Published monthly for employees, their families and friends by:
BLUE CROSS OF FLORIDA, INC.
BLUE SHIELD OF FLORIDA, INC.
532 Riverside Avenue
Jacksonville 3, Florida
Phone: Elgin 5-5411

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NEWS OF THE BLUES

The newly initiated members of the 5 Year Club are from left to right, front row, Emily Tillman, Mabel Fleming, Martha Harvey, Betty White, Joe DeVane, and Louise Perkins. Second row are Clarence Bolin, Veneta Bate, Alice Phelps, Ruby Bells, St. Petersburg. Emily Pfaff, Pensacola, Ilene Glasson, Miami and Don Hagaman, Miami. Back row, left to right are Jimmy Hopper, Joe Stansell, Jimmy Williams, Chuck Smith, John L. Bentley and Arnold Swannick.

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The home office became the scene of festivities on April 2nd when 74 field and home office Blue Cross-Blue Shield employees got together for the annual meeting of the 5 Year Club and 10 Year Club. The highly anticipated affair started off with the social hour at 5:30 P.M., with a special welcome extended to Mattie Godwin and Jack Baker who are recovering from hip injuries. Mr. Schroder surprised everyone by crowning Mattie and Jack the King and Queen of the Broken Hip Club ... complete with crowns and scepters!

The banquet was held in the Coffee Shop which had been all spruced up with lovely floral centerpieces adorning the U-shaped table arrangement. Following the blessing given by Mel Sneed, Tom Stallworth, President of the 5 Year Club, introduced the former presidents and presented each one with a gilded key which was inscribed with name and year of presidency.

After the delicious dinner, which included shrimp cocktail and fillet mignon, Mr. Schroder introduced the 14 members of the 10 Year Club and the one new member for this year, Charlie Webb. (Continued on next page)
The members who were initiated into the 5 Year Club last year took over the initiation of this year's 20 new members. Everything about this phase of the meeting traditionally remains a secret, so we feel privileged to have a peek at one of the initiation pictures shown here. Members of the Initiation Steering Committee were Ray Hendricks, chairman, Evelyn Reynolds and Dot Rivers.

Nominations for officers for 1959-'60 were submitted by the Nominating Committee composed of C.O. Langston, chairman, Gen Hentz and John Brothers. Elected by unanimous vote were Sara Sloterbeck, President and Cecil Rivers, Secretary.

Members of the Planning Committee who put much effort into coordinating the details of the meeting were Tom Stallworth, chairman and the President of the club, Evelyn Evans, Secretary, and the committee members, Marion Fisher and Charlie Webb.

Who ever thought that one day a group would tour our Blue Cross-Blue Shield building to see not the layout of various departments and internal operations, but the construction of the building itself? That's exactly what happened on Mar. 12th when 14 students and 2 instructors from the University of Florida arrived on the scene to look at the plaster, composition of the floors, etc., in the new building. The group was from the Department of Building Construction, who are taking a course in steel frame construction in the College of Architecture and Fine Arts.

Why all the interest in our building? The objective of the class is to estimate the cost of construction of our building with the actual cost. Last fall the blue prints and specifications were obtained from the architect who designed the new building. After studying the construction and materials used, the class proposed a field trip to see how the blue prints and materials worked out in the actual building.

Pointing out the areas of construction that were to be closely observed was the class instructor, Professor Harry I. Reynolds.

Another instructor, James O. Stakesy, who taught the group materials last year, called to the attention of the class the effectiveness of the materials used in the building. Of particular interest was the fact that we have a two story building on a ten story foundation. From previous study of the blue prints, the class knew that the foundation was so constructed in order to support additional floors to be added in the future. And in view of future construction, the group even included a tour of the roof.
LOST:
57 pounds in the vicinity of the Miami office

One of the recurring fads in the Miami office has been dieting. The latest contest was by far the grandest of all sessions. This was the "brain child" of John Brothers who set forth the rules by which all contestants had to abide.

An entrance fee of $5.00 was paid in advance by each contestant to the Trustee, Ilene Gladson. On Feb. 4th, each contestant weighed in and a record was kept by Weight Record Keeping Chairman, Ilene. No reducing pills or remedies of any kind were permissible.

After one month of seeing only black coffee, unflavored gelatin and salads around the office, the day of the final weighing arrived. Contestants were weighed on the same scales wearing the same type of clothing. This was an exciting moment because anyone with a weight reduction of ten pounds or more was to be eligible to share in the winning of the pool.

This is Ilene’s record of pounds lost and weight of each contestant after the contest.

<table>
<thead>
<tr>
<th>Name</th>
<th>Weight</th>
<th>Lost</th>
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<tbody>
<tr>
<td>Linda Holland</td>
<td>122</td>
<td>4½</td>
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<tr>
<td>Frances Welch</td>
<td>115</td>
<td>6</td>
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<td>Doyal Pinkard</td>
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<td>Don Huguenot</td>
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<td>John Brothers</td>
<td>184</td>
<td>12½</td>
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<tr>
<td>Jim Hughes</td>
<td>175</td>
<td>11</td>
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</tbody>
</table>

Eligible to share the winnings were the four male contestants, however they really only got their money invested back because being the gentlemen that they are, they returned the $5.00 fees to Frances and Linda for a "good try."

HE'S CALLED "ERNIE"

ERNEST GIBSON

A man with the knowledge of doctors and a valuable background in "doctorology," these are the forerunners of a long list of qualifications which must have crowded "Ernie’s" job application.

March 16th was the date "Ernie" moved one short block down Riverside Avenue. He left behind his old stand at the Florida Medical Association state headquarters to claim Blue Cross-Blue Shield as place of employment.

Because of his past experiences with doctors and his ability to communicate to the medical profession, it was easy to decide to place this gentleman’s application in the permanent employee folder.

In many ways, "Ernie’s" presence exemplifies our growing status. More doctors on our Participating Physicians list, more hospitals, and more Physicians and Hospital Relations men calling on these growing publics. All these factors create the need for a constant guard that our communications be strong. Thus our welcome to Ernest Gibson.

"Ernie," received his A.B. degree in chemistry and biology from Cedarville College in Ohio. He also has a masters degree in bacteriology from Ohio State University. His past experience lies in such fields as teaching in both a college and public schools, research and development, control chemist, and the Naval Reserves from which he was released to inactive duty with the rank of Lieutenant Commander.

A current instructor in the Naval Reserve Officers School in Jacksonville, "Ernie's" hobbies include creative writing, playing the piano and golf.

"Ernie" is a native of Smiths Ferry, Pa. and has been a resident of Florida since 1947. He and his wife Mary have two children, Ronald, a theology student at Jacksonville University and Marsha Ann, their seventeen year old daughter.
PSYCHOLOGY OF A DOCTOR BILL

A. On the day we enter the hospital, we say, "I'm the sickest man in the world."
B. The date of the operation, we think, "Hope I'll live through it."
C. As we recover from the operation, "So far, so good."
D. Stitches removed, "Not so bad."
E. Bathroom privileges, "Ain't nature grand."
F. Out of bed, "I'm lucky. What a doctor." (This is the psychological moment for the doctor to render his bill.)
G. Alcohol permitted, "It certainly is great to be alive."
H. Allowed to go home, "I guess I wasn't as sick as I thought."
I. One week after, we think about our bill... "I certainly got trimmed for that."
J. One month later, and bill unpaid.... "Let him wait. He has plenty."
K. Three months after, "I don't think I needed the operation."
L. Kindly remit, "Swindler! Faker!"
M. Payment demanded, "I'll tell the world what a crook he is."

BC-BS Responds to Cancer Crusade

H. A. Schroder, Executive Director, officially launched the Cancer Crusade at Blue Cross-Blue Shield on Mar. 31st. Mr. Schroder explained that 30 cents of every dollar contributed goes for research and the remaining amount goes to the local Cancer Society for distribution throughout Duval County. After urging everyone to make a contribution on the following day, Mr. Schroder introduced the film, "Never Alone!", which pointed out the valuable ways in which contributions of time and money actually benefit cancer patients.

The next day, the collection jar in the Coffee Shop proved to be very popular during coffee breaks and lunch. When the money was counted, we found that we were over last year's total with $116.50.

Five Blue Cross-Blue Shield volunteer workers attended the kick-off breakfast of the Cancer Crusade and made calls on prospects for contributions in Jacksonville. These volunteers were J. W. Herbert, Dave Mancini, Jimmy Williams, "Ernie" Gibson and Joe McGurrin.

Herberts Hold Open House

While other people were showing off their Easter bonnets on Easter Sunday, the J. W. Herberts were welcoming some of their friends from Blue Cross-Blue Shield to their open house.

The Herberts new home is located at just off the old St. Augustine Road. The 2600 square feet of floor space, along with Mrs. Herbert's talent for combining and repeating colors, provide a spacious setting for comfort and gracious living.

Briefly describing the house, let's start with the aqua kitchen that features every convenience, including a builtin oven and surface cooking unit. The aqua tones are repeated and combined with pink in the dining room wallpaper. Harmonizing with these colors are the rose-beige walls, draperies and wall to wall carpeting in the living room. From there, the eye follows the carpeting that extends throughout the hall connecting the bedrooms...the hall is so wide that at first it appears to be another living area.

The many friends of the Herberts who called on Easter Sunday also admired the three large bedrooms and den which provide plenty of privacy for the Herberts and their five children.

A successful man is one who has formed the habit of doing things that failures can't be bothered doing.
the coffee pot that never gets empty

According to the experts who analyze working conditions and occupations, coffee breaks are a boost to work output and efficiency. Blue Cross-Blue Shield has gone a step further than providing us with two coffee breaks each day...they even foot the bill for the coffee, hot chocolate, cocoa and hot tea! As one of our retired employees, Edward Bolen, pointed out, "The price is right!"

Everyone enjoys a cup of coffee, especially when it's free. Here Frances Story, Enrollement Dept., takes her turn at the coffee machine.

Especially since coffee and cocoa have gone up in price from a nickel to a dime, all of us realize the amount we save on these two beverages alone.

Without this fringe benefit, how much would each of us average to spend each year for just coffee? An average of two cups a day at ten cents per cup would add up to 104 cups or $5.20.

Add one coke per day at ten cents each. That amounts to $26.00, for a total of $78.00 for cokes and coffee each year.

Now let's compare the amount we save to the actual cost to the company. Using the average monthly cost and multiplying it by twelve, the total amount spent for coffee, hot chocolate, hot tea and cocoa in approximately $11,361.84 each year, which is an average of about $40.83 cents per person. (For 278 home office employees).

The quantity of coffee and hot chocolate enjoyed is about 104,520 cups per year or an average of 376 cups per person. (Pretty big coffee fiends, aren't we?) The number of cups multiplied by eight cents each figures out to about $9,161.60 or about $33.00 per person.

The average number of cokes consumed each year is about 63,360 or about 196 cokes per person. Figured at 4 cents each this amounts to $2,540.24, for an average per person of about $9.45.

Tea seems to be the least popular beverage, but even that adds up. About 7200 cups per year averages out to 26 cups per employee. At five cents each, the cost is $360.00 or about $1.30 for each employee.

So the next time we have a coffee break, if someone says, "Want another cup of coffee?" let's tell them, "Why not?"

ITEMS OF INTEREST

Records Department

Barbara Daniels enjoyed a week of sightseeing in New York City during March. Her comment was "the temperature was not so "hot.""

Maggie Godwin is on her way to recovering from a broken hip. To everyone's delight, she made an appearance at the 5 and 10 Year Club meeting on April 2nd. Hope you'll be back with us soon, Mrs. Godwin!

We have a new noise maker in the department, the Sorta. This machine sorts refill and billing cards in alphabetical order and eliminates many trips to IBM.

Non-Group Department

Have you seen Evelyn Reynolds' Easter bonnet? It's a Hardin original, designed and made by Evelyn's daughter Janie Hardin. Similar to a hat which Janie had seen in Atlanta priced at $55.00, it is made entirely of lilies of the valley and ribbon. Wouldn't be surprised to see the idea used by the many admirers at the office. Above we see Evelyn proudly showing it off.
IN MEMORY

Our Sincere Sympathy to Ruby Vile and her daughter, Mary Ann in the bereavement of Fred Vile who died on

Ruby is a 5 Year Club Member from the Records Department

Kitchen Capers

FROM THE OFFICE TO THE HOME

Who says modern cooking isn't as good as the old fashioned kind? Today you can take the shortest route in cooking and still turn out nutritious and appetizing meals. Just in case you need some convincing, we have proof in Nell Gardner's recipes for Easy Chocolate Frosting and Lemon Filling. Both are a snap to prepare and give any cake that fresh as a summer breeze flavor.

Some of the lucky tasters of Nell's fine cooking are the members of her department, IBM, her husband "Pappy" and her two children and four grandchildren. Any one of them will tell you that when Nell is in the kitchen, something good is in the making. Proof enough?

Neil Gardner

Easy Chocolate Frosting

Mix all ingredients together, adding lemon juice last. Cook until thick enough to spread on cake.

Neil Gardner

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Some babies take nine months to be born, but not this one. This one took two years and its proud papa, Blue Shield, tells us it’s going to be called the "Type A" contract. To carry the allegory a step further, we might just call Johnny Johnson, Claims Consultant, and Joe Stansell, Physician Relations, the gynecologists who played major roles in this baby’s pre-natal care.

And this pre-natal care was extensive too. When the Florida Medical Association organized a committee of seventeen doctors to study Blue Shield, their study revealed a point that we had been well aware of. This was simply that Blue Shield needed a new contract to help the public obtain more comprehensive coverage. This Committee of Seventeen reported to the House of Delegates of the Florida Medical Association their study and recommendation for a new contract. The House of Delegates approved the recommendation and the Blue Shield Board, as recommended, directed us to write a new contract.

This doesn’t mean that we sat right down with a thick scratch pad and created a contract. Joe Stansell supervised an extensive survey to all 3715 Participating Physicians, which was administered through their Committee of Seventeen, asking them to evaluate specific procedures and give us their direction in writing this contract. Through much concentrated effort, the results were put into contract form and presented for final approval at the annual meeting of the FMA one year from the date they recommended a new contract.

NEW MANUAL FOR DOCTORS
Simultaneously with the preparation of the new contract was the development of a new manual for the doctors’ secretaries to use in their handling of Blue Shield claims in the doctors’ offices. The manual is an extensive presentation on all phases of Blue Shield... our history, how we are chartered, the benefits we offer under our three Blue Shield contracts, and more generalized information which should help the doctors’ secretaries to better understand Blue Shield.

ABOUT THE NEW CONTRACT
In a limited space it is difficult to give the true story of the benefits offered in the new contract. In essence what the contract does is to give far greater percentage of the people of Florida the possibility of having their doctor bills paid in full by their Blue Shield. Previously only families earning $3600 or less had paid in full protection under Blue Shield. This new contract raises the income level to $5000 a year or less.

This holds for just about all doctor bills except maternity, diagnostic x-ray in the doctor’s office, and radium isotope therapy. Experience has proven to us that it is impossible for us to provide full payment for these benefits. If we did, we’d go broke, to state it simply.

MANY NEW ADDED BENEFITS
But probably the most impressive factor in the new contract is the many new added benefits. For example, the "A" contract pays benefits for consultations between physicians on a case. It also pays benefits for a surgical assistant when needed as well as for concurrent care of a patient who is being treated for two separate and unrelated conditions in one hospital stay. And more... it pays towards x-rays a subscriber has in the doctor’s office for diagnosing an illness.

The contract is being made available to preferred groups of 15 or more employees. Now, since we called those of us most instrumental in the pre-natal care gynecologists... let us call the field people who will see to our baby’s growth the pediatricians who will care for “our baby” now that it’s been launched... I mean born!
When Dale Carnegie wrote his book, "How to Win Friends and Influence People," he must have had someone like our Personality of the Month, in mind. For a list of reasons a mile long, Sue Coverdale is one of the most respected and best liked people in the Surgical Claims Dept.

A poet would describe Sue as a refined lady who possesses a dry wit and an unforgettable personality. We think of her as an all around gal who eats grapefruit for lunch, listens intently to everyone's problems, is easy going around the clock even when she has a migraine headache, wears a different decorative pin everyday and is willing to cooperate with anyone and anything.

Cooking is a talent and an adventure as well as a hobby for Sue. She's a master of the oldest and newest types of recipes and is very generous with samples, especially during holiday seasons. Her creativeness doesn't stop in the kitchen however, but carries right through to her yard full of beautiful camellias, pansies, roses, etc.

Sue, her sister "Dee" and their very dear friend Treva Chambers live in a cozy home in Jacksonville Beach which they bought after coming here from Erie, Pa. two years ago.

Sue has been processing Blue Shield claims for a year and a half. Her valuable background for this responsibility includes being a graduate RN from Childress' Hospital in Pittsburgh, and her experience as an industrial nurse, the superintendent of the Erie Infants' Home and Hospital and an orthopedic surgeon's nurse.

The first thing on Sue's busy weekend schedule is shopping for the coming week.
WHEN MICHIGAN BLUE CROSS LOOKS FOR ITS FIRST SUBSCRIBER, NATURALLY THEY FIND HIM IN FLORIDA

Picking a man on St. Patrick’s Day by the name of Houlihan to help commemorate the 20th anniversary of Michigan Blue Cross sounds like a public relations man’s trick. And it was! Michigan Public Relations Dept. brainstormed the idea that since John F. Houlihan was their very first subscriber in Michigan and since St. Patty’s Day was the anniversary date of their Plan, now twenty years old—they would publicize these two facts by having Mr. Houlihan present a baby bassinet to the hospital nearest him, wherever he might be located with the hope that newspapers in the Detroit area would pick up the news item on the United Press wire service and use it locally.

Mr. Houlihan was located in Hollywood, Florida and thus Memorial Hospital in Hollywood became the lucky receiver of the bassinet.

Below: As Mr. Houlihan makes the presentation of a baby bassinet to Memorial Hospital, he in turn is congratulated by the Mayor of Hollywood, Mr. E. L. McMorrough, for being Michigan’s first subscriber. Why the nurse? Because male readers like to look upon a pretty nurse looking on! It’s that simple.

IT’S ALL IN THE STATE OF MIND

If you think you are beaten, you are,
If you think you dare not, you don’t,
If you would like to win, but you think you can’t
It’s almost a cinch you won’t.

If you think you’ll lose, you’re lost
For out in the world you’ll find
Success begins with a fellow’s will -
It’s all in the state of mind.

Think big and your deeds will grow,
Think small and you’ll fall behind;
Think that you can, and you will -
For it’s all in the state of mind.

If you think you’re outclassed, you are,
You’ve got to think to rise,
You’ve got to be sure of yourself before
You can ever win a prize.

Life’s battles don’t always go
To the stronger or faster man,
For sooner or later the man who wins
Is the fellow who thinks he can.

- The Westerner

The above poem is a favorite of June Jones,
Hospital Claims Dept.

Sharing our own works - works of others

Have you ever wondered how your own writing would look in print? Whether it be a poem, a story or bits of philosophy, we’ll be happy to have your creative material for this do-it-yourself corner. Should you read something that you would like to share with all of us, we’ll be happy to have that too.
A SUBSCRIBER WRITES...

Daytona Beach, Fla.

Blue Cross and Blue Shield
532 Riverside Avenue
Jacksonville, Fla.

Dear Sirs,

This is a letter of thanks for the many things Blue Shield and Blue Cross has done for me.

I have been in the hospital many times in the last seven or eight years, and your organization has always been there.

September the 9th of 1958 I had a heart attack which caused me to be hospitalised for three weeks. I was greatly relieved to receive your report that payments had been made.

My husband is a totally disabled veteran, therefore our income is very small.

Blue Shield and Blue Cross has been a God's send to us. I consider it a privilege and an honor to belong to such a great organization. You can be sure I will never abuse this privilege.

I advise and preach Blue Shield and Blue Cross to all my friends.

From a grateful member.

Sincerely,

Cora A. Atkins
ITEMS OF INTEREST
(Continued from page 9)

Field News

A news flash from the Miami office revealed that Diane Timpone made her debut in the world on March 11th. The proud papa of 7 lb. 2 oz. Diane is Miami representative Bill Timpone.

A sports enthusiast, who is a typist in the Tallahassee office, is the young lady pictured above, Sandra Onstott. She's a graduate of Lee High in Jacksonville and is now a freshman in the Secretarial Science School at FSU.

Ft. Lauderdale reports that they haven't had anything as exciting as Mattie Godwin's accident, but they do have someone planning to go to the hospital in the near future. The Bill Traylor's are expecting their second addition shortly and to celebrate the event Bill and Tommie are planning to buy a new home.

Bob Fetter, the Ft. Lauderdale "Real Estate Agent", is planning to sell his home and move closer to town. Anyone wanting a good buy should see Bob for a "good deal."

Billing Department

Judith Doll has just bought a new home in Normandy...3 bedrooms and den.

Another new home owner is Geneva Rogers. Located in Center Park, it also is a big 3 bedroom size.

Alene Phelps' daughter, Linda went on a field trip with her Blue Bird troop to St. Augustine on March 30th.

Carol Euxun and Lillian Lee went deep sea fishing on the Winner III on Mar. 29th. Any luck, girls?

Wendie Fleming spent a few days of her vacation in Norman Park, Fla.

Transfer Department

Estta Touchton's eight year old daughter went fishing for the first time with her Daddy and came home with a six inch fish. Because Mr. Touchton didn't have any luck, her daughter boasted, "Mom, I'm a better fisherman than Daddy, aren't I?"

Mary Olah attended the wedding of her brother Joseph on March 19th. Congratulations to Mildred Brockett who was installed as an honorary officer of the White Shrine on March 21st. Amelia Kelly and Marilyn Davis attended the installation, which was open to the public, and the reception that followed at the Southside Masonic Temple.

(Continued on page 22)
ITEMS OF INTEREST

(Continued from page 20)

Telephone Information Dept.

Dot River's husband, Carl, has been making a name for himself in bowling circles! As a member of the Al Grider team, Carl rolled a sensational 1,263 six-game total on April 5th at the Bowlarama Lanes to win the 17th annual Eris Jones Sweepstakes. Four of Carl's games exceeded 200 and the last three totaled 725, making him the eighth man in the city to collect a 700 set this season. Congratulations, Carl!

Medical Department

A big "hip, hip hurray" to welcome Jim Pate back following his recent illness.

Hospital Claims Dept.

Walking down the aisle with her father is Pat Patrick, above. Pat and Charles Harger, to the left, were married on in the Holly Brook Baptist Church.

Glad to see Jerry Ludden, Dot Page, Ethel Gorman and Loretta Purcell back from their vacations. Jerry spent most of the week getting settled in her new home. Dot worked on her newly purchased land "down by the creek." Ethel visited with her folks in Ohio and Loretta paid a visit to her family in Canada.

Connie Contarisi has moved into a new apartment on Willow Branch Terrace....she also bought a houseful of new furniture. Sounds like you're going first class, Connie!

Ben and Ralph Faircloth recently moved into their new home in San Souci.

Jerry and Bobby Ludden were pleasantly surprised with a housewarming given by their intimate friends in their new home in Normandy.

We would like to welcome to our department two new employees, namely Chris Berto and....take a deep breath for this one...Isolina Restiua River Cardenas Lopez deVictoria Collazo deLane....translated in our lingo, that's Lee Lane!

It really looked like the Martians had landed on Easter Sunday! Hat designers went all out this year with creations from tall stove pipe effects to bird nests with the birds nestled within! We've been told that Connie Contarisi wore a conservative little thing of inverted straw with purple grapes hanging down one side and a bunch of bananas down the other!

School girls.....Russian Style

On the following pages is an article which we were fortunate to come up on through the International Council of Industrial Editors. This report is a new slant on life in Russia which has not appeared in previously circulated publications. We thought you would be interested in the writer's trip to Russia. The author is Director of Public Relations and Advertising at Boeing Airplane Company and recently toured Russia with other industrial editors. With his permission, we are using part of the report in this issue and the remaining portion in the May issue.
OUR RED RIVALS
By HAROLD MANSFIELD
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Y ou enter Moscow with misgivings. The thousand questions crowded in your mind . . . Will they be answered? The night about you . . . Will it be friendly? The silent, big-shouldered driver of the black Zim limousine that is bringing you from the airport up the dark Moscow River into the city. How does he think? Impressive foci of brightly-lighted buildings loom along the boulevard. You try out your Russian replies. "Da," says the driver. "Much progress here."

"Da, da, da." You can feel the quick pride that is tinged in that triple yes. You imagine he has already touched the keyboard that is moving the Russian people: "Progress.

Two and a half years ago, you pondered the speech made by N. V. Khrushchev at the Soviets' first Communist Party Congress since Stalin's death. Said Khrushchev then: "The principal feature of our effort is the emergence of socialism from the confines of one country and its transfiguration into a world system. The internal forces of the capitalist economy are working toward its downfall, while the Communist economy is steadily rising toward its goal of proving itself to the world and transforming itself into a world system through peaceful competition."

". . . Through peaceful competition," A sober challenge and a threat, aimed directly at the industrial heart-stream of America and the West. Not just defense industry, charged with the task of succeeding Soviet ingenuity in arms, but all industry and business.

Now Khrushchev has been running the show long enough to reveal how he intends carrying out his program. Could he possibly win this race for industrial supremacy, and with it his sweeping political aims? You are here to investigate.

In the days that follow in Moscow, Leningrad, Kiev, Kharkov, between supervised tours and plant visits, you poww the streets on your own, anxious to meet and talk with workers and citizens. You find them surprisingly friendly. Using your fractured Russian in unspoken conversations, you try to sense the mood and the spirit of the people. You form some impressions.

Russia has a serious look on its face. It is a proud, purposeful, working civilization, in open-collared shirt. Its people are proud and sensitive, self-conscious about their long isolation from the West, hurt by its scorn. They are hungry for the world's esteem, and intend to win it.

"Russians are not barbarians," says a young school teacher, neat in simple skirt and wool sweater. With a slight, quick toss of blond hair and a flick of manicured fingers she adds: "... as you can see.

You ask a female guide if a museum of Russian art exhibit, work is touted as the basic virtue in Russia. The bronze ornament on your hotel room desk would not be found on back streets. They still offer only minimum living. You ask a keen-looking lad what he wants to enter when he grows up.

"Science." "Why? Because of the high pay! Fame?"

He wrinkles his forehead. "Because it is useful," he says.

On the deck of a Sunday afternoon boat up the Moscow River you ask slide onto the bench beside a man in work clothes, taking a bundle of berry bushes home to plant. He is a skilled mechanic in a nearby factory. You talk with him about his work. "Do you think the average American worker has these things?"

"I don't know," "He does. Do you think the Russian worker will have them?"

"I don't know. We hope."

You ask another, better dressed, the same question.

"Da," he answers. "We will catch up with America."

II

In school, in the factory, at the art exhibit, work is touted as the basic virtue in Russia. The bronze ornament on your hotel room desk consists of three men bent low and pulling a load. The sculptor has made them appear to enjoy it.

Waiting on the street, you talk with a man about jet transports and things. "Are you pleased with Russia's progress in industry and science?" you ask.

"Naturally." "Why?"

"Because it makes more work."

By the swan pool in Gorky park you ask a keen-looking lad where he will go to enter when he grows up.

"Science." "Why? Because of the high pay? Fame?"

He wrinkles his forehead. "Because it is useful," he says.

You ask a worker, uncrumpled in crumpled clothes: "Do you think a man with a five-room house, a car, a television set, electric refrigerator and washing machine is rich?"

"Da," he nods.

"Do you think the average American worker has these things?"

"I don't know."

"He does. Do you think the Russian worker will have them?"

"I don't know. We hope."

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"Da," he answers. "We will catch up with America."

(Continued on next page)
OUR RED RIVALS, cont'd.

"Not necessarily. We get paid more when we do more and better work."

"Do you think this is a good system?"

"Da, Good."

A big, brightly-colored factory poster shows a vigorous youth pointing to a minute on the clock. "Watch the working minute!" it exclaims. "Time is the people's wealth." A country's "work, you devils, work."

The revolutionist dictator's "Work with us, or Siberia!" Now the much-w,orking arrites?" It is the song of a new Volga boatman, with the boatmen owning the boat. At a machinery plant in Moscow, you enter a dark hallway, emerge to a sawtooth-lighted factory area, dirt floored in part but orderly. Unlike the old Volga days, you see no line of men pulling together on a rope, but quickly learn that collective discipline is the system, though each man tends his own machine in modern plant fashion.

"How much, does a skilled worker make in America?" asks his Russian counterpart, who earns 1,200 rubles a month—or 60 cents an hour, figures are ten rubles to the dollar. "Tourists are given ten rubles to the dollar. Official exchange is four to the dollar, but based on prices—ten to one seems nearer correct."

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"In America he gets $2.50 to $3 per hour; maybe more, you say."

"He is thoughtful, possibly incredulous."

"And you are thoughtful. You begin to see the problem in an unpleasant light."

Khrushchev spoke of the communist economy—"proving itself" and "transforming itself into a world economy through peaceful competition." This competition, obviously, is to be in the world market. On one side is America, with its highly priced man-hour. Up to now it has made good that high cost, by mastering and tooling and mass production. But here you find Russia settling up with deliberate care the same mass-production technique, with low-cost man-hours. You quickly decide America will not relinquish its high pay, because it makes purchasing power. You see a challenge of immense proportions looming before United States industry: How to match a coming giant rival whose ideal is output, not pay.

"Before your eyes, you can see the seeds of the great contest being planted. Hotel lobbies and dining rooms are teeming with foreign guests—Asians, Africans, a South American talking business with a Russian host across champagne and caviar. Seeds of peaceful competition..."

A strange thought crosses your mind: a future Russia emerging from the iron curtain and America withdrawing behind the dollar curtain, priced out of the market, left trading with itself. "Could it be?" you ask yourself. You meet a man from West Africa, jet black, intelligent of speech, a student. He has just visited China, watched the slow anti-American rally in Peking. He is longing Russia and western Europe. "I'd like to see America," he says, "but it costs too much."

"A round trip flight from London to New York is down to $450 now, economy fare," you tell him. "But it's the hotel, the meals, the living costs," he says. "I can't afford it."

America's problem.

You consider an out. Soviet state-owned industry may fail to prove itself; may never be able to produce an equal product for less money. American ingenuity is too much for them. Or is it?

It's time to go into some Soviet plants, talk to the director, the engineers, the trade unions. See for yourself how they're doing. You set out and department by department, to make the best record. At the end of the year the plant itself gets a bonus to distribute if it exceeds its plan.

Back to the worker who is not fulfilling his "social obligation," you find that his shop note has department, and his whole plant took an interest in bringing him into line. He is holding up their own chances for a bonus, their own record for exceeding the plan. The slogan of the shop, on the other hand, is as popular as the star on a football team. The team doesn't want to lose him.

You marvel that communism has taken free enterprise's strongest drives—competition and incentive—and put them to work on an individual and group basis to an extent never dared by free enterprise.

You speak to a guide about this. "I see you are making great use of competition," you say. "Yes," she replies. "We have no competition."

You are baffled. Then you discover there are two different Russian words for competition. The one you have been using—kompetitsiya—means "rivalry," with a capitalist connotation—a bad word in Russia. The one they use—konkuryentsiya—means also "emulation," This they approve.

The incentives in this socialist competition are negative as well as positive, you find. You talk with the editor of the plant paper, a heavy worker and every ounce a communist. The paper is employee-run but generally sponsored by the trade union. Enthusiastically, the editor explains the paper's purpose: "To criticize the work of workers and engineers, so they may be ashamed of their work and improve; to criticize the chiefs if they are not fair; to publish production plans and new plans; to tell about the best workers in the factory so others can emulate them."
OUR RED RIVALS, cont'd.

paper, you learn, is only part of the

28

gain process of collective discipline.

First step is representing the indi-

vidual before his friends. A later

step, if necessary, is bringing him

before a public opinion court. Re-

moral to a lesser job, or "in rare
cases," dismissed, may follow.

The head of the union, who is

present, explains that the union is

an anxious as the management, or

"administration" as they call it, to

bring forward production. You can

See why. The union is closely knit

with the Party, which set the ob-
jectives in the first place.

"Is union membership voluntary?"

you ask.

"Yes. Voluntary. But ninety-nine

and nine-tenths percent belong."

"Does the union ever strike for

higher wages?"

"Strikes are prohibited by law."

IV

The director's office in the Mos-

cow plant you are visiting is a

plain upstairs room with a desk at

one end and a long table. The high

window at the end has heavy, dark-

blue drapes, edged with tassels. Hug

on the side wall is a portrait of

V. I. Lenin, looking down half

sternly, half benignly, as though say-

ing, "Remember what I taught you,

boys, and you'll do fine." A man

hurries into the room with an arm-

load of red banya cloth to cover the

long table and you know you're in

Russia.

The deputy director is in charge

in the director's absence. He is thir-

ty-eight, with loose-combed hair, a

casual but affirmative manner. He is

distinguished from the rest by his

necktie.

The plant director, he explains,

works under an administration un-
nder the district economic council.

He takes his plans there for

approval, but he has the responsibil-

ity for buying his own materials, hiring

his people, and negotiating the sale

of his products. He is expected to

meet the production plan that is

established for the year, and to

make a profit.

"And what if you don't?"

"We'll probably get moved to an-
other job."

He explains that most of the

workers are paid by the piece, rath-

er than by the hour. Their pay

ranges from 600 to 1,850 rubles per

month. On the average they make

900 rubles per month. This would

be $13 at 10 rubles to the dollar.

The deputy director says his own

pay is 3,000 rubles, plus bonus

earned for "exceeding the plan."

"How did you get the job?" asks

a member of your party. "Marry

the boss's daughter?"

He laughs. The government inter-

preter, loyal communist, takes the

opportunity to quip: "Only in your

country does that happen." The

deputy director says he was gradu-

ated from an institute, went into the

technologists' department, worked

up to chief engineer and that,

Employee wages are established

in an annual agreement with the

trade union. Someone asks the ex-

ecutive, half jokingly, "Do you ever

wish you didn't have a union to

deal with?"

He doesn't smile. "The unions

are helpful," he says.

"But what if the union and man-

agement disagree?"

The government interpreter looks

around indulgently and explains:

"They don't disagree."

Another asks: "What is the basis

of wage increases?"

"Productivity. Advancement is on

personal ability. General wages go

up as productivity goes up."

You find the same system pre-
vails in other plants you visit. It's

the production that pays the

wages, they tell you.

You reflect, confusedly, that you

have heard management in America

make the same case that labor is

making in a country where labor

wears the hat. (concluded next month)