former University of Omaha as an administrative unit of the University of Nebraska (136). In December, 1968, Dr. Robert Kugel was appointed Dean of the College of Medicine and reported to Dr. Wittson along with other administrative units within the Medical Center (331). However, the Hospital Administrator still reported to the Dean of the College of Medicine. In 1969, further administrative changes made the Hospital Administrator directly responsible to the President of the Medical Center and he no longer reported to the Dean. Richard Schripsema, the Administrator at that time, was also appointed Director of Business and Finance for the Medical Center, as well as Hospital Administrator.

Further changes in university administration titles resulted in the chief administrative officer at the Medical Center and the other two main university subdivisions becoming Chancellors and the chief administrative officer of the University becoming President (137). Dr. Wittson retired as Chancellor on February 1, 1972, and Dr. Harry McFadden became Interim Chancellor. In July, 1972, Dr. Robert Sparks became Chancellor of the University of Nebraska Medical Center. In late 1972, Mr. Schripsema's title became Vice-Chancellor and Director of Health Services Administration (138). In 1974, Mr. Schripsema resigned to accept a position in Michigan (139). Following this, the Chancellor made two interim appointments. Mr. James Kingsbury was appointed Interim Hospital Administrator, and Mr. Thomas Smith was appointed Interim Director of Business and Finance (141). This marked the beginning of the separation of the two positions. This became complete in November, 1974, "...in response to a mandate from the Board of Regents" (144). Mr. Douglas Peters was recruited and appointed Hospital Administrator effective August 15, 1974 (149), and Mr. Thomas Smith was appointed Executive Director of Business and Financial Administration in November, 1974 (144).

Dr. Sparks resigned in September, 1976, to take a position with the Kellogg Foundation, and Dr. Harry McFadden, again, became Interim Chancellor. Dr. Neal Vanslow became Chancellor of the Medical Center in July, 1977. Mr. Peters resigned in late 1977 to accept a position in Detroit, Michigan, and Robert J. Baker became Director of the University of Nebraska Hospital effective November 1, 1977 (155). An important change in governance occurred during his administration which is covered in more detail in the section on Medical Staff. In September, 1979, the Board of Regents established a Board of Governors of the University of Nebraska Hospital and Clinic and the Nebraska Psychiatric Institute (156). The Regents' delegated to the Board of Governors the responsibility, "...to increase compliance with applicable Federal and State Laws and regulations and requirements of the Joint Commission on Accreditation of Hospitals and to take appropriate action in all matters involving the quality of patient care..." Subsequently, the Hospital Director worked more closely with the Board of Governors than he had previously with the Board of Regents. The Regents' retained control over budget and capital expenditures through the University, Chancellor, and Medical Center. The Board of
Governors consisted of nine members. Five were from the Medical Center: the Chancellor, the Directors of the University Hospital and the Nebraska Psychiatric Institute, the Dean of the College of Medicine and the Chief of the Medical Staff. There were four members from the community approved by the Board of Regents after receiving the recommendation of the President of the University and the Chancellor of the Medical Center. The first four members were: Sharon Marvin, George L. Mazinek, James R. Gibson Jr., all of Omaha, and Donald A. Treadway of Fullerton. Mr. Baker served until 1986 when he resigned to accept a position in Chicago, Illinois. Mr. Brent Stevenson became Hospital Director in May, 1987, having served as Interim Director since Mr. Baker’s departure. He resigned in 1989 to accept a position in San Francisco, California. Mr. C. Edward Schwartz, the present Hospital Director, was appointed effective January 1, 1990. Table 4 lists the administrators of the University of Nebraska Hospital from 1953 to the present.

**TABLE 4** Each of these men served as Administrator of University of Nebraska Hospital. Their titles changed throughout the years as noted in the text. Richard Schripsema was the first to serve as the actual Chief Executive.

Further changes in hospital administration occurred since Mr. Schwartz took over. In September, 1991, plans for an organizational restructure were announced following several months of review under the guidance of the firm FGI. Implementation under a ten member steering committee occurred over several months. The position of Hospital Director, now called Chief Executive Officer (CEO), was to be refocused so that the CEO would spend more time developing relationships with external groups and addressing issues of broad interest to the hospital. This called for the creation of a new position, a Chief Operating Officer (COO), to whom all hospital services would report, and the COO would report directly to the CEO. Donna Katen-Bahensky was named acting COO. Subsequently, the Board of Regents approved her appointment as the Chief Operating Officer of the University of Nebraska Hospital.
This chart shows the hospital's new organizational structure. The structure supports the customer focus of the hospital's strategic plan and the cultural changes needed to achieve its vision.
The new organization was to enable the hospital, "...to make the internal changes necessary to support its vision of satisfying customers through continually improving services." The Hospital wanted to become, "a patient focused organization" (197) and structure its clinical activity around service lines. The details of the organization can be seen in the organizational chart. Under the new structure all operational positions directly report to the Chief Operating Officer. The Chief Nursing Officer reports directly to the Chief Executive Officer. Because of the ongoing changes in health care, the administration will continue to evaluate and update the administrative structure.