

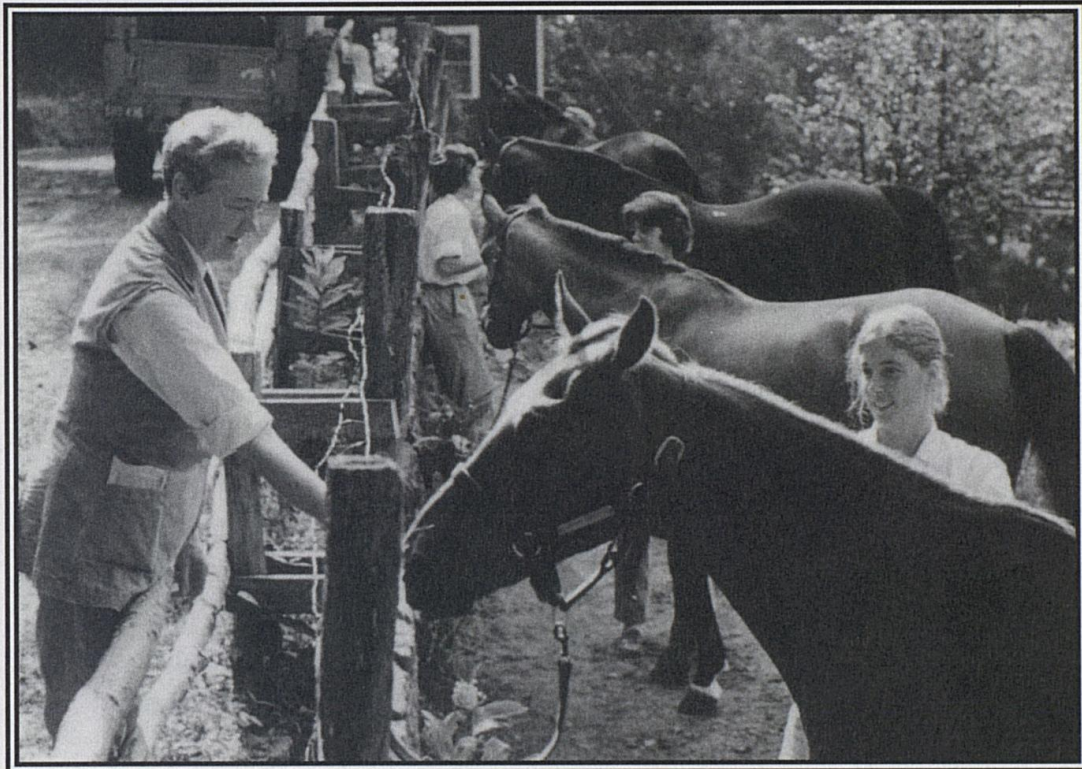
# FNS

## FRONTIER NURSING SERVICE

Volume 79

Number 3

Winter/March 2004





US ISSN 0016-2116

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Cover: Left - FNS Nurse Betty Lester talking to Couriers in front of  
Wendover Garden House (*photographer unknown*)

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### Frontier Nursing Service Quarterly Bulletin

Published at the end of each quarter by the Frontier Nursing Service  
Subscription Price \$5.00 a year for Donors/\$15.00 for Institutions

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Volume 79

Number 3

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Periodicals postage paid at Wendover, Kentucky 41775 and at additional mailing offices. POSTMASTER: Send address changes to FNS, Inc. 132 FNS Drive, Wendover, Kentucky. Copyright FNS/Inc. 2000 All Rights Reserved.



## The Journey

by *WW (Bill) Hall, Jr., President & CEO*

Our journey begins with a sense of excitement, real challenges and the ability to enjoy hard work. We have identified the objectives for this portion of our travels. The roadmap was provided by the Board of Governors following a year of strategic planning. The guidelines are as follows:



- \* Maintaining quality healthcare in the Leslie County area and improving the health of our neighbors.
- \* Establishing an independent college for advanced nursing practices.
- \* Re-focusing our development efforts across the organization and emphasizing the growth of our Foundation.
- \* Maintaining our historic sites with continued focus on Wendover while enhancing our Courier Program.

The energy for this journey is fueled by an eager and dedicated staff who respect a history of success and remain committed to fulfilling our dreams for the future.

I look forward with excitement to the challenges which lie ahead and thank our Board and staff for the privilege to work side by side with the finest in the country. We will change the lives of those we serve.



### **Introducing Stephen Palmer Brown, AAMS, RFC**

Stephen Palmer Brown, AAMS, RFC, has been appointed Executive Vice-President for Advancement for FNS, Inc.



A native of Lexington, KY, Mr. Brown comes to FNS after 23 years in the Financial Services Industry, working for such companies as Prudential Securities, BB&T and Fifth Third Bank. Although Mr. Brown's scope was broad based, he centered his technical skills on personal estate and gift planning. He is a Registered Financial Consultant (RFC) and an Accredited Asset Management Specialist (AAMS).

Mr. Brown attended Transylvania University in Lexington where he majored in History, as well as continuing education at the University of Kentucky in Business and Finance. He has furthered his education with Cannon Trust and Trust Graduate School at Boston University, Comprehensive Wealth Management School at Northwestern University and is currently enrolled with Kansas State University in their Certificate in Personal Financial Planning program.

Mr. Brown serves on the Board of Governors of Shriners Hospitals for Children and the Board of Directors of Scottish Rite Foundation for Childhood Language Disorders. He is also a member of the National Committee on Planned Giving.

Mr. Brown along with his wife, Susan, have two children, Hannah and Palmer. As a family, the Browns spend their time playing golf, horseback riding and hiking.



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## Wendover News

*by Barb Gibson, Assistant to CEO*

### *Guests*

During the months of December, January and February, Wendover hosted 18 overnight guests at our Bed & Breakfast Inn and served lunch/dinner to 159 additional guests. These were our slow months and we're expecting an increase beginning in March.

Since Mr. Hall joined us, he has invited several guests for dinner at the Big House. These included a dinner on February 17 with our neighbors up Camp Creek. In attendance were: JG & Juanetta Morgan who both worked here for many years and JG's grandparents, Jahugh and Belle Morgan, worked at Wendover for 18 years; Jim & Lillian Hayes who have been involved with Wendover for 69 years; Craig and Agnes Melton - Agnes was named after Agnes Lewis, Executive Secretary. Both Craig and Agnes worked at Wendover during summer months in their younger days; Lois Morgan - JG Morgan's sister; and Ruth Morgan who was Development Secretary for 18 years and typed Wide Neighborhoods, Mrs. Breckinridge's book, for two additional years. We had approximately 255 years of FNS service at this dinner! Other dinner guests included MBHC and local physicians; Mary Ethel Wooton, retired school teacher and part-time employee at the Leslie County PVA Office, and Rhonda Brashear with Hazard Community College. In an ongoing effort to keep the community abreast of FNS activities, Mr. Hall will continue these special dinners.

### *Maintenance Projects*

Work this winter included replacement of two drain pipes in Pig Alley. This turned out to be a bigger project than we expected when a huge truck ran over the newly placed drain pipe and also burst the city water lines. We are very thankful that Joey, Wendover Maintenance Foreman, can operate a backhoe. This saved us lots of money on labor. Thanks to The Stone Foundation for funds to complete another unexpected problem. See photo of Joey on next page.





*Joey Roberts, Maintenance Foreman, operating the backhoe - replacing drain pipes in Pig Alley*

Other work this winter included restoration of Garden House office floors. We purchased a used sander (thanks again to The Stone Foundation) and Joey and Ruben Feltner, Security Guard, worked long hours sanding and restoring the hardwood floors in all of the offices on the first floor. We are beginning spring projects which will include tree trimming and landscaping. We also have minor repairs to finish at the Upper Shelf.

#### *Christmas at the Clinics*

The Children's Christmas Parties at our rural healthcare clinics were very successful again this year. We distributed approximately 400 gifts and bags of candy and fruit. At each Center we had Christmas music playing with a table loaded with refreshments. AnnDraia Bales, Development Secretary, shared a wonderful hot chocolate recipe with us and the Wendover kitchen staff baked cookies. Joey Roberts, Maintenance Foreman at Wendover, played the part of Santa at the Clinics, and most of the kids liked him and sat in his lap for their toy. Josh Lewis, Security Guard, played Santa for the Wendover party.





*Tiheya Marcum, daughter of Gail Jo Marcum, Receptionist at the Kate Ireland Healthcare Center in Manchester, enjoys some punch with Santa*



*Debi Karsnitz, Certified Nurse Midwife, gives Santa her wish list*



This Christmas celebration has turned into one of enchantment of the staff and expectation for the children. Both look forward to the Christmas parties. It is a time of laughter, cheer and wonder. It is also a time of gratefulness on behalf of many parents who could not say "thank you" enough. We later learned that the gifts distributed at the parties were the only gifts that some children received. This made our efforts even more rewarding.

I would like to personally thank each one who has contributed to the Children's Christmas Toy Fund. Since October we have received 62 donations for the Fund. Thank you!

### *Tours*

*"Totty" Lawson, Tour Guide wrote the following report:*

The frosty months of winter tend to lighten our tour schedule but we can be assured spring is near with approximately 45 people already scheduled to tour in the coming weeks.

We are proud to be chosen as a part of the 15th anniversary edition of Blue Ridge Country magazine. The article narrates the life of our founder, Mrs. Mary Breckinridge. She speaks of Mrs. Breckinridge's adventures and obstacles facing her as she started the Frontier Nursing Service.

We were also pleased to be a part of the Kentucky magazine, the Lane Report. In their January issue, Katherine Tandy Brown writes a story of the dream and vision that Mrs. Breckinridge began in southeastern Appalachia. Also included is a picture of St. Christopher's Chapel which houses a lovely 15th century mosaic stained glass window given to Mrs. Breckinridge by her cousin Dr. Preston Pope Satterwhite.

If you haven't visited historical Wendover, we extend to you an invitation to come spend the night at our Bed & Breakfast Inn.



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**Mary Breckinridge Healthcare, Inc. News**

by *Mallie Noble, Administrator*

***Christmas Activities***

The month of December was quite busy. The Hospital was adorned in Christmas decorations as each department decorated and reflected on this special season. FNS and MBHC staff helped sponsor 85 children for Christmas, in conjunction with the Kentucky Commission for Children and the Department of Social Services.



The Home Health Department placed boxes throughout the Hospital for donations of personal care items for Home Health patients. Baskets were prepared for 15 families. A special thanks to the Home Health staff for their kindness and consideration to the patients whom we serve.

***Quorum (QHR)***

Mary Breckinridge Healthcare, Inc. entered into a Management Agreement with Quorum (QHR) during December. QHR provides management advisory services, implementation support, education and training programs, and consulting and related services to independent hospitals and health systems. QHR's experience and knowledge spans over two decades of healthcare storm, rainbow and prediction. Their clients number 300 hospitals across 43 states.

During the past two months QHR has performed a Charge Master Review, Professional Staff Development Plan, Business Office Review, and has placed an Interim Controller at the Hospital. Jeff Taylor, Interim Controller, and his wife, Barbara, are from Edmond, OK. The staff at MBHC are very pleased to have QHR on board.



### ***Cancer Coalition***

Staff at MBHC is working with the Cancer Coalition Board, a newly formed coalition that will benefit residents of Leslie County who suffer from this disease. The Coalition will focus on making the community aware of services available for cancer patients and of preventive measures.

### ***Bioterrorism Regional Meetings***

Important decisions are being made in the region regarding influx of patients and how to deal with bioterrorism. Our region, which consists of 11 counties, received a \$50,000 grant to be divided between all hospitals in the region. On February 20, another regional meeting will be held to decide how to allocate funds for the purchase of equipment to be used in the event of a bioterrorism attack. Kentucky has been a model for the rest of the nation in its ability to work with the Kentucky Hospital Association and the federal government to create a feasible plan which will meet the needs of our communities should we be faced with such a challenge.

### ***2003 Employee of the Year***

Mrs. Billie Woods, Housekeeping, was chosen as the 2003 Employee of the Year. Billie has been employed at MBHC for 13 years and has been an inspiration to everyone. Billie whistles as she works. Billie and her husband, Librum, reside at Big Valley in Leslie County. They have one son, Marvin, who lives in Michigan. Congratulations, Billie!

### ***Renovations***

The Maintenance Department gave the Emergency Room a new face lift by installation of new countertops and new paint. The soothing taupe color with a burgundy accent will be used throughout the Hospital.



*Katherine Leslie County Drug Awareness Council*

This Council works in conjunction with the Kentucky Drug and Dependency Agency with Kentucky River Community Care and meets the third Monday of every month in Leslie County. The Council has representation from the Mary Breckinridge Hospital and FNS clinics; Leslie County Board of Education; Kentucky and County Law Enforcement Agency; Leslie County Attorney; Leslie County Health Department; local physician offices; local churches; State Representative Tim Couch; and local community members. The Council is working on a project UNITE (Unlawful Narcotics Investigation, Treatment and Education). The Program is the result of a Federal grant obtained by United States Representative Hal Rogers.

*Travels*

On February 18, WW (Bill) Hall, President & CEO, and I attended the Kentucky Hospital Association Cumberland District Meeting. Topics included legislative updates such as provider tax, cigarette tax, medical liability insurance reform and retaining certificate of need.

*Other*

I would like to take this opportunity to thank Mr. John Samara and staff of Porter Memorial Hospital of Valparaiso, Indiana, for the donation of linens. This is the second time Mr. Samara has volunteered to bring MBHC much needed items. Thank you Mr. Samara and Porter Memorial Hospital for choosing MBHC for this project.



### **Frontier Nursing Clinics Update**

*by Dr. Julie Marfell, Executive Director*

Into the electronic age we go... In January, we received training on our new electronic practice management and patient records system. All of the clinics have begun using the system and most days are very pleased with the capabilities and ease of use. Our goal is to be completely paperless within 12 months of utilizing the new system. This is hard for any of us to imagine but so far so good.



Beech Fork Clinic is saying goodbye to one of our providers, Beverly "Bev" May. Bev has been working for FNS for the last nine years. She was offered the job of "her dreams", running four free clinics in Perry County. Bev will be greatly missed but we wish her all the best in her endeavors. She will be replaced by Katherine Lauderdale.



*Beverly May and Katherine Lauderdale*



Katherine "Kathy" Lauderdale is replacing Bev at Beech Fork Clinic. Kathy comes to us from Alabama and is a National Health Service Corps (NHSC) Scholar. She has been working at Beech Fork with Bev since last fall. Both Leslie and Clay Counties are designated as health professional shortage areas (HPSA) by the US Department of Health and Human Services. This designation allows health professionals to work in underserved areas and receive help with student loan repayment or, in the case of the scholars program, a time commitment to service in exchange for payment already made for their education by the NHSC.

**This photo was taken during a budget meeting**



*Left to right: Dr. Julie Marfell, Chair of Family Nursing; Heidi Froemke, FNP; Beverly May, FNP; Kathy Lauderdale, FNP; Lynn Wilkening, CNM; and Nathan Lee, FNS Vice-President of Finance (staff at Kate Ireland Healthcare Center not present)*



The staff at the Hyden Clinic and the Wasson Building located on the MBH campus will soon be under one roof with a new name for the clinic. The BOD approved the change in name to the FNS Dr. Anne Wasson Rural Healthcare Center. A dedication ceremony is scheduled for the morning of April 16, 2004. Plans for the rehab of the current clinic located in the hospital are underway. The move is tentatively scheduled for May 1, 2004.

The Kate Ireland Healthcare Center in Manchester continues to grow. In January they saw more patients than any of the other outpost clinics. Our pediatrician, Dr. Tan, is currently going to KIHC one morning every week to see children. National City Bank recently donated blankets for babies or small children to be distributed from the clinic.

Currently one of the FNP students, Laura Wetherelt, is completing some of her clinical time at the Community Health Center and Kate Ireland Healthcare Center. Laura is from Montana. She is one of several FNP students who have come to Kentucky to complete some of their clinical experiences with the nurse practitioners and midwives from the FSMFN faculty practice.

### WEBSITES

Frontier Nursing Service - [www.frontiernursing.org](http://www.frontiernursing.org)

FSMFN Community Based Nurse Midwifery Education Program (CNEP) - [www.midwives.org](http://www.midwives.org)

FSMFN Community Based Nurse Practitioner Program (CFNP)-  
[www.frontierfnp.org](http://www.frontierfnp.org)



## Frontier School of Midwifery and Family Nursing News

by Dr. Susan Stone, President & Dean

This is an exciting time as we continue to make the transition to a fully accredited, degree-granting graduate school. We started the action phase of our transition to a graduate school in the year 2000 with the adoption of a 5 year plan that included thirteen strategic goals. The progress that we have made towards meeting these goals is unprecedented. I have taken the opportunity in this report to document and share our progress related to each strategic goal.



### FSMFN Strategic Goals for 2000-2005

(Excerpts from the 2003 FSMFN President's Report)

#### *Design, implement, evaluate and improve the revised graduate curriculum*

In the year 2000, a major revision to the curriculum was completed. This was necessary to assure that the curriculum for the planned Master of Science in Nursing (MSN) degree met all of the criteria established for this degree by the Southern Association of Colleges and Schools (SACS), the American Association of Colleges of Nursing (AACN), the American College of Nurse-Midwives (ACNM), the National Organization of Nurse Practitioner Faculty (NONPF), and the National Certification Corporation for the Obstetric, Gynecologic, and Neonatal Nursing Specialties (NCC).

The programs currently meet all the criteria of these organizations. Additions to the curriculum included strengthening the women's health content for the Community-Based Family Nurse Practitioner Program (CFNP) and strengthening the primary care content for the Community-Based Nurse-Midwifery Education Program (CNEP). Two new courses were added to meet the needs of the MSN students for a background in theories and research. The new curriculum was implemented in the fall of 2000.



During 2001, 2002 and 2003 the curriculum committee has been in an ongoing process of evaluation of each course and the outcomes of the entire curriculum. Courses have been revised based on student/graduate feedback and student learning outcomes. In the year 2003, we graduated our first class of MSN students. Seventeen students graduated on October 18, 2003 with a Master of Science in Nursing degree. Evaluation of the curriculum is ongoing as outlined in the annual strategic plan. There are currently 39 students enrolled in the MSN program. Results on the National Certification Exam remain greater than 97% in each year since 2000. This is one indicator that the new curriculum is effective.

### *Achieve Licensure and Accreditation from Appropriate Organizations*

#### *Licensure*

In the year 2000 the FSMFN applied to the Kentucky Council on Post Secondary Education to include the Master of Science in Nursing degree in the areas of nurse-midwifery and family nurse-practitioner to our license. We received approval on October 17, 2000. We successfully added the Women Health Nurse Practitioner to our license on May 22, 2001.

#### *Institutional Accreditation*

During the year 2000, we actively began the process to achieve institutional accreditation through the Southern Association of Colleges and Schools (SACS). We attended a SACS orientation session in January of 1999 and again in January 2000. We attended our first annual SACS Meeting in Atlanta, Georgia in December 2000. We had much work to do in terms of the way our school was organized, the implementation of the new graduate curriculum and our institutional effectiveness process. In June 2001 we submitted our first application for Candidacy to SACS. In the fall of 2001, we received feedback from SACS and proceeded to rewrite our application. In February of 2002, we resubmitted our application. At the SACS annual meeting in December, 2002, we were notified that we had been approved for a candidacy site



visit. We submitted an updated application to our site visitors in February of 2003. We hosted six site visitors from SACS at our school on March 17-19, 2003. In June of 2003, we were notified that the Southern Association of Colleges and Schools had approved us as a Candidate. We were very proud and happy to have achieved this accomplishment, but we knew that there was much more to do.

We met with our SACS liaison in July of 2003 in Atlanta, Georgia to continue the path to full accreditation. We developed our leadership team and began the process of writing the SACS Compliance Document. We plan to complete and submit the Compliance Document of spring of 2004 and host a site visit in July 2004. Our goal is to achieve full accreditation from SACS in December 2004.

#### ***Program Accreditation***

In February of 2002, knowing that we would need the approval of the American College of Nurse-Midwives Division of Accreditation to offer the MSN program to the CNEP students, we applied for a change of status. We received a change of status from a certificate program to a Master of Science in Nursing program in February of 2002.

We are currently preparing for full reaccreditation by the ACNM, which is scheduled for fall of 2004. We are deep into the process of writing the self-study and preparing for the fall 2004 site visit.

We are also pursuing accreditation through the National League for Nursing Accreditation Commission. This is necessary to operate the CFNP track and provides overall validity to the MSN program. This process also requires a self-study and a site visit planned for fall of 2004.

Much has been accomplished and there is much more to do. Our goal is to achieve full accreditation by spring of 2005.



*Develop, evaluate and improve library resources*

In the year 2000, we realized that we needed to improve the quality of our library services in order to meet the needs of the graduate level program leading to the Master of Science in Nursing degree.

We started by hiring a fully qualified half-time Librarian. In addition, we contracted with the University of Kentucky Medical Library to provide us with expert consultation and support. We developed strategic planning goals for the library and proceeded to build a comprehensive on-line library that is available to our students on-site and off-site. We focused our on-site physical collection on primary care and midwifery resources that students would need only when on-site on the campus. We developed a plan that would provide adequate physical space and include a fully equipped computer lab that students could use during their on-site sessions.

With full support from our Board of Directors, we renovated Aunt Hattie's Barn and moved the library and computer lab into this space in 2003. We added a T1 line and wireless access cards so that students can use their laptops to access courses, the communication system, and library services from the Barn and from their dormitory rooms.

Today we have a full-time qualified Librarian and a comprehensive on-line library focused on primary care nursing and midwifery that is available to students anyplace and anytime. We have a fully equipped physical library that includes two computer access stations in the library and ten computer access stations in the computer lab on the second floor. There is a very active library committee that includes the librarian, faculty, students and web designer who continuously evaluate the current library resources to meet the needs of the FSMFN community.



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*Develop, evaluate and improve the use of technology to support teaching and learning*

In the year 2000, all courses were being developed in paper format and placed into paper modules and mailed to students. Although we used email and forums extensively, the courses themselves were not available over the web. We decided that all courses needed to be developed in web design format and placed on a user-friendly web site. The design team was recruited. A multimedia director was appointed and the process began.

Today all courses are available over the web site. In addition, these are supported by a rich interactive communication system. Every course has its own discussion forum. Faculty members use many different modalities in their teaching including verbal course introductions, on-line chats, power point presentations, mini tests, and games. Most assignments are received through email attachments allowing efficient turnaround time to students. News, calendars, and group activities are communicated electronically.

The web site/communication system has become a successful on-line community that exchanges over 2000 messages per day. All of these modalities are available to students, faculty and staff 24 hours per day, 7 days per week.

*Increase financial resources*

Increasing financial resources continues to be a challenge. We have been in a period of building the basic structure that will support a graduate school. This has also been a time of recession for our country. In spite of this, with the resources of the FSMFN NEED Fund, we have been able to maintain a healthy bottom line throughout this period of development. We are confident that full accreditation as a graduate school will result in increased enrollment and less dependence on Foundation funding.



### ***Improve student retention***

We had identified an increasing attrition rate as an area of concern in the year 2000. In 2001, the attrition rate hit an all time high of 22%. The faculty and staff came together to develop an action plan to address the issue. Students participated in the planning. The student advisor role was completely reorganized. Students activated the Mi Amiga (My Friend) student support system. Faculty was gradually moved from part-time positions to full-time positions, including responsibilities for student advising. Administration was reorganized to have a President and Dean and two Department Chairs. This provided more time to attend to the needs of our students.

A Faculty Mom program was started where each student has a faculty "Mom" that they could call. This was eventually replaced by having an assigned faculty advisor who had responsibility for one class of students. Each class was led by this advisor to participate regularly in their own forum. A part-time option was implemented. Above all, we worked very hard on having a culture of caring. The message was that faculty, administration and support staff are there to assist the students to be successful. They were encouraged to call anytime they felt discouraged or had a problem. The result was outstanding. The attrition rate fell rapidly. The attrition rate for 2003 is 6%.

### ***Establish a research agenda/Develop the faculty practice***

Establishing a research agenda has been a slow process. It has been clear from the beginning that there would be a focus on institutional effectiveness, clinical issues and educational issues.

In the year 2000, we did not have the resources necessary to do this. One necessary resource was an increased percentage of doctorally prepared faculty members. At the beginning of this process we had no doctorally prepared faculty. In 1999 we hired one, in 2000 we hired two, in 2001 we hired two and in 2002 we hired one. A faculty tuition assistance program was established. One



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faculty member started a doctoral program and finished in 2002. Five faculty members are currently enrolled in doctoral programs with one more planning enrollment in 2004. There are currently six full-time and one part-time doctorally prepared faculty members. We are now well prepared to do clinical research in the near future.

The next goal was to establish a faculty practice. We needed a place where we could demonstrate the effectiveness of nurse practitioner and nurse midwifery care. The obvious choice was the FNS rural healthcare clinics.

In 2002, FSMFN took over the management of the rural healthcare clinics clinical staff. Faculty members provide all clinical services. Any nurse practitioner or nurse midwife recruited to work in the clinics became an employee of the school and a member of the faculty practice. This provided the school with clinical faculty and provided Frontier Nursing Healthcare (FNH) with needed clinicians. It also established an optimum place to conduct clinical research on the effectiveness of nurse practitioner and nurse midwifery care.

In 2003, the FSMFN Chair of Family Nursing was appointed as the Executive Director of the Frontier Nursing Healthcare rural health clinics. A complete evaluation of electronic medical records systems resulted in the purchase of a new system. The electronic system provides medical record management, a billing system and data collection. This data collection function will provide health process and outcome data.

The combined actions of increasing the number of doctorally prepared faculty, establishing a clinical practice environment and implementing a system that will track data provides a solid base to move forward and do clinical research. We continue to move forward towards the goal of establishing a program of research at FSMFN.



*Continue new program development including development and implementation of the Women's Health Nurse Practitioner Program and the combined CNM-FNP program of study*

The FSMFN sought to establish a Women's Health Nurse Practitioner Program (WHNP). We obtained licensure from the Kentucky Council on Higher Education to operate a WHNP program in 2001. We received approval from the National Certification Corporation (the corporation that provides the national certifying exam for WHNP's) to have the CNEP graduates add one more clinical course to their curriculum and then be eligible to sit for the national WHNP exam. Nine students graduated with a WHNP certificate in 2003. We developed the curriculum for a separate WHNP track. We then decided it would be best to wait to implement such a program after we have received accreditation from SACS and NLNAC. It is important that nurse practitioners graduate from a fully accredited program. This goal will move forward to 2005.

We developed a program plan whereby students seeking both CNEP and CFNP could follow an efficient and effective path to meet their goals. This is not a separate track but is a program plan that allows the student to graduate as both a CNM and FNP. Upon graduation they will be able to sit for both national certification boards. One student completed this program plan in 2003 and two more are currently enrolled.

*Increase offerings in continuing education*

Using the revised and updated curriculum, we offered several courses that nurse midwives and nurse practitioners need in their practice as non-matriculated courses to practitioners that needed to update their knowledge base. These courses include Pharmacology, Physical Assessment and Primary Care I. An average of seven preceptors and/or alumni takes these courses each year. A new preceptor training course eligible for continuing education unit (CEU) credit is currently underway. We have just completed



a course that uses Power Point Slides with a talking person on each slide that preceptors can use to gain CEU credit. This course will be distributed to all current preceptors. Our preceptor introduction packet is currently being revised into a CEU format. The focus in 2004 will be the evaluation of these programs.

***Develop a comprehensive facilities management plan***

Each year for the past three years, we have revised and improved our facilities management plan. First, we started with an assessment of what FSMFN had and what was needed to provide a safe and satisfying environment for our students, faculty and staff. In 2001, a new fire alarm system was installed that covered all five buildings. In addition new fire escapes were installed at Haggin Dormitory and on the Morton Gill building. We devised fire escape routes and rules to prevent fires. The Facilities Manager developed a maintenance plan that included having our maintenance person do a safety check on all buildings prior to each residency period. We met with the fire marshal and requested yearly inspections. In 2002, renovation of an apartment on the second floor of Morton Gill provided a faculty meeting space and additional faculty sleeping quarters. In 2003, safety closures were installed on all doors and an automatic extinguisher stove hood was installed in the Haggin kitchen. We developed a maintenance plan that mapped out ten years of planned maintenance on the buildings. In March of 2003, there was a serious slip in the mountain behind Haggin Dormitory. The slip was repaired and to prevent this from happening again a new automatic draining, retaining wall was installed. In June of 2003, the major renovation of the Aunt Hattie's Barn described previously in this report was completed. Assessment of facilities was included in all student evaluations that involved a campus experience.

Now we are ready to develop a longer-range facilities plan using the knowledge that we have gained in the planning and evaluation process. We are now in a position to do planning for facilities rather than reacting to events.



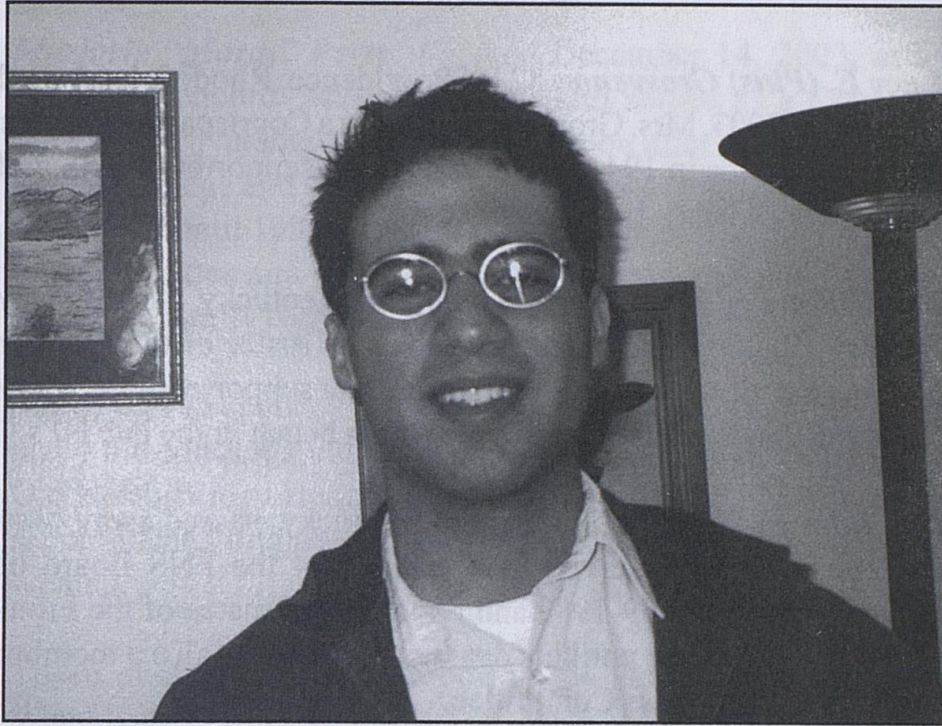
*Develop, implement, evaluate and improve a comprehensive plan for institutional effectiveness*

Over the past four years, we have learned much about institutional effectiveness. As evidenced in the 2003 and 2004 Strategic Plans it is essential to have measurable goals that relate to your mission. Without establishing goals it is difficult to accomplish what it is that you set out to do. It is like trying to take a trip with set goals but no direction or plan of how to get there. The mission statement was developed and adopted by the FSMFN Board of Directors in 2002. Every five years we develop five-year objectives assuring that they are directly related to our mission statement. At the beginning of each calendar year, using input from the FSMFN community, an annual strategic plan is developed. In this plan, we lay out the goals and objectives for the coming year. It is essential that goals be stated in measurable terms, that they are evaluated and that the information gained from analysis of the information be used to plan future programs and improvements.

In the year 2003, we hired a consultant to assist in the development of our comprehensive plan for institutional effectiveness. Dr. Jimmy Davis reviewed our planning process and then came to the FSMFN annual fall faculty meeting. He did a presentation of the faculty and staff regarding the meaning of institutional effectiveness. He then helped us to brainstorm our strengths and limitations in this area. He pointed out that although we did our evaluations (for example, course evaluations, student satisfaction surveys, faculty satisfaction surveys, Board of Director evaluations, Frontier Bound evaluations) there was not always documented evidence that we had used the results to improve processes. Oral history is insufficient; documented use of evaluation tools is required. The result was that we adopted a new format for our planning and evaluation process.

*For a complete version of the 2003 FSMFN President's Report go to <http://www.midwives.org> and click on the "What's New Link" or for a printed copy call Shelley Aldridge, Executive Assistant to the President & Dean at 859-253-3637, ext. 1*



**Courier Program News**

*Courier Zubin Daniel Soliemany*

Zubin Daniel Soliemany, San Luis Obispo, California, arrived at Wendover on January 5 and left February 20th. Zubin plans to be a teacher but wanted to experience healthcare also. While here, Zubin worked at the Adult Learning Center helping adults and teens get prepared for their GED. He also shadowed FNS providers and assisted with patient activities at the Hyden Manor Nursing Home. Zubin returns to Bennington College for classes February 23. During the week of February 16, Keith Hendershot, Courier last January, visited Wendover. Keith attends Bennington College in Vermont with Zubin.

We have already started receiving applications for early summer and expect to be quite busy! We have attended job fairs at schools in New Hampshire, Massachusetts and North Carolina and are in the process of upgrading our website. Visit it soon - [frontiernursing.org](http://frontiernursing.org).



### In Memoriam

**Lucy E. (Pitts) Grosvenor**, 82, of Providence, Rhode Island, died August 18, 2003. Mrs. Grosvenor served as a Courier at the Frontier Nursing Service in 1941. She was a strong supporter of FNS and an admirer of Mary Breckinridge.

**Mr. William (Bill) T. Young**, Lexington, Kentucky, passed away January 12, 2004. Mr. Young served as a Trustee of the Frontier Nursing Service since 1968 and was a great supporter of the Mary Breckinridge Hospital Fund Drive which began in the late 60's.

**Mr. John H. Kerr, Jr.**, Lexington, Kentucky, passed away May 31, 2003. Mr Kerr served as a member of the FNS Board of Governors from 1969-1983 and remained a Trustee of the Frontier Nursing Service until his death. Mr. Kerr was also a member of the FNS Bluegrass Committee.

**Nora Lee**, Kingsbridge Devon, passed away October 29, 2003. Nora was a sister of Molly Lee, FNS nurse-midwife. While visiting Molly in Hyden in 1965, Nora was injured in a jeep accident. The following are excerpts from a note written by Nora's sister, Molly:

"Ten years before her death she had a paralyzing stroke and suffered many complications over the years but overcame them with true Christian spirit. In England, Nora was a Girl Guide (Scout) Leader and was honored by the Frankfort Scouts as a Kentucky Colonel for her great courage in such sudden adversity. She continued to be a Girl Scout Guide, keeping the promise to "whistle and sing under all difficulties and smiling through to the end."

"Thank you to local and worldwide friends who supported us all those years ago. Your prayers, love and gifts have made a difference in our lives."

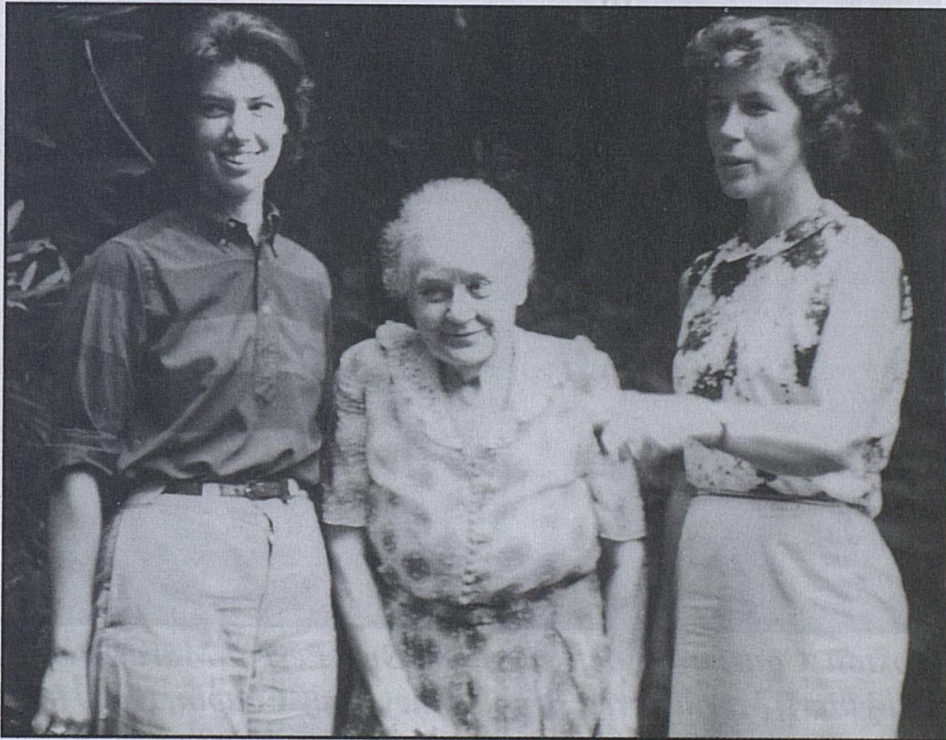


### In Memoriam - Continued

*Marjorie "Mardi" Perry*, 87, died December 14, 2003, at her home in Concord, Massachusetts. Mardi served as a Courier at the Frontier Nursing Service in 1938 soon after graduation from Vassar College and became a member of the Board of Governors from 1972 until 1989. Mardi was also a member of the FNS Boston Committee and the founder of the Frontier School of Midwifery & Family Nursing Mardi Perry Scholarship Fund.

Mardi was a supporter of environmental preservation. She organized the Musketaquid Pony Club and was a co-founder of the Old North Bridge Hounds Hunt Club in Concord. Mardi was an accomplished dog obedience trainer and an experienced horse-woman.

These photographs were found in the Garden House attic at Wendover.



*Left to right: Mardi Perry's daughter, Sue Perry, Mary Breckinridge and Mardi Perry*





*Boston Couriers - Left to right: Sue Perry (Mardi Perry's daughter), Mardi Perry, Bron Jenney, Amy Chapin, Holly (dog) and Martha Woodworth*



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 IN MEMORY OF

- |                               |                              |
|-------------------------------|------------------------------|
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- Madeline Tan, *Peditrician*
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**FNS, Inc.**

(the parent)

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### **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 Fund 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 life insurance - you may have life insurance made payable direct 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 the 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. John Foley, Treasurer  
Fifth Third Central Kentucky Trust  
250 West Main Street, Suite 100  
Lexington, KY 40507



## URGENT NEEDS

*FNS has an urgent need for the items listed below and hopes that its friends will wish to contribute toward their purchase. We sometimes receive more gifts for a particular item than needed. In those instances, your gift will be applied toward another need.*

### **Community Health Center:**

Mayostand (2)	202.00
Gooseneck Lamp (3)	475.53
Welch Allen Speculum Light (2)	330.00

### **Emergency Room:**

Doppler	600.00
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### **Hyden Clinic:**

Electronic Oral Thermometer (1)	250.00
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### **Kate Ireland Healthcare Center:**

Colposcope	7,582.50
Denver II Testing Kit	75.00

### **Lab:**

Antifatigue Floor Mats	543.66
Lab Coats (20)	350.00
Blood Bank Centrifuge	1,279.20

### **Medical/Surgical:**

Welch Allen Thermometer	315.32
Geometric Stacker for Swing Bed	45.00
Table Top Digital Baby Scale	280.00

### **Nursing Administration:**

Pediatric ALS Training Model	650.00
Pediatric Model Replacement Bones	50.00



## 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 and nurse-practitioners 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 educational programs for nurse-midwives and nurse-practitioners; 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 Incorporations  
of the Frontier Nursing Service.  
Article III as amended June 8, 1984