

## BOARD PRESIDENT -- T. N. CLINE

Dr. T. N. Cline's interests are as varied as the pictures which tastefully adorn the walls in his office. Photos of his children occupy positions of prominence. One is of son Bob, 17, flying (he has his private ticket), another is of Mike, 12, holding two lovable home-grown Golden Retriever puppies; there's a picture of his wife, Jean, and of Cathie, 19, and Jack who just turned 15. There are aerial views of Traverse City, and one picture of life-long friend, Robert Kucera, who was responsible for Dr. Cline's avid interest in aerial photography.

As a young man, Ted Cline and his brother, Warren, grew up in China, because of their father's employment as a General Secretary with the International YMCA. Part of the Clines' younger years were spent in northern Korea where they attended school run by the Mission Board. Children from British, American and White Russian families were their schoolmates. At one time, Ted Cline spoke Chinese fluently, but now claims he can't order dinner in the language he learned as a youth.

A strong desire, but limited finances, kept Ted Cline from entering medical school after his return to the States. Living in Ohio, he entered Hiram College, minus a high-school diploma. What should have been his senior year in high school was spent as a freshman in college, a fact he has reason to be proud of. The Second World War absorbed four years of his life, but military service taught him to fly and provided enough capital resources through the G. I. Bill to enable him to go to med school. After obtaining his M.D. degree from Western Reserve (now Case Western Reserve) in Cleveland, he served his internship and residency in surgery at University Hospital, also in Cleveland.

A love of water and an appetite for a smaller town brought Ted and Warren Cline to Michigan. Driving north from Ohio, they by-passed the larger cities and concentrated on smaller towns, inquiring at each one they liked whether there was a need for a surgeon and internist. Each town gave them a negative response. "Traverse City didn't indicate any need for us either, but we were as far north as we could get, the water was beautiful and Traverse City got a new surgeon and internist anyway," said Dr. Cline. Ted's wife, Jean, a pediatrician, and their family packed up their belongings, and T. C. got three new doctors in one fell swoop.

Many things, other than surgery, claim Ted Cline's energies, time and attention. He is now completing his fourth year as a member of the Traverse City-City Commission. But running a close second to his love for medicine is his love for flying, which he does at least once a week. Photair, Inc., an aerial photography firm, developed because of his penchant for soaring through the skies. About once a month, Ted Cline, leaves the runway at the Cherry Capitol Airport in a Cessna 180, climbs to and levels out at about 1,000 feet and begins taking photos for real estate developers, resorts, municipalities or industrial corporations. The single engine Cessna is equipped with a sliding door and a fuselage hatch to facilitate picture taking with one of three cameras; a Linhof 4 x 5, Koni-Omega 70 Millimeter and a Fairchild 5 x 7. A film library constitutes the rest of the physical equipment invested in Photair. Ted Cline became interested in aerial photography at the urging of Bob Kucera, an airborne map-maker. "I learned aerial photography the hard way-trial and error", Dr. Cline said "and I made all the mistakes." But now, because of Ted Cline's knowledge, he can and does save others hundreds of dollars and years of time in learning how to photograph from the air.

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Board President - T. N. Cline - cont'd

It doesn't take long to discover that the over-all concern in Dr. Cline's life is centered around Munson Medical Center. As the President of the Board, he has been able to channel that concern in the right direction at the right time. When asked if we have problems at Munson, Dr. Cline replied, "Of course we do, but we're not unique from any other hospital or institution undergoing change. Anytime, anyone goes through extensive physical and personnel changes, problems are bound to come up. But for what it's worth, we are actively trying to solve them."

"The Board of Trustees is ultimately responsible for everything in the hospital, although the Administration runs the hospital. As I see it, our (i.e., the Board's & Administration's) number one problem is to retain the human touch within the hospital... a greater rapport and sense of communication among all people at Munson. Ultimately, this will result in better patient care. Every employee needs and must have a sense of achievement and accomplishment when he leaves the hospital. Morale problems were serious, but the ball seems to be rolling in the right direction."

At both the Administrative and Board level - serious thought, effort and studies have been and are being made of working conditions, retirement programs, financial remunerations, morale and human relationship problems. "We were aware that there were many situations upsetting our personnel long before the Employee Questionnaire was conducted, but it documented the problems and gave people the opportunity to freely express themselves. We were very pleased with the time and effort that Munson people expended on the questionnaire. We appreciated their sincerity and, most of all, their loyalty. It was a kick off point for us, and I think we've gained some ground. Solutions to the problems won't all come overnight, but we're on the right track."

"Personnel are the backbone of any hospital, and we have some of the best at Munson; we'll strive to keep them and continue to make this the finest hospital possible."

Questioned as to what he foresees for Munson's future, Dr. Cline replied he thought our role would continue to be one of an area referral hospital. "Right now, the part that we will play as to teaching responsibilities at the medical-student level is uncertain. We will continue to train nurses and staff personnel as we have in the past."

Dr. Cline was asked if he expects further expansion of physical facilities at Munson. "We have almost completed updating supporting services within the hospital, but the time will come when we have to add more bed-space, and that will be relatively easy since the supporting services are already available. And perhaps it will be done somewhat differently - we've learned from our mistakes here too, although we can't make them in comparison to those I made with Photair. In Photair, there's just me, the plane and the camera. At the hospital we're dealing with many, many people."

Working with people is not only an occupation for Dr. Cline, but something he obviously enjoys and yet takes very seriously.

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