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March 28, 2022

Information for the Oklahoma Nursing & Health Care Professional

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Calming presence



Giulia Frattinger, RN, makes sure the emergency room nurses at Mercy Hospital Logan County have all the resources they need for patient care.

ER nurse manager communicates

by James Coburn - staff writer

Giulia Frattinger, RN, speaks with a calm and collected voice.

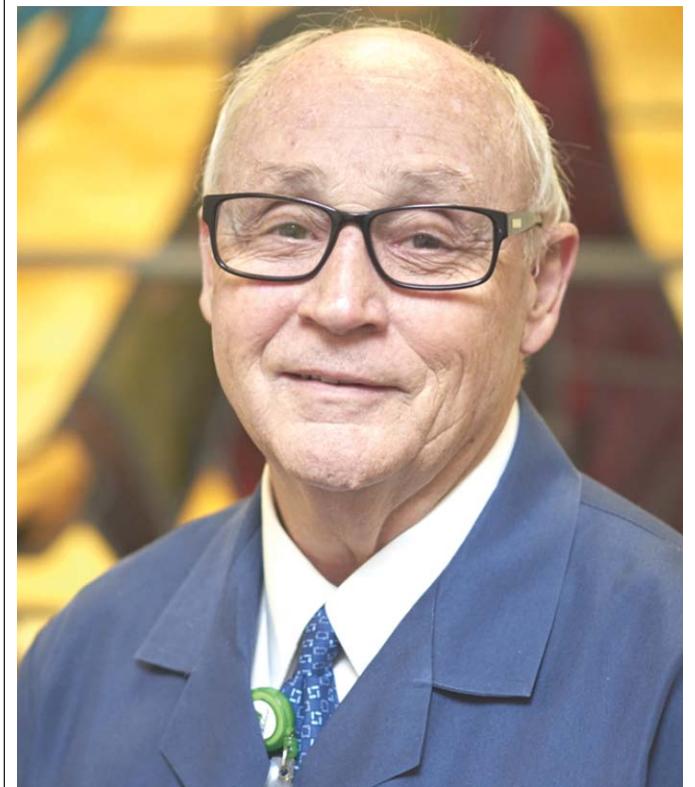
Her demeanor serves patient care well as the emergency room and outpatient services manager at Mercy Hospital Logan County, located in Guthrie.

Frattinger has served at Mercy Hospital Logan County for nine years, two of those years dedicated to her present role.

She couldn't find work in the Houston area to be near her family after graduating from college in Wisconsin. So, one day she was driving back to Wisconsin and came upon Mercy Hospital in Oklahoma City. She saw the cross on top of the hospital. Frattinger had an extra resume in her car, so she pulled over and

See MERCY Page 2

Danny Cavett Retires as Director of Pastoral Care at OU Health



Danny Cavett Retires as Director of Pastoral Care at OU Health.

For 45 years, Danny Cavett has been a compassionate and supportive presence for hospital patients and their families, helping them navigate difficult circumstances and create meaning from situations that seemed to have none. This month, Cavett officially retires as Director of Pastoral Care for OU Health, where his work as a chaplain has touched an untold number of people.

"I'm going to miss being there every day, but I will stay connected," Cavett said. "It's been my life and has helped me feel fulfilled. I love having relationships with families."

Cavett is retiring from a program that he has significantly strengthened. The pastoral care department now has a staff of eight chaplains

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MERCY

Continued from Page 1

went to the front desk. The rest is history.

"It's the culture of this facility, the fact that it is so small is that we have the capability of meeting every patient's needs," Frattinger said. "They're not just a number. And the biggest thing is that we really work well as a team. We don't have, 'I'm just an ER nurse, I'm a radiologist or I'm in registration.' We all pitch in and work together as a team and it's more of a family."

She originally was a med/surg nurse working at a Wisconsin hospital. The hospital had opened a telepad at the hospital with a flight crew. Something sparked that made her want to be a flight nurse, but she was told she needed experience in the emergency room or ICU. Frattinger, at the time, didn't think she would fit well in an emergency room. But she challenged herself with the contingency to cross-train from med/surg into the ER. Frattinger slowly worked in the ER until working full-time there.

She stepped up knowing the Guthrie ER department needed a leader. She already loved being an ER nurse with admiration for the staff.

The nurses are very smart and can work independently or together.

"Here in Logan County, it's a little different. In Oklahoma City they have teams. If somebody has a stroke, the stroke team comes. If somebody has a heart attack there's a team that comes," she said. "Here, they know it all. These nurses are great."

Frattinger's role as manager is to make sure nurses have the resources needed at any given moment. Her job is to provide them the tools empowering them to be even more successful in taking care of the community.

It's been said that emergency room nurses feed from adrenaline. There's some truth to that, Frattinger said. Once a nurse experiences the challenge of ER nursing, it's hard to leave that role as a nurse, she continued.

"The thing about ER nurses is that they can be put into a stressful situation, but still maintain a calm composure, because ultimately you have to be able to take care of patients. You have to be able to calm them. And, if you are anxious and excited then you are going to make your patient anxious and excited. So, an ER nurse really needs to find that middle ground where they can act in a stressful situation, but also maintain composure," she explained.

She recommends that a nurse fresh out of school should work in other areas of nursing before considering an emergency room career. Neither Frattinger nor most ER nurses would be as successful without the knowledge of other nursing backgrounds. She pointed out having one ER nurse who worked in a clinic, another was in labor and delivery.

"They bring all of those talents and experiences to the ER so that we have a knowledgeable person in every area," she said. "So, I think it's important to understand what happens outside of the ER — what happens after — so we can educate patients to know what to expect being here with this emergency. We want to make sure you are on the right path. These are the things you can expect when fully educating a patient — it's helpful to have other background."

Frattinger can see a lot of people come back to the hospital because Guthrie is a small community. She

recalls a patient she cared for on the floor. A few years later, she recognized him in the emergency room. He saw Frattinger and turned to the doctor and said, "Oh my gosh, it's my favorite nurse."

She asked him how he remembered her. The man didn't remember her name, but had remembered her kindness, her race, and how she made him feel.

"I confided in him that back then, I was a baby nurse. I didn't even know," she said of a moment that touched her life.

Her patient said, "Yes, but you showed me so much respect that I felt comfortable."

Frattinger said it was great to see the success he had in walking again since she had seen him last.

"Here you get to see those success stories of your patients," she said.

For more information about Mercy Hospital Logan County visit: <https://www.mercy.net>.



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American Nurses Association Responds to the Trial of Nurse RaDonda Vaught

Former Vanderbilt University Medical Center nurse RaDonda Vaught is being charged with reckless homicide and abuse of an impaired adult after mistakenly administering the wrong medication that killed an elderly patient in 2017.



ANA believes that the criminalization of medical errors could have a chilling effect on reporting and process improvement. The Code of Ethics for Nurses states that while ensuring that nurses are held accountable for individual practice, errors should be corrected or remediated, and disciplinary action taken only if warranted.

COVID-19 has already exhausted and overwhelmed the nursing workforce to a breaking point. Nurses are watching this case and are rightfully concerned that it will set a dangerous precedent. ANA cautions against accidental medical errors being tried in a court of law.

Health care is highly complex and ever-changing, resulting in a high risk and error-prone system. Organizational processes and structures must support a "just culture", which recognizes that health care professionals can make mistakes and systems may fail. All nurses and other health care professionals must be treated fairly when errors occur. ANA supports a full and confidential peer review process in which errors can be examined and system improvements and corrective action plans can be established. Swift and appropriate action should and must always be taken as the situation warrants.

Transparent, just, and timely reporting mechanisms of medical errors without the fear of criminalization preserve safe patient care environments. ANA maintains that this tragic incident must serve as reminder that vigilance and open collaboration among regulators, administrators, and health care teams is critical at the patient and system level to continue to provide high-quality care.

RETIREES

Continued from Page 1

and two administrative assistants, along with several other chaplains who fill in as needed. They cover OU Health University of Oklahoma Medical Center, Oklahoma Children's Hospital OU Health, and OU Health Edmond Medical Center. Cavett also directed OU Health's nationally certified Clinical Pastoral Education Program, which has four full-time chaplain residents in training.

Their work is often demanding. Last year, there were 6,500 trauma cases at OU Health's Level 1 Trauma Center; someone from Cavett's team was present for each one, keeping families updated and comforted. They also respond to all heart attacks and strokes that occur within the hospital, as well as every death. They help families find funeral homes, facilitate autopsies with pathologists, obtain signatures for death certificates, and more. In addition, they aim to visit every new patient within 24 hours of admission.

"We do that to the tune of about 95%. I'm proud of that," Cavett said. "We know that if a person receives a visit from pastoral care, even if it's to say, 'We're here if you need us,' then studies show that patient satisfaction goes up quite a bit."

Although patients may receive visits from their own clergy, the work of a chaplain is a bit different, Cavett said. Chaplains talk about the patient's medical problems, ask what kind of help they may need, and work with the patient to move toward goals or find meaning in what they're experiencing. They do so by honoring the patient's own ideas about spirituality. "Our calling is to work with the patient's own background instead of me placing my spirituality on them," Cavett said. "We want to take their story and help them grow with it."

Cavett and his fellow chaplains have faced additional challenges during the time of COVID-19. When the surge of cases has been at its highest, no family members could come into the hospital; instead, Cavett and his team would go find the patient's family in their car to deliver news. If a patient was near death, one or two family members could go to the bedside.

"Danny's dedication to our health system and the patients we serve has been invaluable," said Jon Hayes, President of Oklahoma Children's

Hospital OU Health. "He has been a kind and comforting presence for our patients as well as our healthcare providers and staff. As we have faced tremendous challenges during the COVID-19 pandemic, Danny's wisdom and compassion have never been more important. It is hard to imagine OU Health without Danny, but he has made us all better at what we do because of the example he has set."

Since he began his career, Cavett has experienced substantial change in the medical profession and the evolution of hospital facilities. He began working as a chaplain in 1977 at Oklahoma Children's Memorial Hospital, which was then located in Bielstein Center near the intersection of 13th Street and Stonewall Avenue. Soon, the hospital expanded with the construction of Garrison Tower, which now connects to the original Bielstein building.

When he started, the hospital had room for about 50 children who were in wards instead of private rooms. Cavett saw each patient or family three times a day, and quickly became known at the hospital. Unfortunately, he also conducted many funerals for children who could not be cured by medical treatments available at the time. As medicine advanced, life expectancy lengthened, and Cavett noticed a related phenomenon among young patients.

"It was wonderful that children began living longer, but we were still treating kids like they were going to die," he said. "Everything was centered around them, and that gave some kids a victim mentality. I decided that we needed to start a camp to teach kids how to cope with their illnesses — to be a thriver and embrace their story."

That was the genesis of Cavett Kids, a calling that has run in parallel to Cavett's career as a chaplain. The first camp he organized was for children with kidney disease; it's still going strong 44 years later. In 1997, Cavett Kids Foundation became a nonprofit organization, and today it offers seven camps and numerous other programs free of charge for children with chronic and life-threatening illness.

"I remember that first year, we connected all the kids because they didn't know each other," he said. "I still do all the teaching at the camps about not being a victim. Our motto is that the illness does



not define the child. They get to have fun with other kids who have the same medical condition, and they learn what it means to be a thriver."

Cavett's career also has been shaped by communal tragedies. In 1995, when a bomb exploded at the Alfred P. Murrah Building in downtown Oklahoma City, he had just walked into Children's Hospital. He never went to the bombing site because the need was so great at the hospital.

"We set up a place for the parents who were waiting to hear about their kids (who were in a daycare in the building), and we went into the ER and tried to match kids with their parents," Cavett said. "By noon that day, it was pretty clear that there would not be many more children who survived. The parents kept coming back to me asking if there was any news. And there wasn't. That still really haunts me. It's a memory I have to deal with."

In the aftermath of the bombing, Cavett helped start a support group for families who lost children. He also helped colleagues in psychiatry conduct research on the prevalence of post-traumatic stress disorder among survivors. Because of his experience with that tragedy, he was called upon to help after planes hit the World Trade Center towers on Sept. 11, 2001. He was assigned to the New York City Fire Department's medical clinic, where he talked with each firefighter who came in, listened to their experiences, and recommended mental health services if needed. He also traveled to individual fire departments to further visit with firefighters who were working at the

site.

Throughout his career, Cavett has given his expertise to two other important entities in the healthcare profession: the Medical Ethics Committee at OU Health and the Institutional Review Board (IRB) of the OU Health Sciences Center. Medical Ethics Committee members are on call to provide consultations anytime a healthcare provider, patient or family member has a concern about a treatment regimen. They thoroughly look at each case and make recommendations to physicians overseeing care. As an IRB member, Cavett is part of the group that reviews and monitors research involving human participants. He plans to continue serving on the oncology IRB in his retirement.

Although he is ready to step back from many of his duties, Cavett said he will stay connected to OU Health through committee work and filling in as a chaplain when needed. His decades of experience will no doubt continue influencing others as well.

"I try to teach people about how to handle the stories we see and hear because compassion fatigue, burnout and moral distress are very real," he said. "Some stories are very dear, so I keep them in my emotional bag around my shoulders. But if I keep every story in that bag, it becomes too heavy to carry. Some stories I have learned to put on a shelf where I can retrieve them if I need to."

"During my career, I've seen a progression of myself becoming less stoic and more willing to show my feelings. I still remember a young girl at one of my early camps who loved to play golf. She got to play golf during the camp, and the next week she died. That's very dear to my heart. The tears come a lot quicker now. I used to hide them, but now I don't."

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CAREERS IN NURSING

MAKING EVERY MOMENT COUNT: VALIR HOSPICE NURSE BRINGS COMFORT

by James Coburn - staff writer

Hospice is a calling for DJ Cox, LPN, an LPN at Valir Hospice in Oklahoma City. The purpose of hospice is to make a terminally ill patient comfortable until the end of life.

Hospice nursing has made Cox view life differently, especially in being compassionate for the people around him. He never knows who could be suffering in silence. He has known many people with cancer who continued to work, being sick without having a diagnosis.

"They don't even know until it's almost too late. And that's where we get some patients all the sudden, and it's a big scare for the whole family," he said. "And it goes back to education and the whole team working together to make it work."

He's been with Valir Hospice for 12 years with part of that

time as a CNA before becoming an LPN by going to Gordon Cooper Technology Cent in Shawnee. Cox is part of a team working to alleviate pain for patients nearing end of life.

"I just want to help them," he said. "You really have to listen to their problems and address problems as well as the patient."

Hospice care may be chosen by families suddenly to ease the passing of their loved ones. It's important for the nurse to educate patients about the process.

"You've got to be direct. You can't be soft with it. It's best to give them the facts straight-forward in the beginning," he said. "If you wait too long and you give them the hope that the patient might be better, even though they're not, it's wishful thinking. The prognosis is their death is their outcome. There

are some that do get better and do come off, but it's a rarity these days. Sometimes they last a little longer than the six months. But it's a lot of education and a lot of pain control."

Hospice requires an entire team of nurses, chaplains, nurse aides, social workers, and volunteers make all that fit together and make it work. It can't only be one person, he said. There are no stipulations on faith. All are loved and cared for.

"We follow the guidelines of their faith so not to step on their toes. Sometimes you have to be educated about faiths to know what you cannot do at the end of life with them," said Cox, a Christian. "With some people, you're not allowed to touch the body. You're not allowed to do certain things. To help them with

that, the chaplains are very good at it."

Hospice has made him more open to life. Some people don't believe in God.

"But when you are doing this and you see the things that you see in their life, you know there is more to it than what is here," he said. "And it makes me look at that totally different. It makes you want to be closer to your family and pay more attention to what's going on in your family, and not to be so busy with life that you miss those moments because they become more important, and you don't want to wait until they're gone and have a regret."

Besides kindness, a hospice nurse must be flexible with their schedule for unpredictable changes

See VALIR Page 5

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with their patients. It's never two days being the same, he said.

Cox loves the people that he works with, and the management is excellent, Cox said. He draws energy by listening to patients' stories, the things that they did before. Empathy cannot be dismissed, Cox said. Hospice nursing takes a compassionate person.

"You feel what they feel some days more than others," Cox said. "You know that a loss is coming no matter what, no matter how much you think you're prepared for it. It's still a very emotional process."

Many times, a hospice nurse hears that it's best not to become too attached to their patients. But Cox said one's heart becomes attached. Some patients will tell him they have lived the life they wanted to live, and that they are ready. That makes it so much easier, he said.

"The family is not always ready, but the patient is ready for it," he continued. "As a patient told me

once, sometimes it can be selfish to you here when you don't want to be here."

Cox has seen amazing things as a nurse. Many of his patients will speak of seeing family that is gone, he said.

"They reach for them, or they will tell you that they see them. And they will explain to you what they see, but they can't tell you what is talked about. It's a goose bump moment. It gets the hair on your neck standing up because you want to think that they're confused at the end, but most of the time, the ones that are with it have been with it the whole time, and their explanations give you goose bumps. I've heard it hundreds of times from different patients the same thing."

For more information on Valir Hospice visit:

<https://www.valir.com/hospice-care>



DJ Cox, LPN, says being a hospice nurse deepens his compassion and love of life.



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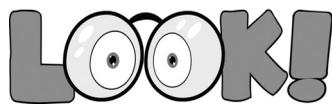
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New INTEGRIS Health Chief Operating Officer

After a national search, INTEGRIS Health is excited to share the selection of Brent Hubbard as the health care system's new chief operating officer.

Hubbard comes to INTEGRIS Health most recently from Mercy Health System, Mercy Hospital Springfield Communities, where he serves as president and COO. Since 2016, his responsibilities were to lead the strategic direction of seven hospitals with administrative and operational oversight of 7,500 coworkers.

Prior to Hubbard's current position, he served as the chief operating officer at Mercy Health System, Mercy Hospital Fort Smith Communities, and the chief operating officer at HCA, Medical Center of McKinney. Other roles he has held include associate administrator at HCA - Centennial Medical Center and executive director and director

of marketing at Woodward Regional Hospital.

Hubbard received his Bachelor of Science in business administration from Oklahoma State University and his Master of Business Administration from Southwestern Oklahoma State University. He is an accomplished health care executive and brings to INTEGRIS Health a strong focus on performance metrics. He is a believer in continuous process improvement. Hubbard has extensive experience in improving physician and coworker engagement, quality measures and patient outcomes, and achieving operational excellence to include service line growth and expanding patient access to health care.

He and his wife, Hilary, were both raised in Oklahoma, Mooreland and Woodward respectively. They are excited to be moving, along with their three children, back to the great state of Oklahoma and



Brent Hubbard as the health care system's new chief operating officer.

joining the INTEGRIS Health team. Hubbard's first day at INTEGRIS Health will be May 2.



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When Breanna was a teenager, she woke up from a nap with jaundiced skin and her mom rushed her to the emergency room. She was later diagnosed with Hepatitis A, and instead of making a full recovery like expected – it destroyed her liver. Her condition was so severe that she was life-flighted to a transplant center that night and she received a liver transplant that morning.

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NURSE TALK



What animal would be cutest if scaled down to the size of a cat?



Oklahoma Allergy and Asthma Clinic

"A giraffe because they have obnoxious long necks. I think it would be funny."



Meaghan Urwin, X-ray tech

"An elephant, they have the most beautiful eyes. They're amazing."



Amanda Keepers, RMA

"A giraffe because they are so tall and long, and not hard to approach. They're kind anyway. I've fed the giraffes before."



Tina Foster, LPN

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(AS PUBLISHED IN THE 2022 EDUCATION GUIDE TO NURSING)

RSU Building Legacy of Compassionate Nurses

The RSU Department of Health Sciences offers programs in nursing and pre-allied health fields. Nursing programs include the Traditional BSN in nursing, leading to RN licensure; the RN2BSN online program which allows registered nurses with an associate degree to complete a bachelor's degree; and the bridge to Traditional BSN entry for LPNs or paramedics to earn their bachelor's degree. Allied Health sciences options include pre-athletic training, pre-physical therapy and pre-occupational therapy. The Masters of Business Administration (MBA) program at RSU now offers a concentration in Healthcare Management.

With a history of over 40 years of academic excellence, RSU's nursing program provides academic rigor and a reputation that gives RSU

graduates an edge in the competitive job market. Upon graduation, RSU nursing graduate NCLEX pass rates exceed the state and national average. Approximately 95% of students report having obtained an RN position before graduation. These outcomes are credited to a quality curriculum, caring and dedicated faculty. RSU's nursing faculty have more than 130 years of experience in both academic teaching and practical experience. Several low and high-fidelity laboratories are utilized to provide hands-on learning so that students are well-prepared to deliver safe, high-quality nursing care in a variety of settings.

Students interested in attending medical school, complete their undergraduate studies in medical/

Continued on next page



RN BSN

PROGRAM OVERVIEW Starts in January & August

- ✓ Nursing program courses completed in 2-3 semesters*
- ✓ Each nursing course 5 weeks, one at a time
- ✓ Corequisite courses may be taken before, during or after nursing program courses
- ✓ No written exams
- ✓ Must have valid RN license
- ✓ Pay-as-you-go option available

*Length of time required to complete degree will vary depending upon student's transfer credits.

CONTACT INFO

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OMRF welcomes Putnam City Junior Scientists



The Oklahoma Medical Research Foundation on March 23-24 welcomed students from Putnam City Schools for the foundation's annual Putnam City Junior Scientist Days.

The average age of Oklahoma Medical Research Foundation scientists dropped by a few decades this week.

On Wednesday and Thursday, 30 Putnam City Schools elementary and secondary students represented their schools at OMRF's Putnam City Junior Scientist Days to tour the foundation, meet researchers and try hands-on science in OMRF's labs.

The event is one way OMRF says thank you to the school district whose students, teachers and parents have raised nearly \$4 million for cancer research at the foundation since the Putnam City Cancer Drive began in 1974. Junior Scientist Days kicked off in 1979.

"Science is my favorite subject because everything about it is fascinating," said Charlie Morley, a fifth grader at James L. Dennis Elementary. "I've used a microscope at school to look at pond water, but here I got to see a close-up of DNA from my own mouth."

While examining blood vessels through microscopes, studying the effects of liquid nitrogen and peppering scientists with questions, students began to imagine the possibility of a future in science in Oklahoma.

"I haven't decided what I want to do when I grow up, but I've learned a lot of things today that have all been interesting and fun," said Destiny Flores, a seventh-grade student at James L. Capps Middle School. "This is my first time doing anything like this, and I want to come back."

Putnam City's nearly 50 years of bake sales, carnivals, 5K runs and countless other student-driven activities have funded research, supplies and established OMRF's Putnam City Schools Distinguished Chair in Cancer Research, held by Linda Thompson, Ph.D.

Putnam City journalism teacher Lois Thomas started the drive following the cancer-related deaths of four colleagues and a cancer diagnosis for the district's superintendent. "Mom was a pretty high-energy, get-er-done kind of person," said Thomas' daughter, Carolyn Churchill. "She wouldn't stop until it was done and done well. She really did think, 'If everybody gave pennies, look how much money that would be.'"

Work at OMRF has led to an experimental drug now undergoing clinical trials at the OU Health Stephenson Cancer Center to treat patients with glioblastoma, a form of brain cancer. The drug has also shown promise in diffuse intrinsic pontine glioma (DIPG), a fast-growing pediatric cancer that starts in the brain stem.

"We can't thank Putnam City Schools enough for their support over the years," said OMRF's Marissa Noland, who coordinates the two days of events. "We were so happy to have the Putnam City students back on campus after pausing the program because of Covid-19. Seeing their excitement as they experience the wonder of science is something we treasure."

ROGERS

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molecular biology. RSU's biology program has seen more than 150 students move on to professional schools pursuing medical and healthcare careers.

RSU consistently earns national recognition for affordability, both for traditional classes and its online programs. The university is consistently recognized for having one of the region's lowest student debt load with nearly half of its

graduating class earning a diploma without any student loan assistance.

The Traditional BSN and the RN2BSN online programs received full accreditation by the Accreditation Commission for Education in Nursing (ACEN) last year. Being the only public residential university in the metropolitan Tulsa area, RSU gives students a traditional college experience. With the university's proximity to Tulsa, RSU is strategically positioned geographically, fiscally and reputationally to be Oklahoma's first choice in BSN education.

RSU is committed to building a legacy of compassionate and virtuous nurses who advocate for their patients and serve the community for years to come. For more information about RSU's nursing programs or to schedule a campus tour, visit www.rsu.edu/nursing or call 918-343-7631.



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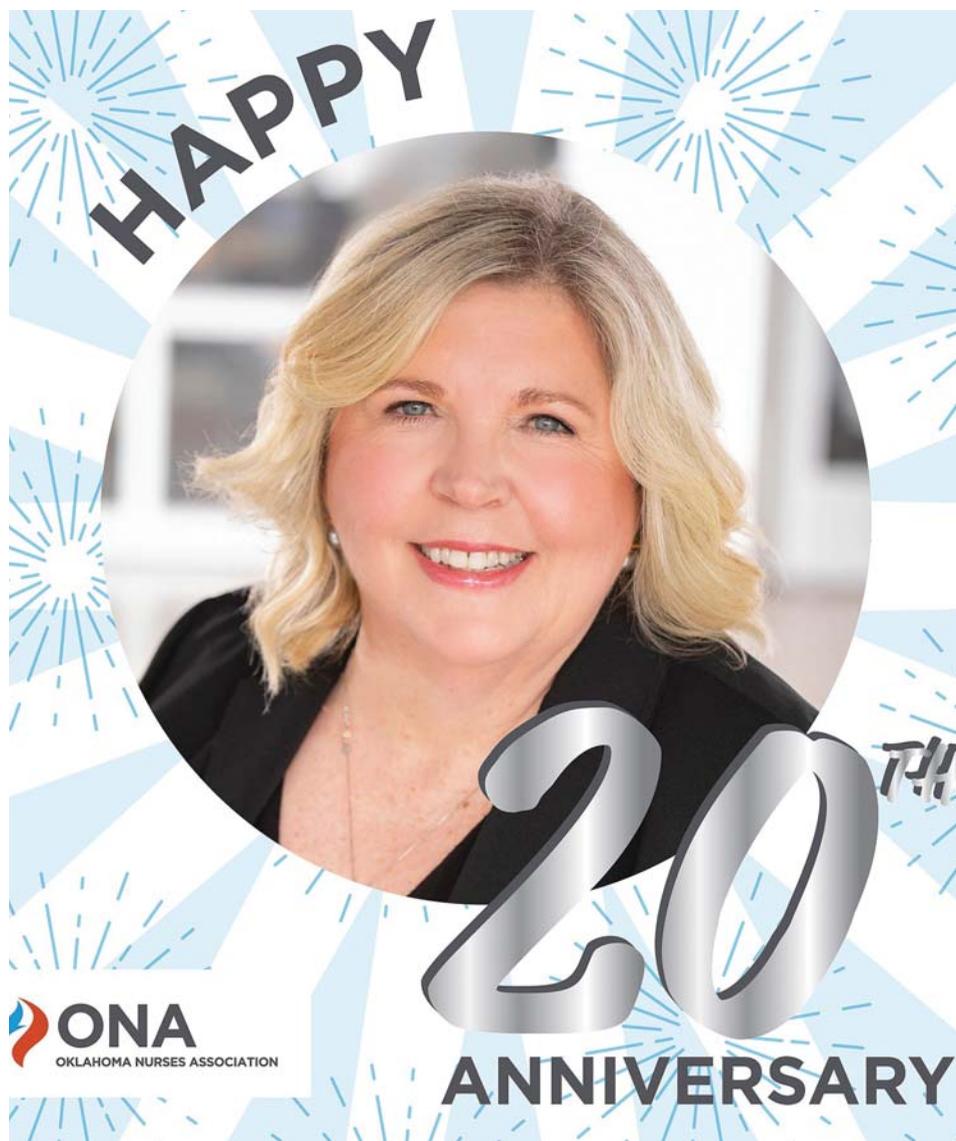
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FROM OUR FRIENDS ON FACEBOOK

**From: Oklahoma Nurses Association
HAPPY ANNIVERSARY!
JANE NELSON**



The month of March marks the 20 year anniversary of Jane Nelson at the Oklahoma Nurses Association! Throughout her time with ONA Jane has exhibited strong leadership, dedicated work ethic, and an undeniable charisma. Thank you Jane for your many years of service!

Check Out Oklahoma's BEST Nursing and Health Care Jobs www.okcnursingtimes.com

FROM OUR FRIENDS ON FACEBOOK

**From: INTEGRIS Southwest Medical Center
Congratulations John Needham, BSN, RN, CCRN**



Congratulations John Needham, BSN, RN, CCRN, Metro Float Pool. He recently received the DAISY award, a recognition that honors and celebrates the skillful, compassionate care nurses provide. We're so proud of you, John!



LIFE IS A GIFT

In 2021, the United Way of Central Oklahoma and our more than 19,000 donors and 600 workplace campaigns selflessly contributed to the United Way Campaign. And to share the gift of a better life for thousands of Oklahomans.

And, as always, behind it all is your support. Your generosity is the heartbeat for us all. And we thank you.

TOP 20 CAMPAIGNS IN 2021:

Large Business Contributors (250+ Employees)

- | | | | | |
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| Love's Travel Stops & Country Stores, Inc. | Devon Energy Corporation | Continental Resources | Enterprise Rent-A-Car | OU Health |
| OGE Energy Corp. | MidFirst Bank | The Chickasaw Nation | Cox Communications | St. Anthony Hospital |
| Chesapeake Energy Corporation | Bank of Oklahoma | Ascent Resources | UPS | COSTCO Wholesale |
| American Fidelity | BancFirst | INTEGRIS Health | First Fidelity Bank | Jasco Products Company |

Medium Business Contributors (50-249 employees)

- | | | | | |
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| Blue Cross and Blue Shield of Oklahoma | Arvest Bank of Oklahoma City | XTO Energy Inc. | INSURICA | EOG Resources, Inc. |
| Clements Foods Company | Mustang Fuel Corporation | Tronox LLC | BC Clark Jewelers | Oklahoma City Thunder |
| Ackerman McQueen | Crowe and Dunlevy | Chaparral Energy, Inc. | PACCAR Parts | LSB Industries, Inc. |

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- | | | | | |
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| Hall Capital/Fred Jones | Wells Fargo Advisors - Downtown | Federal Reserve Bank of Kansas City | Kirkpatrick Oil Company | |
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