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Tom Beckner- This is Tom Beckner, along with Joan Beifuss in the office of Mr. Paul Hess and with us is John Mansfield from St. Joseph's Hospital today is August the 1st 1968.

Joan Beifuss- Mr. Hess maybe first of all you can tell us a little about St. Joseph's hospital. (Muffled)

Mr. Paul Hess- St. Joseph hospital is the oldest hospital in terms of service in the city of Memphis. It is approaching their 80th anniversary. There are 439 beds plus approximately 48 bassinets in the institution. There about 1100 employees. About 450 doctors who are on the active associate and courtesy staff serving the institution and the community at large.

Tom Beckner- How did you happen to come to St. Joe's?

Mr. Paul Hess- I was invited to come here at the middle of 1967 and was interested in doing so because Memphis is my home and thought that it would be an excellent opportunity for growth fro the institution and for me as my career is concerned.

Joan Beifuss- Had you been in hospital administration prior to that?

Mr. Paul Hess- Yes. I have been in hospital administration for approximately 16 years.

Joan Beifuss- Away from Memphis?

Mr. Paul Hess- In, I was associated with Methodist Hospital for 12 years, here in Memphis and then I was associated with Deaconess Hospital in Meadows Indiana.

Joan Beifuss- Is that Methodist hospital?

Mr. Paul Hess- No that is not a Methodist hospital.

Joan Beifuss- What order of sisters is in charge here at St. Joe's?

John Mansfield- I really don't know their full title order of St. Francis, but it has a long title, perpetual adoration serif or something like that, so I really don't...

Joan Beifuss- Do they...they don't operate schools here?

John Mansfield- Yes they do.

Mr. Paul Hess- Not in the city.

John Mansfield- Not here but in their order their have 32 schools 1 college, and 11 hospitals.

Joan Beifuss- Ok and you graduated from Memphis state?

Mr. Paul Hess- I graduated from Memphis state in 1954, and I had a master's degree in hospital administration from the university of Chicago, 1962.

Joan Beifuss- You were saying coming in here that is an increasingly opening up field isn't it, hospital administration?

Mr. Paul Hess- It is a dynamic field and certainly it is one of the few fields where a person can graduate with a master's degree and go out into the field into a number 1 and number 2 position in an organization, where as most men who receive a master's degree and go into business they have to go in at the bottom of the ladder and work their way up. I don't know of another field like it except for a man that goes into business for himself.

Joan Beifuss- For my own curiosity here, what happened before there were trained hospital administrators, for instance did a head nurse kind of run the hospital or how did it work?

Mr. Paul Hess- Well, it has been an evolutionary process certainly, I imagine there is probably a mixed variety of the kinds of people that you will find who became hospital administrators, during the last 20, 30, 40 years, you would find doctors you will find school superintendants, you will find, men who were jack of all trades who kind of ran the engineering department who ended up being an administrator. You find nurses, you find nurse (unknown word). There is a just a real conglomerate of trades represented in this field. And actually the concept of a trained program is relatively new. The first academic program was established at the university of Chicago in 1934. It was another 6 years before there was a second program. At the time I entered school in 1961 there were 15 universities offering a master's degree in hospital administration. Today there are approximately 25, so it has been an evolutionary growth. Out of 7500 hospitals in the country there are about 10,000 men or women who are members of the American college of hospital administrators which is a our professional organization.

Joan Beifuss- I am sorry are you also a hospital administrator?

John Mansfield- No I am an administrative assistant to Mr. Hess.

Joan Beifuss- I see ok. On your way up to be.

John Mansfield- Well that depends.

Joan Beifuss- Is it possible in a few short sentences to say exactly what areas your job covers, or how is hospital administration divided?

Mr. Paul Hess- Well, in a few short sentences, basically I would say the hospital administrator is a catalyst for the institution in terms of coordinating all of the functioning departments towards a common goal or common objective for the institution relating all of the activities with the medical staff, always bearing in mind the growth of the community and the growth of the institution and the changing

dynamics of medicine itself. Just today for example we are vitally interested in opening a coronary care unit. It will have 9 beds. This unit costs about \$100,000 to construct. It will cost about a couple a hundred dollars a day to operate per day per patient to operate that unit. This is because of the increasing knowledge we have today in the care of cardiac arrest or cardio infarction cases and so forth. The administrator has to be aware of all of these changing dynamics in medical care. And coordinating all of these activities, allocating resources be it money, people, material, to most effectively function within the community.

Joan Beifuss- Does your office also act as a public relations department for the hospital? Or is that a separate?

Mr. Paul Hess- That too is an evolutionary process in hospitals, actually we just retained our first full time public relations director within the last month.

Joan Beifuss- Oh I see for the hospital?

Mr. Paul Hess- For the hospital itself. We know have a paid staff member, so this here to fore the administrative office was the public relations man. This too is a science within itself in terms of communicating to people. So certainly the administrator has to be fully aware of the value of public relations.

Joan Beifuss- I used to be in public relations but that includes patient relations too?

Mr. Paul Hess- Patient relations is a part of our public relations.

Joan Beifuss- Yeah.

Mr. Paul Hess- That is the best word of mouth relation we got.

Tom Beckner- Very important too, if you have a patient that is not satisfied with your services. I have had some experiences in hospitals (muffled) patient was a little upset with one of the nurses and she could really just tear havoc in her circle of friends and her attitudes towards the hospital, not...

Mr. Paul Hess- Well people talk around the bridge party or talk at a bar, or what have you and they exchange experiences and their attitudes are reflected by their friends.

Joan Beifuss- Is there a kind of, this has nothing to do what we are talking about, is there some kind of an overall group of hospital administrators in Memphis for instance who would look at the increasing population figures and decide how many more beds the hospitals will need.

Mr. Paul Hess- There is already in the city the midsouth medical center planning council. This is an organization that is separate and distinct from hospitals. However, in addition to civic minded, serving on the board of the midsouth medical council there are hospital administrators serving on the board and this is a fact

finding research body that is compiling statistics and evaluating facilities, services and needs, for the midsouth area per say.

Tom Beckner- But did this group just form a year, year and half ago?

Mr. Paul Hess- It is a recent innovation I would say about 2 years.

Tom Beckner- I remember seeing in the paper recently in the last 2 months where this group had hired so and so.

Mr. Paul Hess- Right. Frank Holloman the fire and police commissioner or director, was the former director of this midsouth planning council. As a matter of fact I think he was the original, the first one and was just recently seceded by Mr. Casey.

Joan Beifuss- I was going to say does St. Joseph's have outpatient clinic?

Mr. Paul Hess- Yes we do.

Joan Beifuss- Do charity cases come in here or do they all go to Gaston?

Mr. Paul Hess- Oh we do a tremendous amount of charity here, I dare say as a matter of fact last year we did about \$400,000 of free services for charity patients. We serve not only the immediate area in terms of census tracks but we serve the midsouth as well, those people in Arkansas and Mississippi, we have the same problem the city of Memphis has in terms of getting adequate reimbursement from Arkansas and Mississippi and I might add we suffer the same problem of getting adequate reimbursement from the city in Shelby County. This business of reimbursement for services rendered is a critical problem for hospitals.

Joan Beifuss- Does the (muffled)..

Mr. Paul Hess- No, there are no outside funds coming into this hospital other than some benefactor being interested. Last month for example we received a couple thousand dollars out of a budget of approximately \$900,000 for the month. So that is a drop in the bucket, hardly a ripple.

Joan Beifuss- How much money do you try to raise in the community each year.

Mr. Paul Hess- We do not engage any active solicitation from the community, an subscriptions or any funds there is no active campaigning being conducted by this hospital.

Tom Beckner- Let me ask you one question, something I have been interested in, do you have any problem educating the present staff to new developments such as this coronary care unit that you are..

Mr. Paul Hess- Let me put it this way, there is no problem there, because it is a fact of life in terms of continuous program of in service training, where we see a need to upgrade certain skills or change skills such as the coronary care unit, we just recently completed a period of about 45 days of intensive training for members of

our staff. We have people over here from Methodist hospital who sat in on our programs. We had a series of films, we had a number of lectures from our physicians that were designed for the express service of developing a full understanding of knowledge on the part of our nursing staff as to all of the mechanics related to this new monitoring equipment.

Tom Beckner- Some of these, this equipment almost takes an engineer to operate too.

Mr. Paul Hess- Well it is not quite that bad really. You certainly have a need for an electronics engineer around to maintain the equipment whenever it breaks down. But actually the equipment is rather simple and it is not that the equipment is so complicated it is knowing when to use the equipment for how long and etc. That is the key factor.

Tom Beckner- I wonder if we can move now into an area that is some much more related and what we came to talk about. I wondered, I understand that some of the other hospitals during some of the previous riots and or civil disturbances put on some extra people in the particular emergency room outpatient clinic. Did you all get much of the patients of this sort or did you foresee any need to put on extra personnel?

Mr. Paul Hess- Are you talking about the specific incident you came to talk about now?

Tom Beckner- No, no.

Mr. Paul Hess- Or are you talking about in general?

*Yes.

Mr. Paul Hess- Well let me explain one thing that we all do. All the hospitals in the city and I dare say this is without exception. Have what they call a disaster program and this is rehearsed by all the hospitals, either independently or collectively, depending upon the period of the year. Where they will actually put their disaster plan into effect where it will pull out the reserve forces of the hospital people that are off or on vacation or calling in volunteers or what have you to come in and give aid and assistance if a disaster should occur. And this is designed to take care of any natural disaster, be it a big train wreck or tornadoes or things of this nature. This has been a very good thing for hospitals to do because it has been proven through experience throughout the country that things of magnitude such as the tornado over in Jonesboro recently where they had a number of people brought over here. I believe that this hospital received about 10 to 15 casualties and I know the other hospital received that much if not more than we did. It is difficult to try to have your institution staffed for these kind of situations so that you do have to call in a reserve force and everyone responds there are no problems here. And the city of Memphis, police department, fire department, have been a very cooperative agent in this regard.

Tom Beckner- They usually are the first to hear about these things.

Mr. Paul Hess- That is right and they open up the traffic for us and they take care of any problems we have with the traffic and the ham radio operators are able to aid and assist to us in this area as well.

Joan Beifuss- Well this is about Jonesboro, how do they know which hospital to take the patients to?

Mr. Paul Hess- I don't know that there is any set decision or knowledge here, I cannot really answer that question directly. I think what will happen is there be group of people, depends on that ambulance driver, where he is accustomed to going to, what is easier for him to get to. Accessibility. I dare say that this hospital, when the brand new bridge is built across the river here, is going to really get it. Because the first exchange I right here in our front yard. And we are going to be getting an awful lot of disaster wrecks and what have you at this hospital. I can see their handwriting on the wall. Here again this is another part of that administrative aspect of operation in terms of trying to anticipate this eventuality and having the adequate facilities to handle this type of problem.

Joan Beifuss- When Dr. King left the mini-riot in march did you get any of those people?

Mr. Paul Hess- Actually we did not receive any casualties from that incident, I believe most of them went to John Gaston.

Joan Beifuss- Well now, when something like that happens down on Beal St. when there is an outbreak there, does your disaster plan here go into effect?

=It depends really, it depends because we have our radio here and we can keep abreast of what the activity is with the police department. And the broadcast comes through then we are alerted and depending upon the magnitude of the situation we don't want to be caught hollering wolf unnecessarily. So in that particular situation we did not holler wolf because it did not appear to be necessary.

Joan Beifuss- Is it your office then that would decide if the disaster plan would go into effect?

Mr. Paul Hess- Well it is the administrators office, yes.

Joan Beifuss- Well now then on the evening Dr. King was brought in here. Could you tell us were you here at that time?

Mr. Paul Hess- At the time he was brought here, I was not here.

Joan Beifuss- You were already at home?

Mr. Paul Hess- I was already at home.

Joan Beifuss- Could you tell us how you found out he was shot and up at the hospital was even involved?

Mr. Paul Hess- I first became aware of the incident, I had just arrived at home, at about 6:20 or 6:25 and I had just sat down to eat a bowl of soup and the phone rang. The switchboard advised me he was here and the police were here and it looked like there might be problems here. So I immediately left for the hospital. Upon arrival there was a cordon of police all around the hospital. I was unable to go into the hospital without first presenting identification. Upon presentation of identification the police officer let me enter. I then proceeded immediately to the emergency room and I was then again stopped by a police officer with a shotgun. I presented my ID card again and he let me pass and then I went into another door and was stopped again by another police officer with a shotgun and presented my ID card and was permitted to pass and then I entered another room. Where this is the central service core room of the emergency room. I ascertained the circumstances as they were at that time.

Tom Beckner- I was going to say did the operator, when she called you give you any indication of what Dr, King's condition was or the seriousness of it.

Mr. Paul Hess- She merely said, Dr. King has been brought to the hospital shot, and that my presence was needed.

Joan Beifuss- Were you also here?

John Mansfield- No I was not here however I didn't home in time to get soup, I was caught at the door and my sister was on the phone and she asked me if I would come back. I had just turned the radio on and heard that Dr. King had been shot and had been rushed over here. I had just turned into the driveway and my mother met me at the door, I had a telephone call and I just nearly walked right back out and got in my car and came here. Of course, I was with the same reception upon arriving at the hospital.

Tom Beckner- Do you happen to know why Dr. King was brought here?

Mr. Paul Hess- There is no real knowledge as to why he was brought here, we have a lot of hearsay information. That is just hearsay. We don't know really why he was brought here.

Tom Beckner- Could you tell us about that?

Mr. Paul Hess- The hearsay? Well the hearsay information is that he presumably advised his associates that if anything should ever happen to him he wanted to be brought to this hospital. This apparently, judging from hearsay again, based upon the experiences that he encountered when James Meredith was shot and brought into John Gaston, and based upon his knowledge of this experience he apparently requested to be brought to this hospital if anything should ever happen to him. And then the hearsay further states, and I want to emphasize that this is hearsay. That he

had requested his aides that he be taken to a catholic hospital in any community if anything should ever happen to him.

Joan Beifuss- Does hearsay go on any further to say why?

Mr. Paul Hess- Cannot give that, I just don't know. Presumably his aide, Young was the one who had given this information out.

Joan Beifuss- Were there police in the lobby too?

Mr. Paul Hess- Police were all over this hospital in terms of the ground floor.

Joan Beifuss- Were there other people in the emergency room at the time in between?

Mr. Paul Hess- There was 1 or 2 other injury cases in there. Somebody that had been there prior to Dr. King's arrival and somebody in there subsequent to Dr. King's arrival. We had actually called the various ambulance services and fire department instructing them to take all injuries to other hospitals. We did not want to be faced with handling any injuries at all in light of the tense situation that we were facing here locally.

Joan Beifuss- Well now did the disaster plan go into effect then.

Mr. Paul Hess- Actually our disaster plan was not initiated. Because see everyone was on pins and needles they really didn't know what was going to help them in the community. They were waiting, and as we know now subsequent, hindsight, we were very fortunate in this community.

Joan Beifuss- Yes.

Mr. Paul Hess- Very fortunate, there was really no real outbreak or rioting such as other communities around the country were experiencing.

Tom Beckner- Do you remember what time you got here from your home?

Mr. Paul Hess- I would say it was about 10 minutes to 7.

Joan Beifuss- And did you also go into the core room where the emergency was happening?

John Mansfield- After going through the innumerable delays of the shotguns that the police had...

Mr. Paul Hess- Actually it was a mixed group a lot of sheriff department people and police department people. There was in the lobby of the emergency room suite area, a mass of reporters. A mass, I couldn't begin to tell you the numbers, there could have been 50 or 75 I just wouldn't have any way of knowing.

Joan Beifuss- Who was handling the reporters?

Mr. Paul Hess- Actually nobody was as part of public relations was concerned.

Joan Beifuss- They were just all kind of milling around?

Mr. Paul Hess- They were all just kind of milling around in that suite. There are about 2 or 3 telephones in that area a coke machine and so forth. And there was always somebody on the phone. It was obvious they were talking to somebody somewhere about what was going on.

Joan Beifuss- Which they didn't know.

Mr. Paul Hess- They didn't know they were just speculating and picking up rumors here and there.

Tom Beckner- I gather since the police and the law enforcement agencies were already there you all did not have to take any security precautions at this particular on this particular night.

Mr. Paul Hess- On this particular night we did not feel the need for because this place was sealed tight as a drum.

Joan Beifuss- Could you, how far could you get in, could you get into the parking lot without being stopped?

Mr. Paul Hess- You could get to the parking lot, you could park your car, you could walk up to the doors of the hospital, but you had then to stop and present yourself and show good cause for being there.

John Mansfield- There was a guard at every entrance.

Mr. Paul Hess- And there were some guards that wouldn't even accept the ID card because they had not been instructed to do so and therefore they did not do it.

John Mansfield- Well they didn't accept mine. And I called sister who came and got me, and that is the only way I got in.

Mr. Paul Hess- So this place was sealed tight, I cannot emphasize too strongly my sincere respect for the sheriff's department and the police department for the tremendous job they did here, that I guess they were here about 6 or 7 hours and it was 11 or 11:30 before the majority of them really left because no one really knew if perhaps vengeance would be theirs by swarming upon the hospital. Wanting to see and be with their leader.

Joan Beifuss- Were there people already gathered out front when you arrived?

Mr. Paul Hess- I cannot really say there were a whole lot of people, did you?

John Mansfield- They were gathered, in fact the front entrance was completely blocked.

Mr. Paul Hess- You see I did not come in that entrance.

John Mansfield- I wasn't able to come in, but I went there first.

Joan Beifuss- People were just standing out there.

John Mansfield- Right.

Tom Beckner- Mostly negros or mixed?

Mr. Paul Hess- It was mixed, I really couldn't say which one at the time.

Tom Beckner- What did they appear to be doing?

John Mansfield- Just standing there, waiting not saying anything.

Mr. Paul Hess- They were waiting for news I bet.

John Mansfield- They did not know whether Dr. King was dead or alive.

Joan Beifuss- So then after you went to the emergency room and ascertained what the situation is then what did you do then?

Mr. Paul Hess- Well after ascertaining the situation I remember stepping out to what we call our reception area of our emergency room. Talking to a couple of police officers there, one of the policemen had been delegated the responsibility of answering all incoming calls. Rather than having our personnel do this we had the police officer, I say we did, this was already determined before I got there. The police officer was there answering all incoming calls. He did a very good job at it too.

Tom Beckner- Is this a routine policy?

Mr. Paul Hess- I don't know that it would be that routine to do this but in a situation where we were in there the incident itself, public figure that Dr. Martin Luther King represented pretty well dictated that you deferred to the police to do what they felt was necessary and what was right.

Tom Beckner- Who made the decision that he would answer the phones?

Mr. Paul Hess- I cannot really answer this, this was really, this decision was made before I even got on the scene.

Joan Beifuss- Who was in charge here at the time that all this descended on the hospital.

Mr. Paul Hess- Well it is very difficult to say who was in charge, a hospital operating 24 hours a day 7 days a week, the hierarchy of the organization you might say such as the administrative staff, they are gone at 4:30 or 5:00 in the afternoon. So then it passes on to the supervisor of the nursing service department for the house, In a situation like this I dare say what happened when the victim was brought into the

emergency room and swarms of police arrived as well. I dare say the girl in the emergency room called the switch board who in turn probably called the sisters over in the convent and those who had present mind to do so called key people such as myself and Mr. Mansfield and others. We all responded and arrived upon the scene.

Joan Beifuss- Was there any notification that Dr. King was being brought here before he got here?

Mr. Paul Hess- I am not aware that there was, there very well could have been but I am not aware that there was. Not at all. Do you know John?

John Mansfield- We were not notified, I know that to be a fact.

Tom Beckner- You never really had a problem with people coming into the hospital and gathering other than the press.

Mr. Paul Hess- And really the press didn't present a problem to us I really wouldn't want you to misunderstand that, under the circumstances they were really quite contained. And naturally they were eager to have some news to know what happened and to know what the situation was with Dr. King but they were not at all unreasonable not at all nay problem at all. I mentioned that there was a mass of them there, and there were a mass of them there. It was just a crowded situation. And when it came time to make the announcement concerning Dr. King's death again the reporters were not any problem. They flashed the lights and turned on everything they had, be it tape or what have you and just as soon as the announcement was made they dispersed. There was practically no one there after that.

Tom Beckner- Did you go into the emergency room yourself after you had checked with the core center?

Mr. Paul Hess- Yeah the service core center. In terms of did I go into the remaining areas of the emergency room suite, yes I wandered around, saw what I wanted to see and left.

Tom Beckner- Were there an unusual flurry of activity. If someone is brought in with a gunshot wound of this nature or...

Mr. Paul Hess- I wouldn't say there was an flurry of activity let me just say that there was concentrated service rendered of the greatest magnitude. Every effort was expended and I don't know that anything else could be done.

Joan Beifuss- Did you talk to any of Dr. King's staff people who were here, Dr. Abernathy or Andy Young?

Mr. Paul Hess- I did not talk to any of his staff members.

Joan Beifuss- Did you see them?

Mr. Paul Hess- Saw them. Did not talk to any of them.

Joan Beifuss- Were they out in the...

Mr. Paul Hess- They were permitted to come into a inner core office area where we usually permit the police and on appropriate occasions reporters, but this was not one of those occasion so the aides of Dr. King's were in a little annie room where there were also telephones that they could use and consult with one another. But I don't know of any real hospital officials that did talk to the aides. This was one of those difficult periods you just don't inject yourself unless you are invited.

Tom Beckner- One other question that just occurred to me, do you recall what time Dr. King arrived here?

John Mansfield- 6:20.

Mr. Paul Hess- That was about the time that I got the call shortly after that.

Joan Beifuss- And then what time do you think they announced that he was dead?

Mr. Paul Hess- I don't want to be quoted pinpointing my number but I think it was 5 after 7.

Tom Beckner- That time rings a bell with me too.

Mr. Paul Hess- My memory says that at 7:05 I made the statement there.

Tom Beckner- One thing that I have wondered about did you compose this statement yourself or...

Mr. Paul Hess- Yes.

Tom Beckner- How did you learn personally that Dr. King had expired?

Mr. Paul Hess- Well as I mentioned earlier I went out into this little reception area and talked to the police officers and other personnel that was there. And then subsequently we turned into the service core area where a group of doctors and nurses were standing and I was advised that Dr. King was dead and an announcement should be made. So very hastily I might say we together collectively decided what would be said.

Joan Beifuss- You and the doctors?

Mr. Paul Hess- Yes. And then I said it.

Tom Beckner- Did you jot this on a sheet of paper?

Mr. Paul Hess- No, came from right upstairs.

Tom Beckner- During this time before the announcement was made did any considerable time lapse occur between the time you found out about it and the time you made the announcement?

Mr. Paul Hess- No I wouldn't say there was any lapse of time there.

Tom Beckner- The reason I ask we have understood from several sources and people we interviewed that the announcement was delayed in order to give the police time to consult about the curfew and this kind of thing.

Mr. Paul Hess- If this is true then I am unaware of it. That is my situation, if that is true I am unaware of it. When I went in there they said that Martin Luther King is dead and you ought to be telling the reporters what the situation was. After 45 seconds or a minute there, I walked back out and made the announcement.

Joan Beifuss- Did the reporters ask questions? Or I am sure they did.

Mr. Paul Hess- I think I told them that I would not answer any questions at the time. I think someone asked me question I answered it and then I refused to answer any more.

Joan Beifuss- Was there another press conference later on in the evening?

Mr. Paul Hess- Yes there was a later press conference in this office.

Joan Beifuss- What time was that?

Mr. Paul Hess- Oh I don't know exactly.

John Mansfield- It was about 9:30.

Mr. Paul Hess- Yeah it was pretty late in the evening.

Tom Beckner- Who was here at the time?

Mr. Paul Hess- Just myself and the reporters and I couldn't tell you who they were. I remember one fellow was from Los Angeles, and there was a fellow from the commercial, but I don't know of anyone else, I mean I couldn't identify anybody.

Joan Beifuss- Do you know what happened after the announcement was made, do you know what happened to Dr. King's staff people, did they immediately leave?

Mr. Paul Hess- Well, not immediately. As a matter of fact, now this may be where the problem of delay confuses people. It was decided and I believe the police officers really made this decision, that they wait until they move the body to the morgue. My memory says that was almost an hours delay.

Tom Beckner- Before the body was removed?

Mr. Paul Hess- Before the body was actually removed from the premises. And his aides accompanied that body.

Joan Beifuss- Were his aides told me he was dead before you made the announcement.

Mr. Paul Hess- They may have been I don't know.

Joan Beifuss- I assume one of the doctor's know.

Mr. Paul Hess- I am sure they, I can't imagine their not being advised.

Joan Beifuss- With the body staying there another hour, do (muffled) security to get it over to the morgue?

Mr. Paul Hess- No, there was a special reason there and I can't remember what it was, it seemed like they wanted to get a special ambulance over here and I really don't know what the police reasoning was for this delay. But there was this delay in terms of removing the body to the morgue and it was almost tomorrow before they did this. Because I remember now, I didn't have the press conference until after the body was removed and it was while they were in here, the fellows drove away.

Tom Beckner- What is the normal procedure that the hospital follows when someone comes in with say a gunshot wound or something of this nature sort of a violent....what procedures do you have to go through before the body can more or less be released or removed.

Mr. Paul Hess- Well the police are always involved, the police are always involved, they are always called and they always make their investigation before we dispose of the body in terms of taking it to the county. It is always checked out by the coroner, this was the situation here, this body had to be taken to the county and the coroner has to make his examination. This is the law.

Tom Beckner- Is this Dr. Francisco?

Mr. Paul Hess- Yes. This is the law and we have to abide by this.

Tom Beckner- Do you sign statements here, senator Bike and Morgan.

Mr. Paul Hess- No I wouldn't say that we sign any statements or anything like that.

Tom Beckner- How do you release it?

Mr. Paul Hess- Well you just release it, well let me put it his way there might be a release book if that is what you mean. There is a release book that the person who picks up the body will sign saying I have custody of the body. This we had. But this is true for any ambulance service or anyone with a funeral home that come by and picks up a body you must sign this log book so to speak and he is in possession of the body.

Joan Beifuss- Would there have been a log book signed when Dr. King was brought in here?

Mr. Paul Hess- Well there is actually a registration and we register anyone that comes in and shows that he has been here. This is just standard operating procedure.

Joan Beifuss- If he was a victim of violence is that also written in the entry?

Mr. Paul Hess- Yes.

Joan Beifuss- Well what did you do in the hour in between when you first announced to the press and when you had the press conference here?

Mr. Paul Hess- Well, after the reporters left, I guess it was even when did we decide to feed the officers. We decided it looked like we were going to have guests a long time, and so we decided gee we better feed them so they feel good. And we fed them we had lots of sandwiches and coffee and different things of this nature.

Joan Beifuss- The ones outside too?

John Mansfield- We fed everybody.

Mr. Paul Hess- All of the officers that were here, got fed. That, I think that was about it during that next hour it was just kind of unwinding so to speak.

Tom Beckner- Catching up on what had happened?

Mr. Paul Hess- Not so much catching up but you have to realize that everybody was tense, everybody was keyed up.

Joan Beifuss- Had the patients found out that Dr. King was downstairs?

Mr. Paul Hess- Well that is a very good question and I would hope not other than what they heard over the radio.

Joan Beifuss- They probably a lot of them had televisions.

Mr. Paul Hess- Right. So other than what they would have heard over the radio or television, I can't imagine anyone going through the house saying we got him here. But the grape vine being what it is, I am sure everybody knew. We had a lot of people who voluntarily returned to work because they felt the concern and they recognized this was a tense moment in our city. This is one of those things that it is hard to recognize people for. But we tried to do so 3 or 4 days later, I can't recall the exact number of days, John. But about 3 or 4 days later we had a big dinner for all the employees thanking them for their devoted service in this tense moment.

Joan Beifuss- What would that put nurses and aides?

Mr. Paul Hess- All 1100 employees.

John Mansfield- There were even employees who had finished a shift at 11 and decided to stay for another full shift and was working straight through because they felt this way.

Mr. Paul Hess- I think probably one of the difficult things about this whole situation was the difficult role the police department has to play in this situation with the curfew. Because we had employees leaving at 11:00 coming home, we had employees coming to work at 10:30 when there was a curfew. And these people were stopped. Now we didn't get too much feedback from our white employees about being stopped, now we did from our negro employees.

Joan Beifuss- Do they have identification cards?

Mr. Paul Hess- They do have identification cards, but you know when you are all keyed up and you are a police officer and you are stopping somebody during a curfew, if somebody reaches into their pocket for an ID card you don't know what they are reaching for. Trying to visualize the policemen's job, so their were a number of people they didn't give a chance to show their ID to them.

Joan Beifuss- What happened to them? Did they finally get here?

Mr. Paul Hess- They finally got here but they felt real bad about getting here. As I say this was a difficult period for the police department because it is kind of hard to tell who is wearing the white hats.

Tom Beckner- Until recent years they haven't had to confront (muffled) this is the first time and I have lived three years. The first curfew hour I have gone through in my life here or where I lived before.

Mr. Paul Hess- Well when we left that night, John and I decided to go together in the same car because we live pretty close together.

Joan Beifuss- How far away do you live?

Mr. Paul Hess- I live at that time I lived a Highland Park place. Just east of Highland, which is about 6 miles from here. When we left here about 1:00 I guess it was. We were not stopped but we were tailed by the police department.

Joan Beifuss- Oh really?

Mr. Paul Hess- Oh yes.

Joan Beifuss- All the way home?

Mr. Paul Hess- Well I wouldn't say all the way home but we were tailed a good difference and as a matter of fact they pulled up abreast to us and looked at us and kind of looked us over, didn't stop us.

Joan Beifuss- Did you wave your ID card?

Mr. Paul Hess- No,, no we just held our best and kept on driving.

Joan Beifuss- Well after the announcement was made that Dr. King was dead did the people who were standing out front disperse or did people keep coming to stand or what?

Mr. Paul Hess- I think there was a lot of milling even then because I think after the announcement not everybody got the word because we did not rush out the front doors and say he is dead. For those people to receive the word they would have had to have heard it over the radio or some other news media or somebody passing would have told them. But there was still a lot of milling around. I don't really think that it quieted in a whole lot until the police officers left, I think when the police left I think it was almost a signal that things were all over.

Joan Beifuss- Were there any threats made at the hospital or shaking fists at the hospital?

Mr. Paul Hess- None that we ever detected or ever were advised of. Really I don't believe that there was a single overt act against this hospital.

Joan Beifuss- Were staff people frightened that there would be?

Mr. Paul Hess- Didn't detect any anxiety among the employees, there may have been some but I can't say that it was noticeable.

John Mansfield- Really everybody was too busy to think about it.

Tom Beckner- Did the patients get upset later in the evening do you recall?

Mr. Paul Hess- If there was anyone upset we were not advised.

Joan Beifuss- How about the chaplain? Was he called to Dr. King's aides or anything like that?

Mr. Paul Hess- I don't believe that Father Colton was here?

John Mansfield- I don't either.

Mr. Paul Hess- I don't believe our chaplain was not on the premises at that time, I believe he was out of town. Actually...

Joan Beifuss- Then there were no kind of clergy involved?

Mr. Paul Hess- No, you got to remember now practically all his aides were clergy himself.

Joan Beifuss- (muffled).

Mr. Paul Hess- So there was really no need for any outside clergymen per say. And being a Baptist no call for a priest.

Tom Beckner- Let me ask one question now. I have been under the understanding you are the assistant administrator?

Mr. Paul Hess- That is correct.

Tom Beckner- Why were you delegated or saddled with the responsibility that night, instead of the administrator? Was this in the norm?

Mr. Paul Hess- Well the administrator was out of town.

Joan Beifuss- Who is the administrator?

Mr. Paul Hess- Sister Bernadine is the administrator. She was out of town in a meeting in New Orleans at the time. And as far as why me. I was there. The need was there to have someone serve as the spokesmen and so I spoke.

Joan Beifuss- Did you know while you were here that evening what was happening in the rest of the city?

Mr. Paul Hess- Well through our radio that you recall I mentioned earlier we have this radio in the emergency room, I believe that all the hospitals in the city have this radio.

Tom Beckner- Is this just a receiver or can you...

Mr. Paul Hess- It is a strictly a receiver it is not a two way radio, it is strictly... we were on a special wavelength there. We pick up all the radio police calls. Now you have to remember also this particular night the police had a special wavelength that we were not tuned in on. There were two wavelengths used that night I believe.

Tom Beckner- Yes.

Mr. Paul Hess- So we were on one wavelength and the police that had their walkie talkies were on another. And so occasionally I would be with one police officer listening to his wavelength and then I would go back into the other room and listen to the other wavelength. He kept advising as to what was going on. As far as the announcements as to what was going on in the city as it relates to any disturbances, this was on this special wavelength that was coming in on the walkie talkie that the policemen had. That was not coming through the emergency room. It was through this officer that we kept abreast of what was going on in the community. And we did receive one casualty it seemed like there was a policemen that was brought in who had...

Tom Beckner- He had been s hot at.

Mr. Paul Hess- He had been shot at. With a shotgun I believe or something. He didn't get hurt too badly really.

Joan Beifuss- Had he been hit.

Mr. Paul Hess- I think some glass shattered on him.

John Mansfield- Yeah his helmet was the protecting feature.

Mr. Paul Hess- Yeah, he was brought in and treated and released nothing serious. And that was really the only injury we treated.

John Mansfield- Well we had one teenager that had been hit by a bottle.

Mr. Paul Hess- Yeah that's right.

John Mansfield- Other than that...

Tom Beckner- What, I know we talked with Dr. Giola, that there was some discussion later about a bill, or some possibility of a bill, I would assume among the doctors in reference to billing. Did the hospital send any bill or what is the procedure on that?

Mr. Paul Hess- Our known procedure would be to send a bill.

Joan Beifuss- To SCLC or to Mrs. King.

Mr. Paul Hess- Really I don't know how they would handle it to tell you the truth I never really paid too much attention to that. It was, I would assume that it probably would have been sent to Mrs. King frankly.

Joan Beifuss- But one was sent?

Mr. Paul Hess- I am not saying that it was but I am saying that it would be normal for us to do so. And I am gong to say categorically that one was sent.

Joan Beifuss- Can you remember anything else about that night?

John Mansfield- No I was really busy heating little treats.

Tom Beckner- Did you all ever receive any letter from SCLC, or Mrs. King or anything like that a letter of appreciation or anything like that?

Mr. Paul Hess- Not that I am aware of. No. Received a crank letter.

Tom Beckner- Was it anonymous?

John Mansfield- A pink letter, oh I got one from England.

Mr. Paul Hess- Oh did you, I didn't see that one.

John Mansfield- Yes.

Joan Beifuss- Fake letter from England? What did it say?

John Mansfield- Something to the effect, well it was scribbled, the only way I knew it was from England was because of the post mark.

Joan Beifuss- English banks are just like American.

Mr. Paul Hess- Yeah apparently and they scribble just as bad also. It was something to the effect that they don't like the way they are treating the colored people over here and they were glad we took good care of Dr. Martin Luther King.

Joan Beifuss- That wasn't a crank letter, that was a complimentary letter.

John Mansfield- Right but it was very short but it was very disconnected really.

Tom Beckner- Was this addressed to you?

John Mansfield- No not to me personally.

Joan Beifuss- We have one more crank letter.

Mr. Paul Hess- Yes I received one that was addressed to me. It came from Portsmouth Ohio. It said the usual, comments about the southerners hating the negroes and they heard we had not treated Dr. King adequately and let him die and so forth. It was really a pathetic letter really. I am sure that the writer who wrote it believed it. And there is no way to get to that poor soul to convince him otherwise.

Tom Beckner- Do you what does the hospital do normally, or how do you dispose of the personal effects let's say a diseased would have?

Mr. Paul Hess- In this case his aides took all his personal effects.

Tom Beckner- Did they?

Joan Beifuss- The police would not have taken them in that kind of a case.

Mr. Paul Hess- They may have but I know that most of his personal effects was taken by his aides. Do you know this is a little bit different kind of situation his personal effects would really not have anything to do with the incident.

Joan Beifuss- I am not aware how police work in this kind of manner.

Mr. Paul Hess- Well this was obviously an assassination rather than a...

Tom Beckner- Regular murder or something.

Mr. Paul Hess- Yeah. So his aides took his personal effects. Would the hospital have a list of what was in his pockets?

Mr. Paul Hess- It would be unnormal for us to make this list and really I couldn't tell you if we did it or not.

Joan Beifuss- (muffled).

Mr. Paul Hess- Well I imagine I could find out but I couldn't tell you at the moment.

Tom Beckner- You know...

Mr. Paul Hess- Normally we would have done it.

Joan Beifuss- Yeah.

Mr. Paul Hess- We were not all functioning under normal circumstances. These were rather abnormal circumstances with the police present taking almost complete charge of the situation. I don't even know if I should(muffled).

Tom Beckner- You were rather gratified that they did?

Mr. Paul Hess- Oh we were gratified that they were there. Frankly, we were thankful they were there. Because we were as apprehensive, I say we were, those in that emergency room were apprehensive that there may be a swarm of peoples coming to the hospital and we were just delighted that the police were there in such numbers. I might add incidentally that there was a guard right outside of the emergency room examining room. This man was about 6'7 or 8 or 9 and he looked like he may have been 7 foot. He was big and broad and there wasn't a soul that was going to get past that man into that room. Now he was a negro deputy sheriff.

John Mansfield- And his gun looked as big as he did.

Mr. Paul Hess- That is right.

Joan Beifuss- Well do you know did the police arrive at the same time as the ambulance, or...

John Mansfield- Police arrived first.

Mr. Paul Hess- Yeah the police were here...

Joan Beifuss- Police arrived first.

John Mansfield- This was really the hospital's first notification that they notified that they were bringing an ambulance.

Joan Beifuss- You mean the police descended and nobody knew what...

Mr. Paul Hess- That is right the police descended upon the hospital...

John Mansfield- And they said prepare, this is why I said before that really we had no advance notification, the police were here and they said we are here and the ambulance was right behind them.

Tom Beckner- Did the aides take Dr. King's clothes off.

Mr. Paul Hess- Now don't pin me down to these details because I do not know. I do not know.

Tom Beckner- I know in the Kennedy assassination in the John F. Kennedy assassination there was even some mention in the autopsy report concerning the clothes, I mean the bullet holes...

Joan Beifuss- I am sure the police have them.

Mr. Paul Hess- I just don't know? I have no knowledge.

Joan Beifuss- Does the hospital have a policy, not sure how to ask this, in case of death does the hospital wait a set number of minutes before they...

Mr. Paul Hess- What is that now?

Joan Beifuss- If someone comes in shot and you hold them in the emergency room for a certain length of time?

Tom Beckner- How do you declare a person...

Joan Beifuss- Dead...

Mr. Paul Hess- The doctor's are the one who declares a person dead, there is no waiting period? Don't try to pin me down on that question because I don't know the answer.

Joan Beifuss- Yeah I just want to know the legal definition of death then.

Mr. Paul Hess- The doctor's declare a man dead. (Tape End)