

Duke University Medical Center

DURHAM, NORTH CAROLINA

*Tilley
ChS - Proj + Prog
Program*

DEPARTMENT OF
COMMUNITY HEALTH SCIENCES

April 13, 1971

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MEMORANDUM TO: Dr. E. Harvey Estes
FROM: David Tilley
REFERENCE: Project Organization and Staff Responsibility

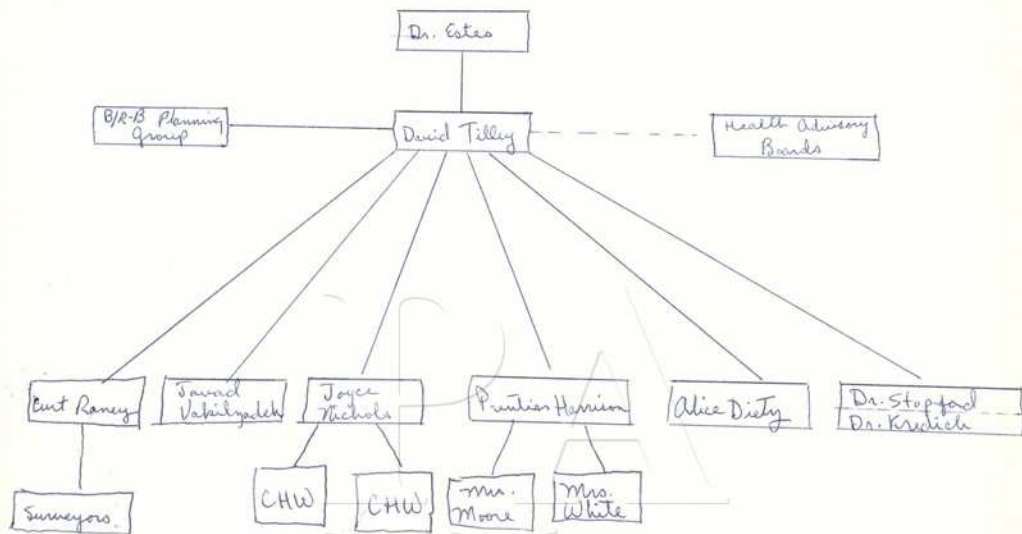
Attached is the statement of project organization and particulars regarding staff responsibility which you requested from me on April 9, 1971.

David H. Tilley
David H. Tilley

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ORGANIZATIONAL STRUCTURE OF BRAGTOWN/ROUGEMONT-BAHAMA PROJECT



This organizational tree should be effective regarding the authority to make project decisions not otherwise clearly delegated. Usual and formal information flow should take place along the lines, but this does not, of course, preclude direct communication among all staff members as is necessary. In order for us to progress in an orderly way from now on, it will be necessary for project staff to use, in a rigid and regular way, the information systems that have already been provided. It is my responsibility as project director to acquire information on all aspects of project activity. It is the responsibility of all project staff to provide information on request or through the established systems.

It is my responsibility to manage all aspects of project activity, and therefore to act as supervisor to all project staff as regards their project responsibilities.

Core Staff

Core staff is defined as the Physician's Assistant and the two Community Health Workers in each project area.

Physician's Assistant Responsibilities: The following general statement of responsibility is made in the brochure describing the project.

"The Physician's Assistant is the patient's contact with the medical staff. He will see patients during clinic hours or visit you in your home. Along with the Community Health Worker and you, he will aid you in setting up an appointment to see a Doctor, arranging for transportation, getting the necessary medicine or therapy and other special care the Doctor may order. The Physician's Assistant will continue to see you to make sure you are getting all the help you may need."

In order to carry out this mission which has been promised to the community, to carry out the stated mission of changing population attitudes and behavior regarding their health, to assist the residents in the acquisition of social and health related public services, and to carry out the stated research goals of the project is a "professional" assignment which is heavily dependent on the function of the Physician's Assistant and the Community Health Worker. As a professional task, it is not subject to 100% definition, but certain stated requirements can be placed on the performance of those in the core staff positions. Consistency is a critical factor in the delivery of good medical care and in terms of changing population behavior, as it is in any task. All staff members will be required to respond consistently regarding stated duties to the project. Consultative staff and core staff will be asked to attend promptly all appointed meetings and conferences or to give reasonable prior notice and reason for not attending to these matters. Core staff will be required to work within the time frame outline below:

Physician's Assistants

Physician's Assistants will begin each work day (except days when they have responsibility for covering the Employee Health Clinic in the a.m.) by arriving at my office (156 Picken's Building) no later than 8:30 a.m. If they are unable to work that day they will be required to provide notice and reason for absence or lateness to my office no later than 8:30 a.m. of the day in question. All leave and vacation will be handled in accordance with guidelines stated in the Duke University Personnel Handbook and in such amendments as have been issued. A brief verbal description of activities for the day should be given to me at the time of arrival. If, for any reason, I am not in the office or nearby at the time of arrival the Physician's Assistant should leave on my desk a brief (2 or 3 line) note, dated and initialed, indicating his planned activities and the locale of those activities.

Mr. Harrison will be required to open the clinic at Bluefield Community Center no later than 1:00 p.m., Monday through Friday except on vacations, holidays or days of formally approved leave. He will leave the clinic no earlier than 2:00 p.m. on such days. He will open the clinic at Dearborn Baptist Church no later than 2:30 p.m. on days described above except that, if at 2:15 p.m. he still has patients to see in Bluefield, he will call the Community Health Worker at Dearborn indicating that he will be late by reason of seeing patients and estimating the time of his arrival at that clinic. He will close the Dearborn Clinic no earlier than 3:15 p.m. Similar guidelines will apply to Mrs. Nichols when the clinics in Rougemont-Bahama are operational.

The work day for Physician's Assistants will end no earlier than 5:00 p.m. Each Physician's Assistant will provide a brief verbal or written informal report at that time regarding his activities and those of the Community Health Workers during the day. This will be in addition to the formal weekly

reporting systems already established. At this time the Physician's Assistant should report both progress and problems encountered in carrying out the days planned activities.

Community Health Workers

Unlike the Physician's Assistant, the Community Health Worker is paid a half time salary to work for the project. She can, therefore, be expected to spend no more than four hours per day, five days per week on project work. The nature of the task is such that only a portion of this time can be specifically accounted for. That time is as follows:

Mrs. White:

Mrs. White will be required to open the Bluefield Clinic at 12:50 p.m. each day Monday through Friday and to set up for operation as directed by Mr. Harrison. She will be required to attend and assist Mr. Harrison regarding clinic duties from his arrival at 1:00 p.m. until clinic closing time or until the last patient is seen and her assigned portion of the paperwork is completed. She will work under the direct supervision of Mr. Harrison and will be responsible to him for her activities at and relating to the clinic. Project work done by Mrs. White outside the stated guidelines will be revealed by Mr. Harrison's daily summaries and by the weekly reports. Problems encountered by Mrs. White in carrying out her responsibilities should be reported to me through Mr. Harrison, but this should not be taken to exclude direct contact with me at any time during working hours or otherwise when a pressing problem arises.

Mrs. Moore:

Mrs. Moore's responsibilities will be the same as Mrs. White's except that she will open and set up the Dearborn Clinic at 2:00 p.m. daily and close the clinic no earlier than 3:15 p.m.

A similar pattern will be put into effect when clinics are open in the Rougemont-Bahama area.

The purpose of the project directors office will be to directly manage project activities, to coordinate and support the efforts of all project staff, to monitor and report project progress to Dr. Estes, and to take responsibility for and follow-up on all policy and operational decisions regarding the project.

David H. Tilley
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