—Community Calendar—

Montessori Children's Spring Festival

The Montessori Society of Central Maryland, Inc. will hold its annual Children's Spring Festival on Saturday, May 11th from 11 a.m. to 4 p.m. at the Emerson Farm Children's House at Falls and Greenspring Valley Roads in Lutherville.

Admission is free. The festivities will include a magic act, children's games, surrey rides, ethnic foods, a flea market, mini-auction, flower and vegetable market packs, face painting and much more.

The Montessori Society is a non-profit organization established in 1962 and is dedicated to the education of young children.

— —

Summer Classes For Talented Young Students

The Johns Hopkins University's Center for the Advancement of Academically Talented Youth (CTY) will hold classes during the summer for academically talented first through sixth graders from June 25 through August 2.

Students can take up to two classes in arithmetic-pre-algebra, writing, science, and the classics. Each class will meet two times a week, Tuesdays and Fridays, for three hours. Students can expect two to four hours of homework for each class period. The classes will be divided into levels so students can learn the material at a pace suited for their intellectual development.

Each course also includes two workshops designed to improve students' studying habits.

Students will be tested in May on a nationally ranked, standardized test to determine eligibility for the classes. The deadline for registration has been extended to May 15. To request an application, call (301) 338-8427.

— —

Conference on Academically Talented Youth

An intensive training conference for school administrators, teachers, and parents of academically talented young people is offered this spring by the Johns Hopkins University School of Continuing Studies and the Center for the Advancement of Academically Talented Youth (CTY).

"Training Institute: The Johns Hopkins Model for identifying and Educating Academically Talented Youth" will be held May 20 to 23 at the Omni International Hotel in Baltimore.

Participants in the Institute learn to identify talented young people, to counsel highly able students and their families effectively, and to develop classroom management strategies that help individualize instruction.

In addition, an Advanced Training Institute will be held on May 24 and 25, for those who have participated in prior training conferences or who will complete the 1985 Training Institute.

Graduate credit is available for participation in one or both of the Institutes.

For additional information and a registration form, call (301) 338-8550.

— —

Pets on Wheels

Pets on Wheels, a program of the Baltimore City Commission on Aging, is looking for pet owners, who with their pets, can bring excitement and love to lonely and withdrawn nursing home residents. The next pet observation class will be held on Tuesday, May 21st at 7 p.m. at the Northwood Appold Methodist Church, located at Cold Spring Lane and Loch Raven Boulevard. For more information Call 396-1762.

— —

Women's Law Center Workshop on Separation

And Divorce Scheduled For May

The Women's Law Center will conduct a workshop on "Legal Problems in Separation and Divorce" on May 22, at 6 p.m. at Maryland New Directions, 12 East 25th Street. Katherine Thurlow, an attorney in private practice, will discuss current legal practices and domestic law for separation and divorce in Maryland.

The cost of the workshop is $8 for members of Maryland New Directions and $15 for non-members. Call Maryland New Directions for pre-registration at 889-6677.

— —

Agoraphobia Lecture

Dr. Steven Shearer will deliver a lecture entitled "Agoraphobia: the Fear of Fear" on Monday, May 13, at 7:30 P.M. in the Ford Building at The Sheppard and Enoch Pratt Hospital in Towson.

Dr. Shearer will be assisted by phobia therapist Donna Burns and recovered patients. A question and answer period will follow the lecture which is open to the public and free of charge.

For information call 823-8200, extension 3701.

— —

McDonogh School Alumni Reunion Weekend

The McDonogh School Alumni Reunion Weekend will take place June 14 & 15 on the school's campus. The festivities will include a dinner dance at the Hilton Inn, Pikesville on Friday evening, June 14. For further information, please call 363-0600 Ext. 240.

— —

Summer Program at St. Paul's School for Girls

Eight courses will be offered as part of the Summer Program at St. Paul's School for Girls. Courses being taught by the faculty include English, grammar, math and study skills. Computer classes in word processing and Basic programming will be taught by the Computer Science faculty and registration for these courses is open to both adults and students from fifth grade through high school.

In addition, ceramics and typing will be taught. The typing will focus on the beginner level and will be taught on Apple II computers.

The fees for participation range from $135.00 to $225.00, depending on the course selected, and the dates vary between June 13 - August 2. All classes are held on the school's campus in Brooklandville, and each is open to the public.

A sports camp, open to grades 6 through 12, will be held the weeks of July 1 - 5, July 8 - 12, and July 15 - 19. Included will be field hockey, lacrosse, tennis and basketball. The fee ranges from $75.00 to $90.00 per week depending upon sports selected.

For further information and a brochure, please call the school at (823-6323).

— —

A Montessori Summer

A six-week summer program is being offered at the Montessori Children's House at Falls and Greensping Valley Roads in Lutherville beginning June 17th.

Boys and girls between the ages of 18 months and 11 years may enroll for two to six weeks.

A number of different activities are offered: Summer Montessori (a Joyful Experience in Learning); Indian Village (An Arts and Crafts Study of the American Indian); Computer Discovery (Hands-on Approach - Apple lle); Science is Inquiring (Learning About our World); Summer Toddlers (Parent and Child Together); and Potpourri (Nature, Crafts, Games).

Before and After School Care is available.

For more information, observation appointment or enrollment application, please call 321-8555.

— —

Thrift Clothing Sale

Mercy Hospital's Auxiliary will hold its monthly thrift clothing clearance sale on Friday, May 17 from 8:30 a.m. to 3 p.m.

The event will be held on the ground floor of the hospital's Burk Building. All proceeds benefit the hospital.

Life Support Volunteer Program

Volunteers are being sought by the Baltimore City Commission on Aging and Retirement Education Life Support Program to visit nursing home residents. The purpose of the program is to improve the quality of life for residents by encouraging community involvement.

Following completion of a two hour training course, volunteers will be matched with residents who have similar interests. Volunteers will be asked to read, write letters, participate in recreational activities and take residents on trips, when feasible.

A training session is scheduled for Tuesday, May 14, 1985. Registration and further information may be obtained by contacting the commission on Aging at 396-1762.

— —

Helping Your Child Achieve in School

Is your child experiencing end of the school year slump? Terminal spring fever? There is still time for parents to help their children finish up the school year with better study habits.

Kayla Tollen's program on May 15, 1985 in the Howard County Central Library Meeting Room offers strategies for success in school work, tailored to individual children's needs. She will also suggest how to maintain learning over the summer and stimulate children's reading interests in recreational ways. The 7:30 p.m. evening program is free — please call to register at 997-800 X220 or X216.

ST. JAMES' EPISCOPAL CHURCH
LAFAYETTE SQUARE
The Clergy
The Rev. Donald O. Wilson, D.D., L.H.D., Rector
The Rev. Robert T. Ford, ED.D., Deacon
Mr. Maurice Murphy, Mus.D., Choirmaster-Organist
SUNDAY, MAY 12, 1985
8:00 A.M. Holy Communion
9:00 A.M. Family Service—Church School
11:00 A.M. Holy Eucharist Sermon
The public is cordially invited to attend.

(METROPOLITAN SPIRITUAL)
CORNERSTONE CHURCH OF CHRIST
4239 Park Heights Avenue
Baltimore, Maryland 21215
LOGAN KEARSE, D.D., LL.D., S.T.D., Founder and Pastor
and
INTERNATIONAL PRESIDENT, METROPOLITAN SPIRITUAL CHURCHES OF CHRIST
SUNDAY, MAY 12, 1985
10:50 a.m. ..... Morning Worship
Dr. Kearse, Preaching
7:30 p.m. ..... Evening Worship
10:05 p.m. - 11 p.m. - Broadcast Service over WITH, 123AM
"ALL THINGS ARE POSSIBLE TO THEM THAT BELIEVE"

Gillis Memorial Christian Community Church
4016 Park Heights Ave. Baltimore Md. 21215

Rev. Jackson Jr.
Anniversary Week 1985
Church Family — 110 years
Church — 38 years as Christian Community Church
REV. DR. J.C. JACKSON JR., Pastor
15 Years
GOD'S MESSENGERS FOR THE WEEK
Monday, May 13, 1985 — 7:30 P.M. — Rev. Robert Hunt, Pastor, Good Shepherd Baptist Church, Ushers, Choirs, Officers.
Tuesday, May 14, 1985 — 7:30 P.M. — Dr. Douglas Miles, Pastor, Brown Memorial Baptist Church, Ushers, Choirs, Officers.
Wednesday, May 15, 1985 — 7:30 P.M. — Bishop F. F. R. Williams, Pastor, Mt. Olive Free Will Baptist Church, Ushers, Mass Choir, Officers.
Thursday, May 16, 1985 — 7:30 P.M. — Bishop Monroe Saunders, Pastor, First United Church of Jesus Christ Apostolic, Ushers, First United Mass Youth Choir, Officers.
Friday, May 17, 1985 — 7:30 P.M. — Bishop Winfield Showell, Pastor, First Apostolic Faith Church, Ushers, Officers, And the Voices of Apostolic.
I know that we are grateful and spiritually excited that God has blessed us to celebrate another year in His great service.
The Anniversary Committee
Rev. Agnes M. Alston — Dea. Broadus Mattison — Sis. Janie Campbell Chairpersons

MORNING STAR BAPTIST CHURCH OF CHRIST
"The Witnessing Church"
1060 West Fayette Street
SUNDAY, MAY 12, 1985—MOTHER'S DAY
8:00 A.M. Prayer and Spiritual Healing Service
9:00 A.M. Church School
9:50 A.M. Church Community Hour
10:50 A.M. Morning Worship
MUSIC The Anthem "I sing the Mighty Poer of God" Arr. Lundberg
The Spiritual "On My Journey Home" Arr. Young
Mr. James R. Peterson, Director of Music
Preaching Rev. Delores McDaniel
Wednesday, May 15, 7:30 p.m. We worship with the New Fellowship Community Church
DR. SAMUEL RAY, Pastor

DOUGLAS MEMORIAL COMMUNITY CHURCH
Lafayette and Madison Aves.
"The People of the Way"
Dr. Marion Curtis Bascom, Minister
James S. Hammond, M. Music
Juanita Hall Davis Organist
Sunday, May 12, 1985
Preaching: 8:00 a.m. & 11:00 a.m.
Rev. Marion C. Bascom
MUSIC
8:00 Anthems
Praise Thou the Lord — Arr. Richard Warner
Little Innocent Lamb — Arr. Marshall Bartholomew
11:00 Anthems
Thou Wilt Keep Him — Samuel S. Wesley
Didn't My Lord Deliver Daniel — Arr. James Miller

Hiram Holy Grand Chapter
Holy Royal Arch Masons, PHA
State of Maryland
Presents a Concert by
The James Holliman Music Studio Orchestra
assisted by members of the Three Clefs Orchestra
Time: 3-6 P.M. June 2, 1985
Place: Willard W. Allen Masonic Temple
1301 Eutaw Place, Baltimore, MD
Donation: $5.00 at door or contact: Elmer Braxton (301) 383-9005, Benjamin Brown 787-0539 After 7:00 p.m.

WHY TAKE LESS THAN THE BEST CALL BONAPARTE
Flowers By Bonaparte
MRS. DOROTHY B. DIXON, Mgr.
EXCLUSIVE BUT NOT EXPENSIVE FLOWERS BY WIRE
ANYPLACE • ANYTIME
IF BUSY: 669-9794
STORE: 523-0864
1200 WEST NORTH AVENUE
BALTIMORE, MARYLAND 21217
"Mother's Day Specials Available"

ORDER EARLY FOR EASTER DELIVERY
Bachman Tailoring Co.
CHURCH APPAREL

• CHOIR ROBES
• PULPIT ROBES
• BLACK SUITS
CLERGY SHIRTS
We feature beautiful robes in all the newest styles. Now wonder fabrics of 100 percent dacron polyester — wide selection of colors.
WASHABLE DURABLE CREASE AND WRINKLE RESISTANT
Mail and Phone Orders Filled -EASY CREDIT-
223 W. SARATOGA ST. — SECOND FLOOR
BALTIMORE, MARYLAND
752-2187

—The doctors speak

Continued from page 1

completely disrupted by some one individual and wasting their time that they took away from the office, well that is not just a personal thing — that is a thing of this individual's livelihood.

You see — the hospital doesn't pay him for attending a meeting so when he comes there, he expects to have something accomplished. He doesn't expected to have a meeting harangued by one individual.

DR. FOUNTAIN — And you know that personalities certainly make a big difference in corporations and in businesses. So don't belittle that, I mean they can make difference between a corporation or business making it and not. It's very important when you're dealing with people.

People have been fired many times for their lack of ability to deal with their employees or people under them because they realize if those people don't feel like they can work with that individual — nothing is going to be accomplished.

Provident is not exempt from this. So when people say that sounds like a personality problem — it's really not.

I've fired probably four or more secretaries in my office because they had a lack of ability to deal with my patients. And when you have a lack of ability to deal with the people who service your institution, you're going to lose business and therefore your business is not going to make it.

So, you have to have that in place. It is not a little part of a business. We all know that. Provident is an example. The other thing, too, not only is it personality in regards to communication and making other things run smoothly, but that personality problem ran over into certain programs not being established, certaine peopl leaving because they could not work with Dr. Saunders and I could go on and on in that regards — in addition, having somehow making it into a personal issue on his part — Dr. Saunders — such that we were not able to get a Cat scanner in a timely fashion. All those things make a difference. So it is beyond personality — it gets into the acquisition of equipment, the establishment of certain programs, the ability to retain good people because of this personality problem that people call it. So it's beyond that.

DR. BROWN — I would take it even further and say, if you have a meeting in which you have 38 people out of 50 saying — this man's a problem.

DR. FOUNTAIN — Absolutely.

DR. BROWN — And only 5 people say, well, he's all right. You see — you're talking about 76 percent of the people are saying that this is a problem here, you see. You go to another meeting and you have 45 out of 50 and only three saying no.

When you ask should something be done about it, you have 47 people saying yes, something should be done about it and nobody dissenting. And even call for dissenters and they won't come forward, and you ask is anybody abstaining — and they say nobody's abstaining.

* * *

AFRO — That kinda puts you out on a limb.

DR. BROWN — Yes. I can't ignore this. You say it's personality but personality is what makes this whole thing go. When you're talking about a different personality of individuals who have gone to different schools and learned in different manners and thy have a problem of their own in running their own businesses — they can't be harrassed by one individual.

If I'm running a shop and 80 percent of the people are saying that somebody in there has to go — I wouldn't care if it was my mother — they would have to leave.

* * *

AFRO — All right. I just wanted to get that part on record and cleared up. Now let's get down to the business of this letter that you both received. Actually, the letter is saying you're fired and if you show up, we can take action and we just might do so, etc. What's your reaction to this letter and what do you plan to do about it?

DR. BROWN — Well, I'm glad in the second letter they said that you're removed rather than saying that you're fired. I'm not a hireling of a hospital. I never was.

The hospital has never in the 20 some years that I have been there paid me one cent for any work at all. I think that is something that speaks for itself. I have conducted clinics. I have done a number of things for the hospital, including laying down there on the hard table overnight while I conducted the emergency room functions over there and sewed up wounds down there at the old hospital.

And I've never gotten paid by them, so it would be absolutely wrong in my estimation for them to say that I've been fired. They didn't hire me so they don't fire me.

The next is, I was elected and I was elected by the medical staff — not by the board of trustees. I don't believe that when the medical staff elects an officer that this is a matter where they are electing somebody for the board to use as they will — I think that this individual becomes the medical staff's representative and if he is a servant at all he's a servant for the medical staff.

Any service that he does on the board is for the benefit of the medical staff, so far as reporting back to the medical staff is concerned. Not that he should become a quizly flunky of the board of trustees.

AFRO — Now what is the relationship between the medical staff as such which elects its officers, etc. How is it liaised with the hospital itself? I'm just trying to figure out if the medical staff hired you then technically they're the one that should fire you and yet the trustees are saying that you are fired — in essence is what it's saying. Is there some by-law or something of this nature that would address this problem?

DR. FOUNTAIN — That is the whole problem that we see with this letter, as it is presently written. The by-laws state that when a physician is removed from any staff status to a status less than what he is or she is presently serving, that they are due a fair hearing. That is stated by the by-laws.

We asked about this two weeks ago when we had a meeting with them and they categorically said that they would let us hear from them and when we hear from them—this is what we hear. So that they have violated our by-laws as well as theirs because these are written.

This is a written document that says if you remove a physician from a certain status they are due a fair hearing, which means a certain number of physicians as well as a certain number of persons from the board would serve on that committee to listen to whatever they deem cause for removing you from one status to the next. They have not given us that, so they've violated those by-laws.

* * *

AFRO — What happened the last time the two of you met with the board or board representatives?

DR. FOUNTAIN — I'll let Dr. Brown answer that because they certainly badgered him much more than they did me.

DR. BROWN — If you can picture a situation — you come to the meeting on time and you're told to wait, number one, then it becomes obvious that they are waiting for a quorum, if they can acquire one. When you come in and they call you later and tell you that you're not meeting with the bord, you're meeting with a special committee of the board.

To me, it appeared, and it's still quite clear to me, that this is done because they could not get a quorum for the meeting. And at that meeting it is stated that you are here to answer why the action of the board should not be taken or should not become final.

And you have to ask what was the action of the board and when was it taken because the letter you received did not say that an action had been taken, it said —

* * *

AFRO — But this is the second letter, in other words.

DR. FOUNTAIN — That's the second letter — that's the third letter actually.

* * *

AFRO — Third, well, all right — give me a synopsis — what happened in the first letter and second letter leading up to this one.

* * *

DR. BROWN — The first letter came from the corporation's special counsel, Mr. Falcon. He said, at that time, that the board had on April 11 considered and intended to take certain action against the doctors, which included removing them from office by first removing them active status... that we would not be removed from admitting patients to the hospital and that there was no question as to our professional capabilities.

I might add that letter arrived dated April 15. On April 15, it was reported to me that in either a chief's meeting or an executive team's meeting, Dr. Saunders made the statement that he did not wanted Dr. Fountain or myself to darken the door of the hospital again.

Around April 16, we received — the letter was dated April 16 — the letter stating that the answer that Dr. Fountain and I had given to them — they do not determine that we were asking for an interview, but they were assuming that's what it was for and we were to meet on April 25 for the purpose of talking with board.

Okay — this is two letters which came from Mr. Falcon. This time we have to assume that no action has been taken because we have gotten no letter from the board, signed by any officer of the board. We arrived at that meeting and we were told that we were there to answer questions as to why the actions of the board should not become final.

* * *

AFRO — Was this a full board meeting?

DR. BROWN — This was a meeting called a special committee of the board. At that meeting, the questions for approximately an hour and half were all asked by Mr. Falcon. The other members — the members of the board could have been elsewhere, so far as their input in the concern as if the counsel had completely gagged the board and it gave you a weird feeling as if you might sit in one of these things — council meetings that you would see in James Bond or something like that.

* * *

AFRO — Now, we're at this point — the letter has been received, 10 cents postage due — what is your next step? What are you going to do?

DR. BROWN — What am I going to do?

AFRO — The two of you.

DR. BROWN — No. 1, I've said for the daily press and I say for you now — the medical staff elected me their president for a term beginning July 1, 1984 and extending through June 30, 1986. During that period for as long as the staff wants me as their president, I'll be their president.

I have here a statement — in an item that was sent from Dr. Saunders, it is — AMA guideline for medical staff by-laws, rules and regulations and it says — responsibility for discipline is a third major function of the medical staff.

The medical staff establishes policies and mechanisms pertaining to corrective action. So the function of discipline of myself and Dr. Fountain as I can see it as intended by the AMA and the Joint Commission of Hospital Accreditation — lies with the medical staff.

It is my feeling that the board, if they were having problems with us, if they didn't feel like we were fulfilling our duties, they should have gone to the medical staff and so stated to the medical staff, and the medical staff should have then recommended actions to be taken.

DR. FOUNTAIN — That's correct. I ditto that. I certainly will step down when the medical staff deems it necessary for me to step down as I feel very strongly about that condition.

* * *

AFRO — All right, what you're telling me then is — if the medical staff tells you you cannot go into the hospital or whatever they tell you that's it.

DR. BROWN — Wait a minute now, the board of directors is responsible for the physical plant there...

DR. FOUNTAIN — So we didn't intend to go.

DR. BROWN — So if they say we cannot darken their door...

* * *

AFRO — So you do not intend to darken their door.

DR. FOUNTAIN — Absolutely not.

* * *

AFRO — Will the part of your staff or the organization who are in sympathy with your cause — are they going to fail to darken the door also?

DR. BROWN — No. I have advised them that they should not remove themselves from the hospital. They should not refuse to darken the door. They should continue to do the great job that they've been doing all along. They must be there to take votes and to do anything that staff needs to do within the hospital in my absence — we will have meetings.

The meetings will be outside of the hospital facility. If we cannot bring documents out that we need to conduct those meetings, we will so notify the board of trustees that we are working in the dark and that we will not handle that material, but we will continue to function as a staff.

* * *

AFRO — All right, now — the staff has been functioning — the staff also has been boycotting. Is the boycott still in effect?

DR. FOUNTAIN — I don't like the word boycott.

DR. BROWN — Boycott is your word.

DR. FOUNTAIN — I told you generally what we set out to do — that was to protect the right and to preserve the quality of medical care for our patients. That's very important because that's the summation that Mr. Falcon and the board have been using to try to put us off staff.

I think they have summarized it because they are now in economic hardship and I mean economic hardship.

They are now frustrated and they are trying to use Dr. Brown and myself as probable scapegoats for their lack of insight and forethought to this matter, and because of that they are trying to have anyone to blame except themselves. But it's obvious where the blame lies.

* * *

AFRO — Well, the point that I was making — boycott may be a terrible word — but there was a movement to withhold patients until certain changes were made.

DR. BROWN — This was an action of conscious. It was taken—

AFRO — Back in November. Is that still in effect?

DR. BROWN — It's still in effect. But I want the public to know that at no time has Dr. Fountain, myself of anyone that we know of, ever gone into that hospital and manhandled anybody or called anybody or carried a club in anyway, coerced anybody to remove their patient or not keep their patient in the hospital or not bring their patient there.

It has always been the individual's own conscience to decide whether or not he is going to comply with this.

DR. FOUNTAIN — Absolutely. Which totally nullifies that letter, I might add.

* * *

AFRO — Now that there is a return all property, documents, notes, correspondences, key, etc. etc. not later than today.

DR. FOUNTAIN — I don't own any, so perhaps that applies to Dr. Brown. But it doesn't apply to me.

DR. BROWN — I read this — I don't agree that documents that are in my possession are possessions of the hospital. My notes are not possessions of the hospital. I have returned my keys at approximately 12:30 today. I do not intend to enter the hospital grounds.

I read that to mean that I could not go there or if one of my patients were dying there. I read that to mean that a family wanted me there to see a patient, I could not go there.

I read that to mean that if Dr. Brown or Dr. Fountain were hit by an automobile, outside of Provident Hospital, if they were brought into the emergency room — somebody might slap some handcuffs on them, because they had come onto that property without the board's permission.

I do not know that anybody at any hospital would have sent out a letter with such a statement in it.

* * *

AFRO — Well it's a black eye. The whole thing is a black eye on the black community as I see it, because it is in the black community and a black hospital — the focus is more intense here than it would be perhaps in some other places.

I have heard people talk about what happened to the hospital in Kansas City. I understand they had some problems at a hospital in St. Louis and things of these nature and the end result was those hospitals were closed.

I'm wondering whether down the road you can see, especially with the financial problems that are surfacing — with the hospital having filed Chapter 11 bankruptcy etc. — that danger for Baltimore?

DR. FOUNTAIN — Well you see, that's the whole point that we made to the board before all of this occurred. We are not responsible for the financial stability of that institution. We are responsible for our patients and to make sure that we deliver quality medical care.

So to put us in the position of asking us what's going to happen now that this has occurred should have been the insight of the board before all of this occurred.

They should have known that if you send out and alienate your quality, high admitting positions that economically you will suffer.

They should have known that this was a possibility. If you're asking me if I think the institution should be closd — I do not agree.

I think the management should be changed. I think that Dr. Oakley Saunders should be fired.

* * *

AFRO — No, I don't ask whether or not the institution should be closed. I'm asking do you feel that its in danger of being closed?

DR. FOUNTAIN — Yes I do.

DR. BROWN — I can't make that assessment. Number one reason being, the administration and the board have done everything they can to keep from me any infomation that would indicate what straits the hospital is in.

I think this was mainly to keep me from knowing whether or not the action of conscience was effective or not. We have been told over and over agin and it's on tape from many programs in which Dr. Saunders has appeared — that we have had no impact.

Even when he appeared in the AFRO a couple of weeks ago — it was just a few dissident doctors and they really don't have any impact. We can't feel that we even really know whether or not the hospital is in danger of closing.

We just heard that there's a meeting on Saturday at which one of the board members disagreed with two other medical people who were there. When those people said let the hospital have the problems — and they said they don't have a problem. We don't have a problem.

It's really difficult for us to know — have we been told by other people on the outside — Yes, we've been told a number of times that the hospital has a lot of problems, financially. I can't understand how you would really file for Chapter 11 if there is no problem.

But so far as our own personal knowledge is concerned, this information has been kept away from us and some of the people that have ventured to tell me about the straits of the hospital, have since disappeared from the rolls of the hospital. I think that the hospital is in trouble. But it's in trouble because of its system.

* * *

AFRO — Now the last two members of the board — Alice Pinderhughes and John Murphy, III have resigned from the board which leaves the Oakley Saunders supporters intact in charge. Does that put the hospital's track towards recovery or extinction, as you can see?

DR. BROWN — I think the answer to that lies in whether or not these people can put some patients in the hospital.

DR. FOUNTAIN — I think even beyond that — considering what we know about these people from their statements and from their actions on certain issues in the past, certainly it will not be a progressive thinking team.

In other words, the kind of team that the hospital obviously needs now to bring it out of its financial problems.

I was just called this morning by an attorney who will be over a special committee of the creditors for the hospital who have foreclosed loans, who are going to form a special committee, which will have a lawyer at the head of this special committee, to determine what should be done about Provident Hospital issues.

So it's in trouble — it's no doubt about that financially and otherwise — it's in trouble. So I think that because we know how these people have thought in the past, it is unlikely that they will have new ideas and especially the kind of ideas that will bring the hospital and the kind of exertise that will bring the hospital out of its present financial problems.

In addition, Provident has not attracted good, competent physicians in the past for the reasons — all the reasons that we've mentioned.

Without having good, competent physicians in your hospital who can bring paying patients, who can pay the bills, it cannot financially ever hope to recover. And I think that's where it is.

It cannot attract people because it does not have a good

Continued on page 22

May 2, 1985
OFFICE OF THE PRESIDENT
Ernest O. Brown, M.D.
Baltimore, Maryland 21216
Dear Dr. Brown:

The purpose of this letter is to inform you that you have been removed as President of the medical staff of Provident Hospital and as a member of the medical staff of Provident Hospital, effective immediately.

The background to this decision by the Board of Trustees is as follows:

Since November, 1984, you have been engaged, along with others, in a boycott of Provident Hospital. You have publicly encouraged members of the public not to use Provident Hospital; you have also conspired with other doctors not to admit patients; and you have privately and publicly discouraged other doctors, by various means, from admitting patients. In addition, as President of the medical staff, you have ignored your administrative duties set forth in the by-laws. You have not attended Board of Trustees meetings. You have not assured the proper functioning of the committees which are essential to the operation of this hospital, such as the Medical Executive Committee, Quality Assurance, Risk Management and Infection Control.

In addition, you have refused to meet with the Board of Trustees for the purpose of attempting to resolve the differences between you and the administration of the Hospital. Aside from numerous informal requests to sit down and discuss your differences with the hospital administration, you have ignored formal offers of discussion, reconciliation or mediation. When a formal offer to mediate the dispute was made to you on March 11, 1985, you refused to engage inthat process to attempt to resolve these differences amicably. Since November, 1984, moreover, you have made private and public statements, and held press conferences, in which you have made it clear that you have no intention of cooperating with the present administration for the purpose of saving Provident Hospital.

On April 15, 1985, you were informed of the Board's intention to remove you and you were asked if you desired an interview. On April 16, 1985, you replied but did not ask for an interview. On April 18, 1985, you were nevertheless offered an interview which was to be held on April 25, 1985. During that interview, you presented no evidence which suggested that the Board's decision to remove you was incorrect. In fact, you admitted your support of the boycott or "action of conscience" (as you euphemistically denoted it). You also indicated that there was no hope, and you did not make any offer, of any reconciliation.

Thus, you have refused to discuss this matter with the Board; you refused to engage in any negotiations or mediation; your actions have created grave economic damage to the Hospital; you have acted totally inconsistent with the fiduciary obligations you owe the Hospital. There is no prospect for resolution since you refuse to discuss any reconciliation of the matter; indeed, as late as May 2, 1985, you indicated, through your attorney, that you will not even consider any offer of reconciliation. Under these circumstances, and despite the Board's reluctance and sorrow at the necessity of doing so, the board believes it has no alternative but to take the action set forth herein. To do any less, and watch the institution be crippled, would be inconsistent with the Board's duty.

Inasmuch as you are no longer a member of the medical staff, please return all hospital property, documents, notes and correspondence, including all keys, to Ms. Fisher, immediately, but, in no event, not later than May 8, 1985. Any further presence on hospital grounds by you, except with the prior permission of the Board, will be considered a trespass and dealt with accordingly.

Sincerely yours,
William H. Murphy, Sr.
Chairman of the Board

210la
cc: Board of Trustees