

Advocate Health - Midwest

SHARE @ Advocate Health - Midwest

Historical Documents - Combined

Advocate Health - Midwest History

Caring Community: A History of Illinois Masonic Medical Center

Harold Blake Walker

Follow this and additional works at: <https://institutionalrepository.aah.org/alldocuments>

CARING COMMUNITY

A HISTORY OF
ILLINOIS MASONIC MEDICAL CENTER



WZ
23
I44
1987

HAROLD BLAKE WALKER

Illinois Masonic Medical Center
Medical Library
836 W. Wellington
Chicago, IL 60657

CARING COMMUNITY

A HISTORY OF ILLINOIS MASONIC MEDICAL CENTER



by
HAROLD BLAKE WALKER

INTRODUCTION

It was a struggle through the best of times and the worst of times to transform the Union Hospital of 1901 into the Illinois Masonic Medical Center of 1987. Beginning modestly when a caring company of men and women, members of a Baptist Sunday School Class, resolved to build a hospital to meet the health needs of their community, the hospital emerged into a major Masonic enterprise dedicated to healing the ills of humankind.

When it became obvious that the hospital enterprise involved more than could be managed by members of a well-intentioned Sunday School Class, most of whom were Masons or members of the Eastern Star, leaders of the hospital turned to the Masonic Order. It was a fortuitous development because Masons were planning to develop a hospital to provide care for their own and in 1921 purchased the Union Hospital and named it the Illinois Masonic Hospital.

This book is the story of the years of labor and sacrifice to build one of the major medical centers of the Chicago area. Masons of courage and competence faced the awesome task of raising the millions needed to provide buildings and equipment for an institution that would honor Masonry. When the years of the Great Depression threatened the survival of the hospital, men of stature and commitment refused to surrender. Their fortitude and faith saved the institution.

Through the efforts of innumerable men and women, Illinois Masonic Medical Center emerged from the dark days of Depression, undeterred in its resolve to care, not only for those who could pay for their care, but also for those dependent on charity. It became known as a caring community of men and women dedicated to the healing arts.

I am indebted to those who have read the manuscript and contributed valuable information and suggestions. Dr. L. L.

Braun, with his long association with the hospital, was especially helpful. William Deutsch provided research for the first chapter. Gerald Mungerson, Dr. Edwin Feldman, Warren Barr, Charles Gambill, my wife, Mary Alice Walker, and Mrs. William H. Tenney read the manuscript with care, offering comments and suggestions. Judy Izzi was especially helpful in providing records and minutes of Board of Trustee meetings. Elizabeth O'Connor typed the manuscript with efficiency and care. Associate Administrator James DeNoyer did a superb job of editing the manuscript. I am deeply indebted to him.

Limitations of space indicated the wisdom of omitting the Masonic titles and honors of those who made significant contributions to the work of the hospital. It is sufficient to say that many of them were Masons of distinction.

Harold Blake Walker
Evanston, IL

CONTENTS

	Page
CHAPTER I	
THE WAY IT WAS	1
CHAPTER II	
UNDER NEW MANAGEMENT	21
CHAPTER III	
DEVASTATED BY DEPRESSION	41
CHAPTER IV	
PERIOD OF PROGRESS	63
CHAPTER V	
CONTINUED EXPANSION	85
CHAPTER VI	
CHANGE IN THE WIND	107
CHAPTER VII	
ONE GIANT STEP	135
CHAPTER VIII	
PAST IS PROLOGUE	165

THE WAY IT WAS

After the turn of the century, as the nation moved from the horse and buggy era to the automotive age, The Chicago Union Hospital, forerunner of the Illinois Masonic Medical Center, received a charter from the State of Illinois on May 29, 1901. Under the leadership of Dr. Elmer Vaughan, the Belden Avenue Baptist Church Steadfast Sunday School Class of 100 members organized and assumed responsibility for the new institution, which began operations on July 21, 1901. Carter Henry Harrison, a loyal Mason, Mayor of Chicago, viewed the new hospital with approval.

Medicine and surgery were in what might be called their adolescent stage at the beginning of the century. Home care and home remedies were the order of the day, with hospitals mostly for the critically ill. Doctors made home calls in buggies drawn by one or two horses, since there were fewer than 200 automobiles in the whole Chicago area in 1901, many of them less dependable than Old Dobbin. X-ray, invented by William Konrad Roentgen, a German physicist in 1895 was coming into use in hospitals, but was not available to physicians in the new hospital at the time of its opening.

Little black bags were characteristic marks identifying doctors. Wherever a doctor went, the bag, like Mary's lamb, was sure to follow. Along with stethoscopes and thermometers, the bags contained assorted bottles of sugar pills to be soaked with homeopathic remedies such as ipecac or belladonna. Patients would expect to receive prescriptions to be filled by the local druggist, so the bag provided a pocket for a prescription pad. Patients with colds probably were ordered to apply mustard plaster. Quinine, iron and codliver oil were common prescriptions.

Doctors did not expect to get rich. On the contrary, most of them were hard put to make ends meet. Patients were billed

\$1 for an office visit and \$2 or possibly \$3 for a home call. The problem for the average doctor was to collect. The grocer and the milk delivery man got paid before the doctor. A few lucky physicians were able to afford secretaries, but most depended on their wives to be secretaries and nurse assistants.

Unhappily, medicine was a very inexact science, or as someone remarked, "a profoundly ignorant profession." Tools for diagnosis were strictly limited. Common diseases like diphtheria, scarlet fever, measles and mumps could be identified and treated more or less effectively. But without laboratories or diagnostic tools available today, identification of many human ills depended on the educated guess of the physician. Even hospitals were limited in equipment designed to enhance the doctor's capacity to diagnose the ills of his patients.

If the new hospital was not quite up to the state of the art in medicine and surgery equipment, its deficiencies would be remedied in the course of time. Its location was ideal in a pleasant residential neighborhood at the corner of Wellington and Florence Avenues. Surrounded by trees and shrubs on a lot 132 by 265 feet, the frame building of two and a half stories, was rented for \$50 a month from the estate of Andrew Bolter. The building contained 17 rooms, three baths, four closets, one slop sink, seven stationary wash bowls, with plumbing, gasfitting and sewage entirely new. The first issue of the Chicago Union Hospital Journal of August, 1901, indicated that the property was worth \$30,000 and it was hoped someone would "purchase it for us that we may be able to secure funds with which to erect a permanent building, that a much needed work may go forward."

Owners of the property agreed to a period of three years rental, improvements to be made at a cost of \$1,000, half to be borne by the property owner and the other half by the hospital. The Journal added that, "The cost of furnishing is about \$1,500. The cost of running will be from \$400 to \$600 a month, according to the number of inmates." After three months, the Board of Directors acquired the Clark property including another frame building, to the north of the Bolter house.

With a 30 bed capacity, 10 to be used by nurses, house physicians and help, the first building was able to accommodate 20 patients. Five of the beds were to be used by those unable to provide the cost of their hospitalization. The Board estimated

it would be necessary to raise \$1,500 a year from friends and others interested in the charitable work of the institution.

The purpose of the hospital was made clear at the outset. The Journal affirmed that, "The hospital is nonsectarian in religion, medicine and politics, and yet purely a Christian institution, organized for the purpose of carrying out the will of our Master concerning the afflicted, removing many of the thorns from the pathway of their earthly pilgrimage and pointing the way to the Cross." Charitable care of the poor and the indigent was at the forefront of the aims of the hospital. Obviously, from the beginning the hospital was a caring community of men and women committed to a ministry of healing.

Those interested in the hospital were encouraged "to become a member of our corporation by paying \$2 annually or a life member by payment of \$25, which may be done if desired by paying \$5 each year for five consecutive years." Anyone who made such a contribution would receive the Journal free. Of course, donations of money or anything else the hospital could use were gladly accepted. All friends of the hospital were urged to encourage anyone needing hospital care to use the facilities of the new institution.

The costs of hospital care were ridiculously low by present standards. A ward bed was available for \$7 a week. The best private room cost \$25 a week. There were intermediate rates of from \$8 to \$20 a week. A staff of reputable physicians and surgeons was at the command of patients, the Journal announced. It added, "Any responsible physician may, however, send his patients to us and care for them himself, receiving the same courtesy and attention extended to members of the staff." The hospital wished "to carry out most carefully and conscientiously the wishes of the attending physician, thereby rendering the greatest possible service to him, his patient and the hospital."

The Journal noted three ideals to be observed by the hospital. Cleanliness was a number one priority. Food was to be "pure, palatable and properly prepared" so as to appeal to "the palates of patients." Care, the third of the triumvirate of ideals was promised to be "scientific, systematic and sympathetic." Those entering the hospital were assured that the operating room was "light, neat, convenient and so constructed as to make it easily kept aseptic."

Furnishing the hospital was something of a problem and friends were urged to donate equipment. The Journal noted the cost of furnishing a bed to be approximately \$25. "A three quarter size iron bed is required with springs, mattress, two pillows, mattress pad, nine sheets, six pillow cases, two pairs of blankets and two spreads. The tray for each patient is furnished with three tray cloths, three napkins, plate, soup dish, cup and saucer, two side dishes, tumbler, creamer and sugar, pepper and salt, knife, fork, two teaspoons and soup spoon. A patient appreciates the dainty appearance of the tray, and china is suggested. The other sick room essentials such as hot water bag, etc., to be furnished in fitting up a bed will cost about \$3."

The article in the Journal by Mrs. F. H. Smith went on to indicate that a small private room could be furnished completely for about \$75. Four such rooms were in the hospital, one of which had been furnished. Two large rooms remained to be furnished at a cost of approximately \$100, depending "on the quality of the furnishings." The dining room required chairs, tables, table cloths, dishes and silver. "The needs of a kitchen," Mrs. Smith continued, "are familiar to every housekeeper and anything in the way of kitchen and laundry utensils will not come amiss. One large and two small refrigerators are especially needed."

A full page advertisement on the back cover of the first issue of the Journal suggested the "Movement Cure Institute" by its methods of massage "will cure Chronic Rheumatism, Paralysis, Sciatica, Imperfect Circulation, Cold Extremities, Constipation of the Bowels, Hemorrhoids, Gout, Dyspepsia and all forms of Indigestion, Torpidity of the Liver, Pulmonary Weakness, Asthma, Nervous Prostration, Sleeplessness, Neuralgia, Spinal Curvature, Stiff Joints, Dropsical Swellings, Excess of Fat, all forms of Uterine Congestions." One might wonder, who needs a hospital? Possibly the hospital required advertising revenue and was willing to overlook slight exaggeration.

The first Board of Directors of the hospital was composed of five women and four men. Officers, in addition to President Vaughan, were Mrs. Nella N. Smith, vice-president; Miss Hilma Johnson, Secretary; Amos Pettibone, Treasurer; Henry C. Pegran and Edward Cheetam. Dr. Rosamund Warren served as the first Hospital Superintendant and was also Superinten-

dant of Nurses until the joint duties became too heavy, at which time Miss Helen Molchin became Director of Nurses. Among the friends within Chicago Freemasonry, was Edward Jackson Brundage, who served as legal advisor for the hospital and served for many years on its Board of Directors. He became Attorney General for the State of Illinois and served with distinction.

During the first six months of the operation of the hospital, ending January 23, 1902, 20 charity patients were served, averaging between three and four constantly. In addition, considerable free medical care and surgical operations were performed by the staff for those unable to pay for their care. The net cost to the hospital was approximately \$600. Unhappily, only \$400 was received as contributions. The balance was taken from receipts from paying patients.

Founders of the Union Hospital were not lacking in dreams. Organization and development of a nurses training program were begun. A home for needy children was envisioned along with a home for "incurables." Looking toward the future, there were hopes for a home for the aged and a home for the insane. Finally, the hardy spirits of the Steadfast Class of the Belden Avenue Baptist Church planned "a home and training school for women without means of legitimate maintenance." After affirming their dreams by unanimous motion, the class resolved to equip a ladies hospital ward of seven beds to be called the "Steadfast Ward." It was noted that one of the ladies gave the first \$100 toward equipping the ward for free beds, another gave \$50 and another promised to furnish a private room. Several others gave more modest sums. The Haynes Class for men of the same Sunday School, not to be outdone by the women, accepted the task of furnishing the "Haynes Class Ward for Men."

It soon became obvious that a stenographer and bookkeeper were needed for the hospital. Happily, Miss Hilma Johnson, a member of the Board of Directors, accepted the joint responsibility. Notice of the appointment of Miss Johnson concluded with the comment, "We consider ourselves most fortunate in securing her services, knowing her great interest in the work." At the same time, a Miss Littel, a graduate of the Illinois Training School, became head nurse, and five nurses concluded their probation satisfactorily and were accepted as members of the training school.

Upon the payment of five dollars cash, or one dollar per month for six months, the hospital agreed to issue to persons in good health a "Hospital Guarantee Service" ticket, entitling the holder to "Free Hospital Service" for not to exceed six weeks during one year from its date. The announcement added "this includes nursing, board, medicine and physician services—in fact, everything that goes with ordinary hospital service." It was, the announcement noted, "a splendid way for anyone to provide for an emergency, so that in case of severe sickness or accident you can be sure of first class care." The Journal provided applications for the service with coupons on the last page of its first issue.

The second issue of the Journal of January-February, 1902 listed members of the medical staff of the hospital. There were three surgeons, Dr. E. J. Mellish, Dr. E. E. Vaughan and Dr. F. E. Chandler; Surgical Gynecology offered Drs. J. J. Thompson and Caroline B. Hopkins. Physicians listed were Drs. Charles H. Franje and E. D. Howland. Nervous and Renal Diseases offered the services of Dr. J. Allen Patton. Drs. Olive Patterson Randolph and Charles H. Bushness provided care for Diseases of Women and Dr. Adolph J. Raithel cared for Diseases of Children. The Department of Obstetrics listed Drs. Arthur G. Thome and Wallace F. Grosvenor. Care in the areas of Eye, Ear, Nose and Throat was provided by Drs. Edgar J. George and Charles C. Bernard.

Among the leaders of the hospital work, a member of the Steadfast Sunday School Class and a distinguished Mason was Amos Pettibone, a Civil War veteran. He was with Sherman and stood near the general when he signaled to General Corse at Altoona Pass, "Hold the fort, I am coming." The words became the foundation for the popular Gospel song, "Hold the fort for I am coming." He held a major interest in the firm of P. F. Pettibone & Company, stationers and printers. As a member of the Board of Directors of the hospital he was a major factor in the movement that led to the acquisition of the hospital by the Masonic fraternity.

The second issue of the Journal contained a report of the Stewardship of the hospital by Dr. Vaughan. He asked, "What has the hospital done for suffering humanity? Has it been a faithful steward over what God has given it charge?" He reaffirmed the aim of the hospital was "not simply to conduct a

hospital, which in itself is a great work, but to create and maintain a Christian home for the sick and the infirm." He went on to note that free care had exhausted the funds provided and made an appeal for contributions.

Dr. Samuel Hedges, a graduate of the Hahnemann Homeopathic Medical School of Chicago in 1867, was added to the staff of the hospital in 1902. The Journal announced proudly that he was Professor of Anatomy at Hahnemann College from 1864 to 1869 and was elected to the chair of Theory and Practice of the Chicago Homeopathic Medical School at its organization in June, 1876. Later he served as President of the Illinois State Homeopathic Medical Society and twice as President of the Chicago Homeopathic Society. The announcement added he was a "staunch Republican, a Presbyterian by birth, and always interested in all branches of church work."

Advertising picked up a little in the second issue of the Journal. Sixteen doctors purchased small ads and the Bennett College of Eclectic Medicine and Surgery took a full page. A full page ad for Bovinine announced that, "When the stomach refuses to perform its functions, the arrest of the disease is well nigh an impossibility. At such a time the value of Bovinine commends itself to the practitioner. In all intestinal or gastric irritation and inflammation or ulceration that even rejects food itself try Bovinine, and note the nourishing, supporting and healing work done entirely by absorption without the slightest functional labor or irritation."

In all probability there were later editions of the Journal, but unfortunately they are not to be found in the archives of the Medical Center and none have been discovered despite careful search. Were they to be found they would be a valuable resource for the history of Union Hospital.

In 1903, after the first two properties of the hospital had been substantially cleared of debt, a third property on the east was purchased. During the following two years, the hospital prospered and debts were liquidated. Unhappily, fire destroyed the main building of the hospital on March 3, 1905. The *Chicago Tribune* reported that "sixteen patients, many of them women and critically ill after undergoing operations" were rescued when fire "broke out in the Chicago Union Hospital, 1511 North Halsted last night."

The *Tribune* story continued, "When the blaze was discovered in the laboratory on the third floor of the frame building nurses and attendants of the hospital braved the stifling smoke and heat and carried the patients on mattresses to places of safety. Several of the patients were overcome, but they were quickly revived after being taken to the homes of neighbors where physicians of the hospital staff attended them.

"When the last patient had been carried out the nurses and attendants formed a bucket brigade and fought the flames, preventing them from spreading until the fire companies arrived."

"Two children, born but a few days ago, were in beds in the hospital when the fire started and were carried in blankets from the building."

Headlines announced that the nurses were the real heroes, but the story called attention to "the most remarkable achievement of James Isticmon, 10 years old, who was convalescing from an operation for appendicitis. Unable to contribute otherwise because of his weakness, he seized the baby daughter of Mrs. Margaret Steffen . . . from one of the nurses and carried it to the residence of H. E. Hudson. The lad returned to the burning building, and after satisfying himself that he could do no more, remarked laconically to Miss Daisy Bell, his nurse, 'I guess I'd better go home.'"

Two firemen were injured when ether in the laboratory exploded. Fortunately, the fire resulted in no deaths and the injuries to the firemen were minor. Nevertheless, the fire in the main building of the hospital left the two remaining buildings separated at such a distance that it was impossible to continue operations of the institution. Plans were made, then, to build a new fireproof hospital.

The need for expanded hospitals in Chicago had become obvious as far back as 1903 when, on December 30 of that year, fire had raged through the Iroquois Theatre. Hundreds of children were present in the theatre for an afternoon program of "Mr. Bluebeard," featuring Eddie Foy. The crowd panicked as flames raged across the orchestra pit and into the theatre dome. The fire killed 571 men, women and children and injured 350 others. With most of the hospital beds in Chicago filled, there was a scramble to find places for the injured and burned in need of medical care.

Despite the need for more hospital accommodations in Chicago, neighbors objected to the proposed four story Union Hospital building. Even though architects had completed their work and contractors had begun excavation for the new building, the city, responding to the protests of neighbors, put a halt to the construction. The neighbors had accepted the hospital while it operated in pleasant frame buildings with wide porches and attractive landscaping native to the neighborhood, but the idea of a brick commercial appearing building seemed undesirable and opposition from neighbors and the city government as well forced suspension of the work. There was opposition also because the hospital was located within four hundred feet of the new Robert Morris School at Perry Avenue and Bissell Street. Two years of legal battle ensued, during which operations of the hospital ceased.

Two episodes during the time Union Hospital was trying to rebuild marred the otherwise impeccable record of the hospital, both of which centered around Mrs. A. J. Keeler, a member of the hospital Board of Directors. She was responsible for an invitation to Senator Benjamin Tillman of South Carolina to speak at a benefit to be held in Orchestra Hall on November 28, 1906. The proceeds of the affair were to be devoted to the equipment and furnishings of the new hospital. Unfortunately, Tillman was a hater of blacks and had boasted of his participation in race riots in the South. Predictably, blacks protested the appearance of Tillman in Chicago and on November 21 waited on the Mayor and urged him to use all the means at his disposal to prevent Senator Benjamin Tillman from delivering his address for the benefit of the Chicago Union Hospital at Orchestra Hall.

Intensifying the conflict, Noah D. Thompson, editor of the *Broadax*, printed an appeal "to all Liberty-loving Afro-Americans," urging them to prevent Senator Tillman from speaking. Mayor Dunne, in something of a box, having accepted an invitation to preside at the Orchestra Hall meeting, told a delegation of black leaders that, "I have no authority to forbid Mr. Tillman to speak in Chicago." He agreed, however, to discuss the matter with the patronesses of the affair "and ascertain just what the situation is likely to be."

The Patronesses included some of the leading lights of Chicago. Among them were Mrs. P. D. Armour, Mrs. Edward F.

Dunne, Mrs. Herbert Swift, Mrs. Harold McCormick, Mrs. Henry C. Lytton, and others of equal importance in the life of the city. Mrs. Keeler announced proudly that most of the boxes had been sold and that there was great interest in the affair. Indeed, on the night of the address, Orchestra Hall was packed. Indiscrete as usual, Tillman spoke intemperately and Mayor Dunne abandoned the stage during the address. There were jeers from the audience and Tillman finally was led from the stage under heavy police guard.

Apparently, the Tillman affair was a financial success, but a public relations disaster. Union Hospital and its Board of Directors were severely criticized and an anti-black stigma hurt the image of the hospital.

The second episode involving Mrs. Keeler occurred in 1909 when a former Assistant Corporation Counsel for the city, Leo D. Mathias charged "that a woman connected with Chicago Union Hospital . . . attempted to bribe him." The account by the *Chicago Inter Ocean* of May 9, 1909 noted that Mathias made his charge before the City Council Committee on Health when he appeared on behalf of the property owners opposed to the building of the hospital.

Mrs. Keeler admitted she had visited Mathias, but denied she had offered a bribe. Mathias insisted that, "While I was an assistant corporation counsel, a promoter of the hospital came to me and asked why I was opposed to the building of the hospital. I told the person that I was opposed to it because it was in violation of the ordinance passed by the City Council. The promoter wanted to know what my price would be to change my attitude, and I told the speaker to get out of my office or I would summon a policeman."

Mathias, not content with denouncing Mrs. Keeler, whom he refused to name, went on to smear the people connected with Union Hospital. "The people behind this enterprise," he said, "are the kind who believe that everybody should obey the law except themselves." Dr. Elmer E. Vaughan, president of the Hospital Board, told the commission that the property for the institution had been purchased and contracts for the erection of the building were let at least a year before the building of the Morris School. "Health commissioner Evans testified that the hospital would not endanger the health of the neighborhood," said the *Inter Ocean*. Mayor Fred A. Busse, a dedicated

Mason, the first Republican Mayor of Chicago, was helpful to the hospital cause.

After considerable debate, the City Council voted in favor of an amendment to the hospital ordinance which would permit the completion of Union Hospital. Charges of Mathias against Mrs. Keeler were not further pursued and the matter came to an end. Building of the new hospital was completed in 1909 and the neighborhood settled down to live comfortably with the institution which has meant much to the life of the community ever since.

The new hospital building contained 60 beds. It was a substantial four-story, fireproof structure, "modern and up-to-date and fully equipped to give excellent hospital service," the *Masonic Chronicle* reported. It added that, "The location and surroundings are ideal for a hospital. Excellent transportation is furnished by the Northwestern elevated, the Wellington Avenue Station, one block to the West. The Halsted Street surface cars are only a block away. The hospital is located a few blocks from Lake Michigan and there is plenty of fresh air for patients, there being absolutely no factories in the neighborhood." The main hospital was set back 140 feet from the Wellington Avenue line, leaving a space large enough to more than duplicate the main building for future expansion.

Coincident with the inauguration of William Howard Taft as President of the United States, the Gil W. Barnard Masonic Hospital Association was organized in 1909. It obtained a charter from the State of Illinois on July 21 of that year. The object of the Association was "to establish a hospital to provide free medical and surgical treatment for Master Masons, members of the Eastern Star, and members of their families, who were unable to pay for the same, and to obtain a free dispensary for their use." Since most of the members of the Union Hospital Board of Directors were Masons, it was natural for the Association to envision the purchase of Union Hospital in the future. Looking forward, the Association affirmed that, "The management of the hospital shall be vested in a Board of Directors, who are to be elected annually in groups of five for three years."

The new board held its first meeting under its charter on October 1, 1909. The Board members were James B. McFatrich, President; James Hill, J. A. Lyons, D. A. Payne, M.D., Howard Appleget, Frank A. West, Otto F. Dannenberg, Edgar W. Ches-

Caring Community

termann, Vivian M. Scott, Dan E. Meyer, C. D. Pence, Andrew W. Engle, Robert J. Daly, Thomas J. McGrath, and Henry Steinbeck. McFatrigh, one of the distinguished humanitarians of Illinois, was a prominent physician-surgeon of his time, specializing in diseases of the eye. He was one of the founders of the Murine Company, which became part of Abbott Laboratories.

Activities of the Association for the first few years were confined to raising funds by holding Masonic picnics and selling identification cards. It was hoped that such activities would provide enough funds to care for indigent Masons. It soon became evident, however, that other avenues of raising money would have to be found. The number of applicants for free care increased from five in 1912 to 83 in 1914, and disbursements for the year jumped \$3,000 over receipts. What is more, it was discovered that nearly all of the money raised had come from the efforts of the trustees, only \$350 having been voluntarily contributed by lodges or members of the fraternity. The Board of Directors recognized that the picnic method of raising money no longer was feasible and suggested appointing a committee which, in due time, recommended that free care be granted only to members of constituent bodies which supported the work by regular per-capita contributions or to cases from non-contributing bodies which agreed to reimburse the Association, "and to such other worthy and locally affiliated cases as its finances will permit and its executive committee favors."

In 1911, arrangements were made by the association with Wesley Hospital on the South Side, German Hospital on the North Side, Little John Hospital on the West Side, and the Chicago Union Hospital for the care of patients. Unfortunately, as Chicago grew in population and Masons increased in number and in need of care, the congestion of these hospitals prevented proper and immediate care.

Meanwhile, between 1911 and 1919, Union Hospital acquired several lots along Wellington Avenue and to the North. Dr. Elmer Vaughan, looking toward the future, was constantly on the alert for available lots in order to provide space for future expansion. Lot 9, along Wellington was crucial and in 1911 the East half of the West half was purchased from Frederick S. Rockwood and his wife. The remainder of the lot was purchased in 1919.

Union Hospital, in its new building, continued to develop as a well equipped institution. By 1911 the hospital was the proud possessor of an X-ray machine, the latter invented by William Einthoven of Leyden in 1903. While the laboratory of the hospital was primitive by modern standards, it was at least state of the art for the time. The Wasserman test for syphilis, developed in 1906, was in use by the hospital by 1912, the same year in which Casmir Funk coined the word "vitamins" to describe accessory foods.

In the light of contemporary concern for the problems of old age, it is suggestive to note that the word "geriatrics" was first used by an American by the name of Nascher in 1916. Preoccupation with the diseases of old age, however, can be traced back to the days of Hippocrates. Union Hospital was in the forefront of institutions dealing with the aged, since occupants of many of the free beds in the hospital were classified as "aged."

Records do not indicate when a Ladies Visitation Committee was formed by the Association, but it is clear that women were active in the work of Union Hospital and the Association almost from the beginning. The group had a particular interest in the aged. In 1912, Grandma Isabelle Gillette, widow of a Master Mason, was about to be sent to the Country Alms House. She had no relatives except a granddaughter who was unable to care for the old lady. The Ladies Visitation Committee, assisted by the Association, arranged for Grandma Gillette to go to the Little John Hospital. Three years later, on February 17, 1915, the Ladies Visitation Committee, according to the Consistory Magazine, "had Grandma Gillette's room decorated with palms and flowers and served ice cream and cake, all of the Association's patients participating in the celebration." It was Grandma's 96th birthday.

The Hospital Association continued to grow in numbers and in influence under the leadership of Brother N. Engle, elected president in 1910 and serving through 1911, and Dr. William R. Buehler, elected in 1912 and serving until 1922. Under the leadership of Dr. Buehler several committees were appointed to consider either the building or the purchase of a hospital to be owned and operated by the Association. Union Hospital, with its close association with the Masonic Fraternity since the days of its beginning, was a prime candidate for purchase.

By 1914 at the Annual Meeting of the Gil Barnard Hospital

Caring Community

Association, committees appointed by Dr. Buehler had done their work, and steps were taken toward the purchase or erection and maintenance of a Masonic Hospital, to cost more than \$250,000, "for the care of the sick and injured members of the Order and their families." Dr. Buehler in his annual report recommended the creation of the hospital and contributed the first \$1,000 to the building fund.

"The work of the Association," Dr. Buehler said, "is growing so rapidly that immediate steps must be taken to properly carry out the object for which we are organized, namely, the care and protection of sick or injured members of the Order. We have in this County about 60,000 Masons, which means a family of about 250,000 to look after."

The Oriental Consistory Magazine noted that during 1914, Dr. Buehler and his associates of the medical staff "have made more than 1,100 professional visits . . . without any compensation whatever." The Magazine noted that "the Gil Barnard Hospital Association has been thoroughly investigated by the Grand Lodge of Illinois and its objects and management fully endorsed, as the resolution of the special committee of the Grand Lodge will show. 'Resolved, That the Gil W. Barnard Hospital Association be favored with the confidence of this Grand Lodge, by reason of the benevolent work it is doing, and with the considerate attention and sympathy of the craft in this state.' " The resolution was signed by Charles S. DeHart, William H. Robson, Amos Pettibone, George Edwards and Dan G. Swannell.

The 1914 report of the Association noted proudly that "no case presented to us has ever been denied, and nearly one hundred patients were cared for during the year, 44 of whom received hospital service, aggregating 2,715 days at an approximate cost of \$15 per day; the others received medical and dispensary service at practically no cost to the Association." Total receipts for the year from all sources amounted to \$4,088.74, or \$23.55 more than we received, leaving a balance in the bank of \$6,294.56. The report added that 15 cases were being treated at the four hospitals with which arrangements for care had been made.

As the work of the Association expanded it seemed wise to increase the membership of the Board of Directors and change the name to Board of Trustees. On March 2, 1915, the State

Department of Illinois authorized an amendment to the original Articles of Incorporation, "The Number of Trustees to be increased to 25. The objects of the hospital to include a School for the training of nurses, and the name 'Gil W. Barnard Masonic Hospital Association' to be changed to the 'Illinois Masonic Hospital Association.'"

Since its beginning, the Hospital Association had as its office Room 805 at 64 E. Van Buren Street. In March, 1916, the Trustees found that "the Charity Office Business has increased to a point where it is necessary to have a special room for the Staff Physician." Therefore, Room 804, adjoining the office was fitted for minor surgery and examinations. It was estimated that one patient each week treated in the new facility would reduce hospital costs to more than cover the expense of the room.

Apparently the Trustees differed in their opinions as to use of Association funds for charity. It was decided that three separate funds should be developed, Class A to include money donated for general relief, Class B, money subscribed for the specific relief of members of subscribing bodies, and Class C, money contributed, or paid, in return for specific services rendered, with 50 per cent of the overhead costs to be added to each bill. The Trustees estimated that ten cents per capita would be required to sustain the Class B fund.

The Ladies Visitation Committee reported 94 visits had been made during March and that their membership numbered 47. They had begun a library and added sectional book cases for the office. Joe E. Widner was named librarian. Sixteen bound volumes were contributed to start the circulating library. Edgar A. Russell gave a scrap book and asked that all members of the Association assist in collecting and preserving all printed articles concerning the Masonic Hospital Association.

Members of the increased Board of Trustees included five trustees representing the Grand Lodge, Grand Chapter, Grand Council, Grand Commander and Grand Chapter, O.E.S. Other members of the Board were William E. Buehler, M.D., President; Bert E. Uebele, First Vice-President; Timothy M. Avery, Second Vice-President; George F. Loring, Treasurer; Ray L. Smith, Secretary; Executive Committee, Charles B. Pavlicek, George Nally, James C. Matthews; Trustees, William E. Buehler, M.D., Bert E. Uebele, George F. Loring, Ray L. Smith,

George J. Haberer, Charles B. Pavilicek, Rolla R. Longenecker, William F. Knoch, George McKenzie, Andrew McNally, Timothy M. Avery, Joseph J. Shaw, Harry L. Lathe, James C. Matthews, Plato C. Emery, Maxwell Levy, Alonzo C. Tenny, Ernest S. Rice, Ernest E. Stamp, Gilbert Fitz-Patrick, M.D., Judge Harry B. Miller, Dan G. Fitzgerald, Andrew D. Webb, J. B. Dunlap, Roland M. Hollock, John L. Brearton. The Medical Director was Joe E. Widner, M.D.

Interest in the Hospital Association both before and after the name change, had grown rapidly and during the 14 years of its activity membership had increased to 800 representatives appointed by Masonic and allied bodies. With the change of the name to Illinois Masonic Hospital Association, membership increased to more than 1,200 by 1921.

The Annual Meeting of the Association in February, 1916 in the Red Room of the Hotel LaSalle was crowded with 504 representatives of 228 Masonic and allied bodies. On the platform were Amos Pettibone, representing the Supreme Council S.P.R.S., Leroy Goddard, Grand Treasurer of the Grand Lodge A. F. & A.M. of Illinois, George W. McFatrach, Commander-in-Chief of Oriental Consistory, Harry W. Harvey, Most Excellent Grand High Priest of Royal Arch Masons of Illinois, Frederick W. Krengel, Most Illustrious Grand Master of Royal and Select Masons of Illinois, Charles B. Scott, P.C. representing Louis Albert Mills, Right Eminent Grand Commander of the Grand Commandery of Illinois, and Harry T. Hopkins. The crowd was entertained by The American Lady Quartette and speeches by Pettibone, McFatrach, Harvey and Goddard. The Treasurers report showed a cash balance of \$4,232.76 with all bills paid.

Dr. Joseph E. Widner, Staff Physician, reported that during the month of July that 19 patients had received 331 days of hospital service; that he had made 174 visits to patients, given 38 treatments to nine office patients, conducted nine investigations and performed five operations. He added that for the past six months 2,686 days of service had been furnished to patients in hospitals. Dr. Widner's salary was \$100.00 a month.

Meanwhile, events in Europe were unfolding with unpredictable consequences for the future of Chicago and the world. War engulfed the continent of Europe in 1914, and the unrestricted submarine warfare of Germany, with the sinking of

the Lusitania, and reported atrocities of the Germans finally brought the United States into the war on April 2, 1917. A call went out for volunteers. As the war progressed and the number of the dead and wounded multiplied, the need for doctors, surgeons and nurses became acute. Even small hospitals like Union Hospital felt the pinch as doctors and nurses entered the military services. Making matters worse was the outbreak of the world-wide influenza epidemic which, between the years of 1918 and 1920 claimed the lives of 22 million men, women and children world-wide. Nurses and doctors fell victim to the disease and volunteers were enlisted to care for the sick.

In April, 1919, the Medical Director reported that among the rare surgical cases handled during the month was an operation known as Laminectomy, designed to relieve pressure on the spinal cord and "requires great surgical skill." The operation was performed by Dr. Allen B. Kanavel at Wesley Hospital. "The brother withstood the operation very well," the Medical Director added. "The man had been injured when a fellow worker fell from a scaffold and landed on the patient's neck injuring the spinal bones at the upper part of his back and neck. The patient "tried all kinds of treatment for two years without relief. Since this operation, his pains and other symptoms have practically left, and it is predicted that within a few weeks he will be able to resume his regular work of scene painting."

While there were many Masons who supported the idea of a Masonic Hospital, owned and operated by the Order, there also were skeptics. The Oriental Consistory Magazine of June 1920 asked the question "Do we need one?" There followed a plea for support and another question, "Where would you send a brother if you had need of hospital accommodations, with 12,000 beds short in Chicago at this time." In May, 1921, Dr. Weller Van Hook, pleading for support for the hospital, argued vigorously that, "Masonry does not exist for Masons alone, but that Masons may let the light in Masonry shine out upon the world." He continued, "Here in Chicago we need a great hospital where for the coming centuries not only Masons and their families, but the public can be nursed back from sickness."

In response to Dr. Van Hook's letter, Gene T. Skinkle, Secretary of the Scottish Rite, replied, congratulating those who had persisted in efforts to provide a Masonic hospital, and ad-

mitting that, "Some of our brethren, who became interested in the hospital proposition at one time or another (the writer confesses to having been one of these) became discouraged at the lack of interest by the fraternity and quit cold. Others, strong in the courage of their convictions stuck to their guns and held the fort. To these courageous ones is due the credit of the final successful results."

The debate over the hospital project continued among Illinois Masons, with the Hospital Association arguing for and the skeptical against. The matter came to a head when the struggle of Union Hospital to carry on through the war and the influenza epidemic led to the decision of the hospital board to offer the hospital to the Masonic Hospital Association. A majority of the Board of Directors of Union Hospital were Masons and by a unanimous vote the Board agreed to offer the hospital to the Masonic Hospital Association for \$100,000. The offer was readily accepted.

The Masonic Chronicler of March 12, 1921 noted that the Trustees of the Illinois Masonic Hospital Association "drove a good bargain when they purchased the Chicago Union Hospital for \$100,000. That this is a fact is amply evidenced by the facsimile report of the . . . Chicago Real Estate Board . . . valuation on the property of \$160,000." The Chronicler added, "the board's appraisements are always regarded as conservative."

The Chronicler continued, "When at the recent annual meeting of the Association the opportunity was afforded to buy the Chicago Union Hospital property, the project met with almost unanimous approval of the delegates assembled, and the Trustees were empowered to investigate the proposal and if found satisfactory to close the deal. After this action had been taken the trustees met, considered the matter thoroughly and then authorized the executive committee to sign a contract for the purchase, which was done." The deal was closed on April 30, 1921.

The Chronicler was enthusiastic, observing that "subsequent events have proven that so far as the value of the property is concerned the Association could not have done better. The Association has purchased a hospital already equipped, a going institution already in operation and prepared to furnish immediate service, and, according to the valuation report, at a price which makes the purchase an excellent financial investment."

The Memorandum of Sale, signed by Dr. William E. Buehler for the Illinois Masonic Hospital Association and Ray L. Smith for the Chicago Union Hospital noted that, "It is expressly understood that the above premises are worth in round figures One Hundred Eighty-six Thousand (\$186,000.00) and of the sum said Chicago Union Hospital is donating the sum of Eighty-six Thousand Dollars (\$86,000.00) and that the balance only of One Hundred Thousand Dollars (\$100,000.00) is to be paid by said Illinois Masonic Hospital Association to said Chicago Union Hospital."

There was an interesting aside in the Memorandum noting "that as a part of the consideration for the . . . conveyance said Illinois Masonic Hospital Association shall care for Mrs. Laura Squires and Miss Anna Meyer in the same manner as they have been taken care of by Chicago Union Hospital so long as they shall live."

The schedule of hospital equipment included in the sale noted, among many other things, a new operating table, worth \$325, five porcelain top tables at \$30 each, a new dressing sterilizer, \$700, 76 bed mattresses at \$15 each, X-ray equipment, \$2,000, and kitchen equipment worth \$1,000. The schedule mentioned 65 different items to be transferred with the sale.

During the years of the Union Hospital operation a fund of from \$60,000 to \$85,000 had been accumulated to be used "for charity only." Therefore, Dr. Vaughan, President of Union Hospital, offered the money to the Illinois Masonic Hospital Association to be used for charitable purposes. Furthermore, by resolution of the Union Hospital Board, "all property owned by the Union Hospital is by virtue of its charter dedicated to charitable purposes and can in no way be used for any other, . . . all funds, clear of debts and expenses, accruing from the sale . . . be vested to the best advantage to produce income which shall be used at the discretion of the Chicago Union Hospital for deserving charities." The resolution added, "The Board of Directors of Chicago Union Hospital most heartily wish success in greatest measure to the Illinois Masonic Hospital Association in its new undertaking."

When purchase of the hospital was assured, the Board of Directors of the Chicago Valley Scottish Rite voted on March 7, 1921, to give \$5,000 to the Illinois Masonic Hospital Association.

Caring Community

ciation. The Consistory Magazine noted, "This is the largest single donation so far given to the hospital project." More and more Masonic Lodges gave support to the new enterprise and skepticism gave way to enthusiasm.

Under new ownership the Illinois Masonic Hospital began with an inherited medical staff that included John F. Davis, Pauline Lange, Charles H. Parkes and Edward White. Attending physicians were John Harger, Harold Miller and Alva Sowers. Under the leadership of distinguished Masons and physicians, the Illinois Masonic Hospital began its illustrious career.

UNDER NEW MANAGEMENT

Union Hospital came under the management of the Illinois Masonic Hospital Association as the "Roaring Twenties" got underway. The new President of the United States, Warren G. Harding, the affable Ohioan, between games of poker with his cronies, was preaching the "back to normalcy" theme. Morals and manners were slipping into an anything-goes mood and the financial world was on the march toward the speculative boom that ended with a whimper in 1929. Adolph Hitler's storm troopers were running amok in Germany and radio station KDKA in Pittsburgh transmitted the first regular radio program in the nation. The population of the United States reached 107 million and Sir Frederick Danting, Charles H. Best and John MacLeod discovered and developed insulin.

Happily, the Masons of Illinois found a new cause in the Illinois Masonic Hospital. The skeptics of the past became enthusiastic supporters of the new enterprise, contributing \$50,000 to refurbish and re-equip the hospital. Throughout 1921, Chicago Masonic bodies contributed an additional \$16,000 to support the work. The first regular meeting of the Hospital Board of Trustees recorded occurred on July 7, 1921, with President William Buehler presiding.

T. M. Avery, Chairman of the Hospital Committee, reported that in assuming responsibility for the hospital, the committee found the working force "more or less disorganized," and recommended reorganization and assigning of responsibility for various aspects of the work of the hospital. Hiring of trained nurses by the day was changed and regular nurses were hired. A superintendent of nurses was employed for \$125 a month. Three workmen were hired to put the rooms, buildings and lawns in first class condition. The Ladies Auxiliary assumed responsibility for the flower beds. There were 44 patients in the hospital on May 1, 10 of them were Association charity

cases. The telephone switchboard was totally unsatisfactory and the elevator system needed improvement. The second floor of the administration building needed to be wired for electricity. Numerous other items required attention. The Hospital Committee was given power to proceed with the necessary improvements.

The Executive Committee recommended that the Board of Trustees be enlarged to include the Commander-in-Chief of Oriental Consistory, the Illustrious Potentate of Medinah Temple, Monarch of Aryan Grotto, during the terms of their respective offices. Later, the Grand Advisor of the True Kindred was included among those to be on the board. The Trustees unanimously approved the recommendations.

During 1921 and 1922 the attending staff included six in the division of medicine, five in surgery, four in obstetrics and gynecology, two in pediatrics, two in genito-urinary, three eye specialists, four ear, nose and throat, one skin and three neurology. There were 75 doctors on the general staff, and 25 on the consulting staff. Dr. Gilbert Fitz-Patrick was appointed Chairman of the Staff Organizing Committee. He and his committee also were assigned the task of developing Bylaws to govern the medical staff.

Dr. Fitz-Patrick's committee reported to the Board of Trustees at the August board meeting and presented the Bylaws Governing the Medical Staff. Among the provisions of the bylaws was the statement that, "The Medical Staff shall consist of Consulting, Attending the General Staff member who shall be elected by the Trustees at their annual meeting for a term of one year, provided that candidates for election to the Medical Staff shall have been nominated by the Medical Executive Committee." The trustees were given the option of rejecting nominees of the Medical Staff. There was a further provision "that a member of the Medical Staff shall not be a member of the Board of Trustees."

"Members of the Medical Staff," the Bylaws continued, "shall be divided among the following departments: Medicine, Surgery, Obstetrics and Gynecology, Pediatrics, Neurology, Eye, Ear, Nose and Throat, Skin, Genito-Urinary and Orthopedic." Each department was obliged to elect a chairman and "assume full professional responsibility for all patients assigned to their respective departments, by the hospital authorities." Candi-

dates for the Medical Staff "shall be a Mason (A.F. & A.M.) in good standing and he shall also be a member in good standing of either the Chicago Medical Society or the Chicago Homeopathic Medical Society."

The Bylaws noted that "It shall be the duty of the members of the Medical Staff to report to the Medical Executive Committee any dereliction of duty on the part of members of the Medical Staff, Interns, nurses or employees."

The first Annual Meeting of the Hospital Association following the acquisition of the hospital was held at the Hotel La-Salle, November 15, 1921. The obvious need for enlarged facilities was a major concern of the meeting. Ernest Rice presented plans for a new wing to be added and recommended that a committee "to consist of one representative from each Masonic and allied body be appointed to consider and devise ways and means for raising \$750,000 for the proposed new hospital."

While there was need for a new addition to the hospital, doctors called attention to other needs. The X-ray equipment was out-of-date and inadequate; so was the laboratory and there was urgent need for a pharmacist and room for pharmacy supplies. What is more, the kitchen and the laundry were entirely obsolete. Happily, William H. Wade, Potentate of Medinah Temple announced in January, 1922, that the Temple would provide \$10,000 to develop the basement area, which would provide adequate facilities for the kitchen, laundry and laboratory. The Trustees agreed to purchase a new X-ray machine, to employ a pharmacist and provide a room for supplies.

The process of organizing the hospital for efficient operation continued with the adoption of Bylaws for the Board of Trustees providing for eight standing committees: Finance, Medical, Ways and Means, Building and Grounds, Purchasing, Publicity, and Admissions, plus an Executive Committee with "power to perform the duties of the Board of Trustees when the Board of Trustees is not in session." The Bylaws provided for the usual officers of a corporation, for monthly meetings and an annual meeting at which officers would be elected.

Carrying on the tradition of Union Hospital, the Hospital Association Training School for Nurses was created and organized by the Board of Trustees, the school to be "open to white women between ages of 19 and 35. Careful inquiry was to be made as to moral character and intellectual status of the

applicant. . . . One year of high school or its educational equivalent is essential and preference is given to women of broader education providing other desirable qualifications are not wanting." Candidates were required to sign an agreement promising to remain for three years in the program. Each nurse trainee was provided with an allowance of \$8 per month for the first nine months of training and \$10 per month for the next 12 months and \$12 per month for the last year of training.

The Medical Staff adopted a rule "That the booking of operations shall be entirely in charge of the Chief Operating Room Nurse, and that the operating room shall be held only 30 minutes longer than the time scheduled for the operation. Should the surgeon fail to begin to operate prior to the expiration of the 30 minutes grace, his operating time shall automatically go to the end of the schedule of operations for the day. The Chief Operating Room Nurse shall sign and deliver not later than 6 p.m., to the Superintendent the schedule of operations for the following day." In addition, the Staff ruled that, "No records of patients, X-rays plates, etc., shall leave the hospital without court subpoena."

An indication that there were problems in the nurse area became evident in the decision of the Trustees in April, 1922, to terminate the services of the Principal Nurse and that "she be given a month's salary in lieu of thirty days notice." Reasons for the termination were not recorded in the minutes of the meeting. The problem must have been serious because the action was taken at a specially called meeting of the Trustees.

Other difficulties made their appearance shortly thereafter when Dr. William E. Buehler, President of the Board of Trustees, resigned "Owing to the attitude of some of the member of the Board of Trustees toward myself, also my disapproval of the policies under which the Illinois Masonic Hospital is being conducted." The resignation was accepted with regret and Buehler was elected "President Emeritus." Edward L. Johnson was elected to succeed Dr. Buehler.

At the year's end, T. M. Avery, newly elected Superintendent, reported there were some in the Masonic Fraternity who had taken advantage of the charity of the hospital endeavoring "to obtain service free of charge when they are abundantly able to pay for the same." He indicated the hospital had strengthened the rules of admission for charity patients. He added, "One

of the greatest problems we have had to contend with is the desire on the part of many to make the hospital an old people's home and home for incurables." He continued, "Our space should be at the service of those requiring medical and surgical attention only and our best efforts should be put forth to finance the growing demands that are being made upon us."

The committee appointed to develop plans for a new wing for the hospital reported at the end of 1922 that the cost of the proposed building would be approximately \$500,000 rather than the \$730,000 originally estimated. The Illustrious Potentate, William Albert Boatman, and officers of Medinah Temple of Chicago generously gave \$25,000 at their Annual Dinner meeting in December.

Despite continued expressions of appreciation for the work of the hospital, contributions fell short of the need. The Oriental Consistory Magazine quoted a series of letters from those who had been patients. "I would be ungrateful," one Mason wrote, "if I did not respond to your appeal for a larger hospital after my wife received such wonderful care and attention in this institution." He enclosed a check for \$10. Another contributed \$25 and a note of gratitude for "excellent care." Unfortunately, gifts of \$1,000 to \$5,000 were required to provide funds for the new wing.

The 1923 Commencement exercises of the Training School for Nurses were held at the Oriental Consistory. The William Albert Boatman winter class attended the affairs as a body and as a token of their appreciation of and interest in the work of Illinois Masonic Hospital, presented a check for \$1,500 to endow and equip a room to commemorate the class and its sponsor.

The Hospital Association report of September, 1923, noted that, "In the eighteen months from the day the hospital was taken over it was placed in Class A, the highest rating known by the American College of Surgeons. The only instance on record. Other Chicago institutions being in existence for years before receiving this rating and many not receiving it at all." In 1921 the hospital treated 2,997 patients and until September, 1922, 2,152 patients were served. During the period 2,187 operations were performed and there were 647 births. Carrying on the tradition of charity begun by the Union Hospital, Illinois Masonic gave 11,017 days of charity service, valued at \$83,565.

The total receipts of the hospital through the 18 months of operation were \$267,036.10 and expenditures came to \$265,005.90, leaving a balance of \$2,030.20, less \$1,873.42 which represented the furnishing fund. The cash balance amounted to only \$156.78. On May 1, 1921, the hospital employed nine nurses, but by the end of 1921 the number had increased to 24 and by the end of 1922 there were 35 nurses on the payroll. At the end of 1922, hospital employees from yard man to house physician numbered 48 .

"Justifying the wisdom of this undertaking," (purchase of the hospital) the report continued, "and bringing joy, comfort and health to thousands, which fact testified to by 99% of those who have come under our care, the Illinois Masonic Hospital today has assets of one quarter million and not a dollar of indebtedness against it other than current monthly bills, no bonds, notes or mortgages, and is the greatest monument to Masonry ever conceived or supported by our organization and in the future, with enlarged facilities, is destined to become the greatest promotion for good for all our ideals."

Notwithstanding the sound financial position of the hospital, the problem of financing the new wing remained. With the cost estimated at \$500,000 and less than \$200,000 raised despite a vigorous campaign, the Hospital Association called for increased contributions from the Masonic fraternity. The report of December, 1923, observed that not only was there need for funds to build the new wing, but also that expanded facilities would result in "increased expenses of operation and it is the duty and should be considered the personal privilege of every Mason in the community to take part in the grand work, not only by words of commendation, but in a sincere and united effort to insure that the Hospital Association shall be provided with ample funds to conduct the business of the hospital in a manner that shall reflect refulgent credit upon Masonry in Illinois and guarantee prompt service to every patient seeking admission to and medical treatment of the hospital."

The Medical Staff of the hospital was meeting regularly, and on November 20, 1923, Dr. Gilbert Fitz-Patrick, Chairman of the Medical Committee of the Board of Trustees, called attention to the new Medical Practice Act, enacted by the Illinois State Legislature, which went into effect in July "which requires every graduate in medicine to present a certificate of a

year's internship before he is eligible to a license." After discussing some ambiguities in the law, he went on to say, "It becomes necessary for every hospital staff to organize itself on a basis whereby the interns shall receive the necessary instruction that they may expect to receive while serving their internships. It behooves the staff to recognize immediately its responsibility in that respect. If the staff fails to properly take these interns in tow and cover the subject of medicine as it should be covered in the fifth year, the recognition of that hospital by the Board will be withdrawn; and it will make it embarrassing and difficult for us to have interns."

Dr. Fitz-Patrick commented further that the Board of Trustees of the hospital "is anxious to have the staff recognize its responsibility . . . to maintain its Class A rating," and he urged a careful organization of the staff and record keeping to comply with the standards required for a Class A rating. He recommended continued monthly staff meetings, one department in charge of each meeting with cases presented for discussion.

It had become clear, Dr. Fitz-Patrick continued, "That it is only a question of time until practically every so-called non-university hospital in the City of Chicago will . . . have some university or medical college affiliation. It behooves the Illinois Masonic Hospital to recognize this and get busy as soon as possible."

Still troubled by the problem of raising money for the new addition, William H. Wade, Chairman of the Ways and Means Committee, reported the results of a mailing campaign to the Master Masons of Cook County. In response to 97,616 letters there were only 1,500 answers. The amount collected was \$5,745.38 and the cost of the solicitation \$3,025.35. Andrew McNally, noting that the results were far less than expected, moved that arrangements be made for a general Association meeting along with representatives of the Grand Lodge, district deputy inspectors, masters, wardens and other leaders of the craft to grapple with the problem of raising funds.

In response to that meeting the Trustees accepted the idea of employing the B. S. McGuire Company of New York City to circulate membership of Masonic bodies of Cook County for the benefit of the hospital "with a view of selling tickets of admission to a series of shows to be held in various parts of the city." The McGuire Company guaranteed \$100,000 profit to the As-

sociation, with no expenses to be charged to the Association, until after the \$100,000 had been raised. A contract with the McGuire Company was signed. In order to keep abreast of the fund raising plan, William Wade urged that the Executive Committee of the Board meet every week, and weekly meetings began and were continued until the new wing had been built. By August, \$79,711.61 had been raised and was invested in bank acceptances at 4¼ per cent.

Meanwhile, the necessity for a Nurses Home had become urgent, and in September a contract was let to the J. B. Ragnall Company for the erection of the Nurses Home for \$43,000, construction to begin immediately.

By January 1, 1924, the Building Fund had accumulated funds of \$240,000; \$43,000 of the amount to be used for the Nurses Home. T. M. Avery moved that the hospital annex be built on the East to Florence Avenue and be as large as can be erected for the money available. The motion was carried at the January meeting of the Board in 1924. Plans for the new wing were presented to the Board in April and shortly thereafter were submitted for construction bids. Unhappily, all the bids were far in excess of the funds available, and in June the Trustees deferred action on the building program until the September meeting. Happily, by August the Nurses Home had been completed, but at a cost of \$61,925.31, including furnishing.

Action on letting bids for the wing construction was deferred in September, and in March, 1925, Chairman Avery announced that "the proposition to be settled is whether a four story addition or a seven story addition is to be built." It will be necessary, he continued, "to raise, in addition to what is now in the treasury, \$50,000 for a four story building and approximately \$150,000 for a complete seven story building. A seven story building with three upper floors unfinished, will cost \$100,000 in addition to what we have."

At a special meeting of the Board of Trustees, September 17, 1925, the Board voted to proceed with building a five-story addition with foundations and adequate to support a seven story addition, and to let contracts. Twelve members of the Board voted for the proposal, four voted against and seven were absent and not voting. Contracts, therefore, were given to Shedden & Co., for the general contract; Noble & Thumm for the

plumbing; S. J. Reynolds & Co., for the heating, Kelso Burnett Electric Co., for the electrical work. It was voted to use the funds available and to borrow the remainder in order to complete a five-story wing. T. M. Avery, long a member of the Board, and Superintendent of the hospital, resigned in protest against the action. At last the new wing of the hospital was assured.

Ray L. Smith was selected to be the new hospital superintendent to succeed Avery at the December meeting of the Board at a salary of \$3,000 annually.

Building of the new wing was underway as 1926 began, but financial problems remained as ongoing expenses continued to grow. Tuckpointing of the old building was necessary and the elevators needed repair and replacement. A new sterilizer was purchased for the operating room and an ice making machine for the kitchen. The average monthly charity cases numbered 442, with a daily average of 17 charity patients in the hospital costing nearly \$4,000 monthly. Because of the limited number of rooms, 102 pay patients were turned away in one month, according to Dr. Buehler.

There continued to be second thoughts about the new wing. Foundations had been laid when Dr. Buehler recommended to the Executive Committee in January, 1926, "that the new building be erected seven stories high instead of five as originally planned." The full Board unanimously approved the recommendation of the Executive Committee and contracts were revised to include the two added stories. At the same time a new fund-raising campaign was begun, and a full-time druggist was employed for \$200 per month.

By June the funds available for construction were virtually exhausted and Andrew McNally moved at an Executive Committee meeting that, "The Finance Committee proceed to make tentative arrangements for a loan sufficient to complete the new building." The motion was carried. In July, George J. Haberger, a member of the Executive Committee, negotiated a loan from the Market Traders State Bank for \$200,000 at six percent interest. The property of the Hospital Association was pledged as a guarantee for the loan. A specially called meeting of the full Hospital Association approved the action of the Trustees on August 18, 1926. Immediately following the Hospital Association meeting the Trustees met and passed the following

resolution. "Resolved that said Board of Trustees of the Illinois Masonic Hospital Association borrow the sum of \$200,000 for the completion of its Hospital, and pledge the real estate and the fixtures therein as security for such loan."

There seemed to be very little anxiety over the loan. After all, the national economy, except in the farm belt, was booming. Calvin Coolidge, the dour New Englander, had inherited the Presidency when Warren Harding died mysteriously while returning to Washington from a trip to the West. In 1924, Coolidge had been elected President in his own right and had assured the nation there would be slight interference with business so far as the government was concerned. It seemed a propitious time for the hospital to expand. The need for rooms promised that the expanded hospital would be filled with paying patients. The stock market was up and there were plenty of Masons with money and with a new campaign planned, the debt should be a minor problem.

Official opening of the new wing came on February 13, 1927 with the dedication set for May 21. A bronze tablet, bearing the names of the following Trustees was prepared: Edward L. Johnson, James C. Matthews, Maxwell Levy, George F. Loring, Ray L. Smith, William E. Buehler, Charles B. Pavlicek, George J. Haberer, William F. Knoch, Joseph J. Shaw, Andrew McNally, Gilbert Fitz-Patrick, Charles W. Kaiser, Henry L. Fernbach, Frederick G. Waiss, Edgar A. Jonas, Harry L. Lathe, William C. Rapp, Charles R. Fuller and William A. Eichler. Plates for doors of several rooms furnished by organizations were ordered installed.

The dedication was a gala affair. Mayor William Hale Thompson sent two "beautiful floral pieces" for the occasion. Trustee Fernbach, elected to be Flag Bearer, preceded a color guard from the American Legion in front of the new annex. Trustees, representatives of various organizations and lodges wore badges; the Shrine Band, Chanters and a Quartette furnished music and guests toured the new building, many expressing amazement at the beauty of the facility and the modern equipment displayed. The Grand Master, David D. King, gave the dedicatory address.

The excitement of the dedication was enlivened by the feat of Charles A. Lindbergh, a hitherto unknown young man of 25, who landed in Paris after a 33-hour solo flight from New

York in a monoplane named "The Spirit of St. Louis." He landed on the day of the dedication. Lindberg gave the nation a new hero, a real American Boy, at a time when "It" girls and Drug-store Cowboys were the in thing, and the revolt against traditional inhibitions was in full swing. Young ladies' skirts had come up to the knees and cosmetics, hitherto taboo, were commonplace. Prohibition was flaunted on a large scale and Al Capone had come into his own as the booze king. Surprisingly, the ladies had begun to smoke cigarettes.

Before the dedication, Trustees, eager to reduce the indebtedness of the hospital, planned a new fund-raising effort. Judge Edgar A. Jonas proposed that the Bill Rice Productions be employed under contract to raise money "through the medium of a combination Mardi Gras, Show and Dance in the City of Chicago . . . for a period of three days." Anyone selling a \$25.50 book of tickets would receive "One Large Premium, Five Merchandise Premiums, having an approximate value of \$8 to \$15 and Four Small Premiums, all to be chosen from a Circular." Any money derived from the project would be "the sole property of the Illinois Masonic Hospital Association." If the sales of tickets should be 20,000, the Rice organization agreed to give the Association a bonus of \$20,000. The proposal of Judge Jonas was approved unanimously and a contract with the Rice organization was signed. The Trustees, conscious of the financial pressures, voted to pay \$1.25 for their own monthly dinners.

By February, 1928, the campaign had yielded \$32,813.65, the net return of the campaign program and the Mardi-Gras. While the result was significant, the \$200,00 loan remained to be liquidated. The campaign had made it possible to repay a short term loan of \$7,500, borrowed to cover current bills, and to slightly reduce the debt to hospital suppliers. Charity work continued to be a problem, the Treasurer's report showing the total value of charity work done in February amounted to \$9,588.80. At the same time, the Trustees voted to install a new elevator in the old building at a cost of \$4,774.00. Expenses seemed to be a never ending problem.

New developments in X-ray technology required new equipment and a bid of \$3,776.50 for it was accepted. At the same time, a contract was entered into with Dr. Wilbur Gilmore at a salary of \$250 a month and 50 per cent of the net income after deducting natural expenses to operate the new X-ray.

Necessary electrical equipment and wiring, not covered in the purchase, amounted to an additional \$500. By July, the new elevator had been installed and the X-ray room was finished and in full operation.

The problem of the hospital debt continued to preoccupy the Trustees, and in August of 1928, a contract was signed with Ketchum, Inc., in which Ketchum agreed to "supply to the hospital an experienced staff consisting of a director and three associate directors for a period of twelve weeks . . . for the purpose of organizing, managing and directing, and otherwise making effective the solicitation of a fund of \$750,000 by the trustees and other friends of the hospital." The Trustees agreed "that the funds so raised are to be used exclusively for building and equipment, endowment, payment of existing mortgage and other indebtedness." Headquarters for the campaign were established on the 19th floor of the Dental and Medical Arts Building, 185 North Wabash Avenue. Dr. Fitz-Patrick graciously donated the space.

Perhaps the Trustees felt the need for spiritual help. In any event, the Rock River Conference of the Methodist Church was requested to provide an Association Chaplain. The Reverend Mr. Charles A. Gage was named. At the same time, Dr. Theodore R. Pontner was employed for a six month period as Superintendent at a salary of \$5,000 per year, his contract to be renewed at the end of the six month period if a permanent Superintendent had not been found by then.

The Annual Meeting of the Illinois Masonic Hospital Association saw the election of Judge Edgar A. Jonas as President. He delivered the principal address of the afternoon, tracing the history and progress of the Association from the \$100,000 original investment in 1921 to its present worth of \$750,000 and "he pleaded for continued greater support of this laudable charity and compared the Association's growth and achievements with other institutions of similar size."

A letter from Dr. Pontner, the new Superintendent, contained an amusing note. A patient was discharged "who had accidentally had three silk nightgowns sent to the laundry. These gowns were ruined and two of them were not recovered. The error was, no doubt, on the part of some of our nurses, and it was necessary to settle with the patient. Settlement was made for \$4 and the laundry was instructed to watch for articles

of this kind and not to wash them when found." He noted furthermore that a new class of probationary nurses had been accepted, "sixteen in number." Apparently some of the nurses had bad teeth and diseased tonsils resulting in bad breath. He had instructed that all such defects must be corrected at the nurse's expense. He added that "alcohol has been stolen from the Surgical area" and he proposed that a strong, locked cupboard should be provided for both alcohol and narcotics.

By the end of 1928, the Ketchum campaign had resulted in cash and pledges of \$14,457.62, and it was voted to continue the campaign to March 1, 1929. Apparently hospital creditors were "urgent in their demand for payment," and the Superintendent was asked to "outline the present conditions prevailing and the probability of being able to take care of their claims within the next 60 days as a result of the present campaign for raising money."

It is not surprising that, except for X-ray, no new medical technological equipment was added to the hospital during the Twenties. It may be that the cultural climate of the time ran against the grain of giving. The nation was on a speculative binge, taking risks on Florida real estate and pushing the stock market to dizzying heights. Making money, not giving it, seemed to be the passion of the era. Herbert Hoover, the post-war "Food Czar," had been elected President in 1928 on a sound money platform and on the conviction of the electorate that under his leadership Coolidge prosperity would continue. Unfortunately, the prosperity did not trickle down to the hospital.

In February, 1929, the Superintendent complained he had been unable to buy necessary linens to replace worn out sheets and pillow cases. There were "complaints from the patients and attending doctors regarding nursing care in the hospital." This situation, the Superintendent said, "is primarily due to the fact we are attempting to nurse too many patients with too few nurses." He told the Trustees it was imperative to increase the nursing staff. Reluctantly, he went on to say that, "The incinerator we installed two years ago is in bad order. The fire brick is entirely burned out of the combustion chamber and will have to be replaced."

Despite all the internal problems, there was an encouraging vote of confidence from the American College of Surgeons. A letter to the Trustees from Dr. Franklin H. Martin, Director

General of the College of Surgeons, stated that, "The Illinois Masonic Hospital is on the Honor Roll of the American College of Surgeons through meeting the requirements which insure the right care of the patients." Grateful for the letter, the Trustees voted to give the letter "the widest possible publicity," with a copy "to be furnished to the Campaign Committee" and "to the Masters of all Cook County Lodges."

By the end of March, 1929, Dr. Charles A. Gage reported that the Campaign had resulted in contributions of \$40,000, not including "several . . . substantial contributions not yet ready to be announced." There seemed to be no hope, however, of meeting the goal of \$750,000. Creditors were becoming insistent, demanding payment of bills submitted. A letter from the Standard X-ray Company demanded payment of the balance due for X-ray equipment furnished by the company. Meanwhile, doctors were insisting on the necessity for violet light equipment, which the hospital lacked.

The Nurses Training School continued to provide nurses for the hospital, and on April 24, 1929, 16 nurses were graduated at exercises in the Scottish Rite Cathedral. Judge Jonas gave the commencement address and presented diplomas to the graduating nurses. Dr. Gilbert Fitz-Patrick also addressed the class and the evening was concluded with a dance in the ballroom.

The Ketchum-led Campaign came to an end in April, and the Executive Committee of the Board resolved to continue the drive for funds indefinitely with Dr. Charles Gage in charge at a salary of \$100 a month, he to pay his own expenses. Complicating the financial problems of the hospital was the fact that in May and June the hospital "has been running light, with the first floor closed. One other floor could be closed, but remained open for the present."

The Trustees were encouraged in June when Gage submitted a letter "signed by Henry R. Kent, President of the Guardian National Bank, stating that Brother U. J. Herrmann had deposited with him a collateral trust note for \$25,000 with verbal instructions that the note be held subject to a Trust which he intends to make for the benefit of the Illinois Masonic Hospital." Several other major gifts, not yet reported, were anticipated. At the end of June, the campaign had reached a total of \$127,177.29, disappointing in light of the goal. Nevertheless,

\$40,000 was used to reduce the hospital debt from \$200,000 to \$160,000.

Laboratory work at the hospital was deemed inadequate by Dr. Fitz-Patrick, who advised the Trustees that an arrangement could be made "whereby our laboratory would be taken over by one of the pathologists on the staff of Northwestern University." Dr. Fitz-Patrick observed that "this arrangement would give our laboratory more prestige than any other possible arrangement." Northwestern "is willing to furnish us with one of their pathologists on one-half time at a salary of \$100 a month." The Medical Executive Committee had approved the arrangement and the Trustees concurred.

The hospital was full in August and September; payment for the X-ray equipment remained in arrears, and fundraising seemed to be in limbo. A patient of Dr. J. R. Harger jumped out of a second-story window. After the accident, it was reported that the patient had been a melancholic patient in another hospital. Fortunately, the patient suffered slight damage from his fall. Thereafter, he was cared for by two 12-hour nurses.

Curiously, the Board of Trustees meeting of November 6 made no mention of the stock market crash of October 29. Perhaps the implications of the crash were not foreseen. It was, however, voted to end the campaign. Signs that the economy was in trouble had been apparent in 1927 and 1928. Unemployment had become more serious than at any time since immediately after the war and business activity had been subsiding. The Financial Editor of the *New York Times* described conditions in early 1929 as one of "hesitation." Nevertheless, by the summer, stock market prices had soared into the blue. Professor Irving Fisher announced that the market had reached "a permanently high plateau." And then it happened.

There were, as might be expected, a flood of reassuring statements. John J. Raskob declared that stock prices were a bargain. John D. Rockefeller believed that "the fundamental conditions of the nation are sound." Nevertheless, billions of dollar's worth of profits had disappeared. Investors who had dreamed of retiring to live on their incomes found themselves in debt. If there were concern on the part of the Trustees that pledges made in good faith might not be paid as the resources of Masons and others vanished, it is not indicated in the minutes. On the contrary, the minutes indicate business as usual.

In November, the hospital was filled to capacity and two extra nurses were employed temporarily.

The Annual Meeting of the Association on November 19 heard a report by William C. Rapp, Secretary, indicating the disappointment of the Trustees that a sufficient sum was not realized from the campaign to put the hospital on sound financial footing and to provide a liberal endowment fund. After expenses, the campaign had realized only \$125,000, nowhere near the \$750,000 goal. He added that during the period of the campaign, ordinary, routine donations were far less than usual. President Jonas called attention to the encouraging fact of an endowment gift of \$25,000, to be known as the Susan M. Bain Memorial Fund, held by the West Englewood Trust and Savings Bank.

After a year's time, T. R. Pontner, M.D., still remained as Superintendent of the hospital with seeming satisfaction on both sides, even though he had been employed originally for only six months. In his annual report, he indicated, "The hospital has been renovated throughout. The Nurses Home will be renovated as rapidly as possible." Miss Lillian Nelson," he went on, "the new Superintendent of Nurses, has continued to build up the school," in "the last class we were able to demand high school graduation in every case." He argued that "the policies of the hospitals of the city have been . . . successful. Whilst most of the hospitals of the city have been very short of patients, we have been reasonably full at all times and at times we have been overcrowded."

Financially, the hospital showed a net operating profit of \$33,911.15, of which \$14,098.50 was applied to pay interest and to reduce indebtedness, leaving a balance of \$19,812.63 "which was absorbed in reduction of past indebtedness to tradesmen and in an increased amount due the hospital for the care of free patients." Dr. Pontner's contract was renewed for one year.

As 1930 began, the Trustees reversed a long-standing policy and resolved that "the vacancies now existing upon the Board of Trustees . . . be filled by the election or appointment thereto, of physicians well qualified and of repute, and that subsequent vacancies upon said Board be filled in like manner, until the number of physicians and surgeons existing thereon shall constitute 40% or more of the total membership of the Board."

There were two vacancies on the Board occasioned by the deaths of Alfred C. Carrier and George J. Haberer.

Dr. Pontner reported that a patient suffered a picric acid burn during surgery. The doctor attending estimated that the patient was detained about one week in a \$9 room as a result of the burn. The patient "was disposed to make trouble," but was satisfied when he was allowed \$50 on his bill. He released the hospital from all liability. Several days later a mental patient escaped from his nurses, ran from the third to the fourth floor, down the fire escape to the third and jumped off the balcony. No serious damage was done to the patient and he was transferred to the Psychopathic Hospital that evening.

Resignation of Dr. Pontner was announced on March 9 and the resignation was accepted reluctantly. A committee was appointed to search for a new Superintendent. The Medical Staff, disturbed by the resignation, urged the Trustees to do everything possible to keep Dr. Pontner on the job. Negotiations with Dr. Pontner were fruitless, and Andrew McNally, on behalf of the Search Committee recommended the selection of Dr. Stephen N. Smith of Wauwatosa, Wis., as the new Superintendent at a salary of \$5,000 a year, without living accommodations. He was elected unanimously by the Board. In the interim before the arrival of Dr. Smith, Miss Lillie Nelson was designated Acting Superintendent under the supervision of a Trustee Committee of Maxwell Levy, Harry L. Lathe and Charles W. Kaiser.

Since Prohibition was the law of the land, inspectors from the Prohibition Department arrived in March and according to the report of Dr. Pontner, "criticized us rather severely for using too much whiskey." They also criticized the fact that each dose of whiskey administered to patients was not charted, leaving the suspicion that someone had been pilfering the liquor. The pharmacist was instructed to be sure there would be no illegitimate use of the whiskey. A close check on the eating of meals in the hospital by employees not entitled to the privilege was recommended and all keys to ice boxes now in the hands of employees were recalled.

At a meeting of the Medical Staff on May 27, the Superintendent reported, "an interesting and instructive demonstration of the Electro-Cardiograph Machine was made by representatives of the General Electric Corporation. Following

the demonstration, the Staff went on record as requesting the Board of Trustees to purchase an Electro-Cardiograph Machine in the near future." The cost of the instrument was estimated to be \$2,000. The Trustees deferred purchase indefinitely and accepted the General Electric offer to furnish service on cases at the rate of \$5 per patient, less 20 percent. The Electro-Cardiograph Machine marked the first medical technology introduction for use in the hospital since the X-ray.

The resident physician, Dr. Walter H. Scherping resigned in June and Dr. A. W. Hurst was employed at a salary of \$160 a month. The death of Trustee William H. Bied led to the election of U. J. Hermann to fill the vacancy on the Board of Trustees.

In mid-September, the hospital was partially quarantined because of a case of small pox that entered the hospital on September 7. Unhappily, the patient was employed as a maid in the dietary department. The Health Department immediately began the enforcement of stringent rules. Visitors were excluded from the hospital, nurses and doctors were vaccinated and two nurses were in isolation in the Nurses Home because of a lack of previous successful vaccinations. The hospital, already suffering from a dearth of patients through the summer, suffered further financial loss because of the quarantine. More serious was the fact that the hospital was feeling the effects of the economic depression following the stock market crash. The Hospital Association owed \$29,000 for the free care provided to Masons, their families and members of associated bodies during the year. Dr. Smith was ordered to reduce the payroll. In September, unpaid tradesmen's accounts dating back to July amounted to \$18,000.

Illinois Masonic Hospital became a member of the American Hospital Association in October after having declined an invitation to membership a year earlier. The matter of purchasing a "gas machine" which D. G. McCurdy, an anesthetist, regarded as an "absolute necessity" had been under discussion for some time, and in October the Trustees authorized the purchase of the gas machine from the Safety Anaesthesia Company at a cost of \$650 with a down payment of \$150 and \$50 a month beginning January 1.

Problems multiplied in late November when a hot water sterilizer in the operating room exploded, causing considerable damage. Fortunately, it occurred at noon when there were only

two people on the operating floor and no one was injured. Cost of repairs amounted to \$600. There was no insurance to cover the damage. Then a Mrs. O'Brien was having her baby X-rayed and was assisting in holding the baby. The mother was warned to stay away from the wires to the X-ray tube, but in attempting to subdue the struggles of the child, she came near enough to form an arc and was knocked to the floor by the force of the current. She received a small burn on the top of her head and on one leg and ultimately suffered no ill effects. Happily Mrs. O'Brien did not sue the hospital for damages.

Minutes of the Board of Trustees indicate that the Medical Staff was meeting regularly, but records of their meetings cannot be found. The attending staff had grown significantly through the decade with nine in medicine, 13 in surgery, nine in obstetrics and gynecology, four in pediatrics, four in urology, four in ophthalmology, seven in rhinolaryngology, one in dermatology, three in neurology, three in orthopedics, one in oral surgery, three in dentistry, two in pathology and two in radiology. In addition, there were 37 on the consulting staff representing the various divisions of the medical work of the hospital.

Despite the heroic efforts of the Trustees and the Staff, the hospital was feeling the effects of what Dr. Smith described as "an unprecedented depression" which was to grow even worse in the years to come.

DEVASTATED BY DEPRESSION

As 1930 began stock and commodity prices were falling steadily, almost 9 percent of the labor force was unemployed and the relief of the unemployed had become a pressing problem for local governments in many parts of the country. President Hoover insisted that private agencies should assume responsibility for individuals first, and then, if necessary, local governments. Economic distress was intensified by the financial debacle in Europe and a world-wide depression developed. Banks in the United States failed by the hundreds. Things seemed to be going from bad to worse.

The hospital, still burdened by debt, could not escape the consequences of the Depression. Nevertheless, the Trustees carried on bravely. In January, 1931, a small room adjoining the interns' quarters was set aside for a medical library. Books were scarce, but a sufficient number of medical periodicals were being received. The Medical Staff elected Dr. Robert H. Hayes as President and Dr. Walter Fischer, Secretary. Reflecting the effect of the Depression, a large number of free patients were received in the hospital, intensifying the problems of the institution. President Jonas proposed a campaign, with Trustees volunteering to speak at at least five lodges during the year on behalf of the hospital. Secretaries of lodges were asked to circulate pledge cards for sustaining members at fifty cents to one dollar a year.

With the resignation of Dr. Hurst in hand, Dr. C. R. Chadbourne was named Resident Physician, beginning June 1. The Medical Executive Committee approved letters to be sent to physicians in the neighborhood, calling their attention to the facilities offered by the hospital. Curiously, the resolution designed to increase the number of physicians on the Board of Trustees to 40 percent fell by the wayside, and on the death of Timothy M. Avery, Rollo R. Longenecker was elected to the Board.

During the time the annual graduation of nurses was held at Oriental Consistory, a prowler entered the second floor of the Nurses Home, ransacked it, and took off with numerous articles of value. Police were notified, but no trace of the burglar could be found. The episode followed a series of reports of men peeking into windows of the Nurses Home and attempting to enter. Police agreed to monitor the facility on a regular basis.

A new all electric refrigerator came to the hospital through the efforts of Trustee Herrmann. That, along with a new sterilizer, vastly improved the equipment of the laboratory, Superintendent Smith reported. He also submitted his resignation in order to accept another position. Dr. James B. Griffin was elected his successor at a salary of \$5,000 a year.

The Trustees, for some time past, had deferred the purchase of a skeleton for the study use of interns and nurses because of the \$200 cost. Dr. William Buehler kindly donated a skeleton. Cost cutting had become an urgent necessity with payment for interest and maturities on the bond issue coming due on August 20. In September all hospital salaries were cut 10 percent with virtually no protests. Salary reductions were being put in place throughout the business community as the economic depression deepened. The graduate nursing staff was decreased by two in order to save \$200 monthly. Two other graduate nurses had been terminated previously so that graduate nurses numbered only eight instead of 12 at the end of July. The payroll was reduced from \$8,747.25 in July to \$6,620.32 in September, a decrease of \$2,126.93. In an effort to improve the census, obstetrical service prices were reduced and doctors were requested to reduce their rates. In November rates for all rooms were reduced after Dr. Griffin reported, "Our hospital cost per day, per patient, averaged \$5.06 over the past three months, although for the first six months of this year it averaged \$5.86." The new Resident Physician accepted a 10 percent cut in his salary despite his contract.

At the Annual Meeting of the Hospital Association, Dr. Griffin noted that, "In common with practically all other enterprises the Illinois Masonic Hospital has suffered severely during the year by the prevailing business depression. The patronage of the institution by paying patients has been greatly reduced, a condition shared by all other hospitals in the City of Chicago. The decrease of revenue and profit from this source

has been serious. Contributing organizations, having their own financial troubles, in many cases have been unable to make as liberal donations as heretofore. On the other hand, the prevailing hard times have brought many more applications for free service than at any other time."

At the Annual Medical Staff dinner, held in the Nurses' Dining Room, Drs. John F. Davis and Walter Fischer were elected President and Secretary of the Staff. Attending the dinner were 79 members of the Staff and 12 guests. The Staff decided to discontinue the regular Saturday morning professional conferences and to substitute a Clinical Conference every Thursday from 11:45 a.m. to 1 p.m., including a buffet luncheon of sandwiches, pie and coffee at a cost of six cents a plate.

By December, 1931, headlines had grown ominously longer; farm bankruptcies and foreclosures multiplied and there was a sense of disillusionment throughout the nation. In two years 3,600 banks had failed, several railroads were forced into bankruptcy, and there were rumors that more banks and at least one insurance company were in serious trouble. Congress responded to the pleas of President Hoover and established the Reconstruction Finance Corporation, empowered to lend funds to banks, railroads and insurance companies. Approximately 20 percent of the labor force of the nation was unemployed.

The squeeze on the hospital was acute, and in February, 1932, Trustee Maxwell Levy, Chairman of the Finance Committee, reported that with cash on hand and funds that could be taken from the Association account, he still was short some \$600 to take care of the amount of interest on the loan due on February 20. The Finance Committee was authorized to negotiate a loan for "whatever was needed to complete the amount." The question of the extension of the hospital loan was discussed and it was concluded that holders of the bonds must be requested to grant an extension of two years after the maturity of the issue in August, 1932, and that no further interest be paid until such an extension was granted. Dr. Griffin reported in April, "We must get money somehow from somewhere. We owe some \$30,000 in accounts payable; business with us as with all hospitals is bad; our income shows a material decrease over a year ago; our operating expenses have been reduced to rock bottom."

When Dr. J. W. Roberts, the Resident Physician, submitted his resignation in April, the Trustees decided to do without a Resident Physician. Three younger members of the staff, Drs. Oliver, Nelson and Pishotta agreed to handle the outpatient clinic morning service with the help of two interns. The student nurses' graduation bonus, hitherto \$75, was reduced to \$50. All employees were notified there would be no vacations with pay in 1932.

The financial state of the hospital was difficult in May when a special meeting of the Hospital Association was called. President Jonas stated the problem of the loan "which will mature on August 20, 1932, in the amount of \$160,000.00." He assured the delegates that the bank would renew the loan or extend it for a one- or two-year period "provided the interest payment of approximately \$5,000, due in August, is promptly paid." The interest payment was not available. The Association resolved, therefore, "that all Masonic Lodges and appendant or co-ordinate organizations, including those of the Order of the Eastern Star, White Shrine of Jerusalem and True Kindred be asked to contribute \$15 or more to a special mortgage fund for the purpose of meeting the interest payment." The Medical Staff of the hospital passed a resolution promising to do everything possible to assist in raising the mortgage interest.

By August 2, the Trustees were able to raise \$4,170.39, and with time running out, President Jonas was authorized to accept \$1,000 in full payment of an \$8,000 second mortgage on South Side property, a part of the Bain Trust Fund willed to the hospital some years previously. Interest on the bonds was paid on schedule with the proviso that the check should not be cashed until the bond holders agreed to a two-year extension of the loan. The bond holders agreed and the check was cashed. On September 13, Dr. Griffin reported with apparent surprise, "To and including today, we actually have received from the Craft toward the Interest Fund, \$5,062.40, \$270.00 of which is with the failed Citizens Bank, leaving available toward this fund, \$4,792.40." The \$1,000 from the Bain Trust Fund was used to pay bills to tradesmen and to complete the interest payment.

Apparently there were problems of relationship between departments of the Medical Staff and after two meetings of the Staff it was recommended, "That the Division of Gynecology

be disassociated with the Department of Obstetrics and that the future Departments be known as the Department of Surgery and Gynecology and the Department of Obstetrics; that Dr. Harold Miller be transferred from the Department of Obstetrics to the Department of Surgery and Gynecology; that Dr. Glen Nelson be transferred to the Medical Section of the Associate Attending Staff; that Dr. M. O. Wilkins, Dr. Pauline Lange, Dr. Buelah Wallin and Dr. R. C. Christie be transferred from Associate Attending Obstetrics to Attending Obstetrics; that all Association (free) cases in the Department of Obstetrics, developing any complications requiring consultation, whether for delivery i.e., Caesarean Section, Version, Craniotomy, Hebostiotomy, High Forceps, or for any complication occurring during pregnancy or puerperium, shall be referred by the Department of Attending Obstetrics to the Consulting Obstetrics Section of the Staff." The Trustees approved the resolutions and the departments settled down in a comfortable relationship.

In order to reduce costs, the work of the outpatient clinic was expanded so that patients who otherwise would be in hospital beds could be treated and sent home. A weekly clinic for diabetic patients was established under the direction of Dr. Carl Steinhoff. Analysis of hospital service for September revealed that 53 doctors brought 207 patients to the hospital. There were 57 student nurses serving patients.

Meanwhile, the Depression deepened and the prospects of the reelection of President Hoover, nominated by the Republicans, dimmed. His opponent, Democrat Franklin D. Roosevelt, promised a "New Deal" for the American people. In his campaign speeches he spoke in pleasant generalities. He promised to balance the budget, but at the same time asserted that the government must be responsible for the relief of individuals. He was a personable candidate with a captivating smile and a melodious voice. In the election he carried all but six states and the Democrats gained impressive majorities in both houses of Congress.

The Annual Meeting of the Association in November was a sobering one. William C. Rapp, Secretary, reported that the Association had suffered losses through the failure of two banks in which funds were deposited, The Citizens State Bank and the Prudential State Bank. Furthermore, funds which were

invested in securities were tied up by default. "The funds which made up the Susan Bain Memorial Fund, in the amount of \$25,000 are now found to be of little or no value." He added that it had been necessary to curtail free service and expressed regret that "at a time when help is most needed, the ability to give is curtailed."

The new year began with a sign of relief on the part of the Trustees when Maxwell Levy, Chairman of the Finance Committee, reported the settlement of the Costello Estate in the amount of \$7,614.61. Reflecting fear of banks, a characteristic of the time, \$4,800.00 in cash was deposited in a safety deposit box in the Northern Trust Company to meet the interest payment on the bonds due February 20, 1933. The remaining \$2,424.18 was divided between the Deep Rock Oil Company and Johnson and Johnson (Surgical Supplies). The balance of \$390.43 was used for smaller accounts payable. As a cost-saving measure, the salary of the Superintendent was reduced from \$5,000 annually to \$4,000.

One of the difficulties of free care was suggested when Richard Miller, a member of the William McKinley Lodge, was admitted to the hospital for a few days for a recurrence of an old, chronic heart and kidney condition. After his admittance, relatives refused to take the man back into their home, and the Lodge insisted the hospital should keep him in its care. The Trustees protested and the Lodge finally agreed to pay \$15 a week toward the cost of his care for four weeks. The Lodge promised that at the expiration of that time the patient would be removed from the hospital. At the end of the period he was sent to the Home for Incurables on Ellis Avenue.

On February 15, Anton Cermak, Mayor of Chicago, campaigning in Florida with Roosevelt, was shot. The bullet was intended for Roosevelt, and Cermak is said to have remarked to Roosevelt before he died, "I'm glad it was me instead of you." The Board of Trustees took notice of Cermak's death in a resolution noting his contributions to the Masonic Fraternity as a member of Lawndale Lodge No. 995, A.F. & A.M. He had, the resolution noted, "devoted considerable of his time and efforts to foster and promulgate the ideals, principles and traditions of this organization."

It had been the habit of the Trustees for some time to bypass the Superintendent in dealing with employees, and the Super-

intendent protested that, "It is difficult for your Superintendent when employees who are heads of departments are personally interviewed, advised, instructed and admonished or discharged without the Superintendent knowing anything about the matter until after the action has been taken." The Trustees, brought to an awareness of the difference between Administration and Trustee responsibility ordered that heads of departments with complaints submit them in writing to the Superintendent and not to members of the Board.

President Roosevelt took the oath of office in March 4, 1933, and in his inaugural address told the people, "The only thing we have to fear is fear itself." The following day he issued a call for a special session of Congress and proclaimed a holiday for all national banks. Banks closed throughout the Chicago area, perhaps to the relief of the hospital Trustees. At least they would not be plagued by bill collectors for the time being. Only 32 Chicago area banks had opened a week later. Scores of banks remained closed until proven to be in sound financial condition. Some banks remained closed for months, years, and some never were reopened.

City of Chicago finances were in dire condition and the City Council imposed a three percent sales tax. Attorneys advised that while hospitals themselves probably were exempt from the tax, nevertheless, the sales tax was collectable on all drug and sundry items sold directly to the patient whether the patient, be in the hospital or coming in through the dispensary. Dr. Griffin noted in April that "the credit situation has been causing considerable embarrassment the past ten weeks, and more so since the banking holiday terminated." More payroll cuts were instituted and the allowance of student nurses was reduced from \$5 to \$4 a month. The Trustees began a new campaign for funds, sending 62,000 mimeographed letters to members of Blue Lodges and 75 lodges were visited by campaign speakers during the month of April. Ten thousand cards were printed for distribution to lodge members, stating, "My name is . . . I am a member of . . . home address, . . . home phone, . . . In case of accident please take me to the Illinois Masonic Hospital, 636 Wellington Avenue., Chicago . . . Present this card there where I will receive the attention my condition warrants."

Despite the campaign, which was only moderately successful,

accounts payable in August amounted to \$39,000 and many of those to whom money was owed were pressing the Superintendent for payment. At the same time, there was insufficient money available for the \$4,800 interest payment due on August 20. The Superintendent observed that the hospital was about breaking even month by month, but "we are steadily . . . remaining in about the same position financially, which means we are not receiving sufficient income . . . to pay off old accounts . . . or to provide for interest on the bonded indebtedness." He complained that the Hospital Association had failed to provide adequate funds to care for free patients which accounted for much of the shortfall in income.

Throughout 1932 and early 1933, Chicago had been moving ahead toward the opening of "A Century of Progress." The fair, with buildings stretching along the lakefront, was a magnificent success from its beginning in May, and on September 3, an attendance record was set when 367,737 people packed the grounds. Business and fair leaders felt the fair was lifting Chicago out of the Depression and plans were made to continue operation of the fair through 1934. Mayor Lohr estimated that by the time the fair ended, it had brought \$200 million in fresh capital to Chicago. Coincident with the fair in 1933 was the end of the "noble experiment" of Prohibition, which officially ended in December of 1933.

If the "Century of Progress" had given the City of Chicago a shot in the arm, it had done little or nothing to improve the finances of the hospital. In November the Hospital Association met in the Grand Ballroom of the Medinah-Michigan Avenue Club facing the need for action to meet the costs of free care for indigent Masons, their families and those of associated orders. It was resolved that after January 1, 1934, "every A.F. & A.M. Lodge in the Hospital jurisdiction desirous of obtaining and receiving free medical service and hospital care for its dependent sick . . . shall pay to the Hospital Association fund the sum of 50 cents per year for each paid-up member." A similar resolution dealing with chapters of the Eastern Star required 25 cents per paid-up member. Any lodge or Eastern Star chapter not paying the assessed fees would be suspended and their members denied free hospital care.

In a blunt and lengthy address, President Jonas chastised lodges and lodge members for their failure to support the hos-

pital. He went on to say, "While I do not lose sight of the fact that the question of employment and finances is grave, as well as one that is deplorable, yet I cannot conceive of any individual who has any Masonic contact of any kind or character, who cannot obtain one copper penny a week for fifty weeks in the year, to pay the dividends that give him an insurance policy in one of the greatest institutions in his jurisdiction."

Alexander Fyfe, Chairman of the Ways and Means Committee noted that teams of doctors and Trustees had been sent to many lodges on behalf of the hospital. "I do not want to complain," he said, "but the treatment the teams received at some of the lodges was not the best. Sometimes a team was kept waiting for three or four hours before they had an opportunity to tell their story. In other instances, teams would travel across the city to speak to ten or twelve members." He concluded by saying, "Brethren, it is impossible to take more out of a thing than you put into it. It is a shame that we, as Masons, must owe merchants of Chicago for food, medicines and supplies, \$47,000. We, above all people, should pay our bills."

The reports to the Hospital Association were hard-hitting and blunt, making it clear that the survival of the hospital depended on a vigorous response from Masonic and allied bodies. Indeed, the situation was critical and the future in doubt.

Despite the New Deal of President Roosevelt, the Depression continued through 1934. The hospital renegotiated the \$160,000 loan with the interest thereon reduced four percent and continued to struggle. Indebtedness to suppliers was slightly reduced and most lodges complied with the 50 cent assessment for each member. At the end of the year there was little financial improvement over the year before.

In December, 1934, Trustee John K. Platner, an undertaker, made a series of charges against the administration of the hospital. He complained that there was a clique of three doctors, the Superintendent, Dr. Griffin, and the head nurse designed to send pay patients to the three doctors; that narcotics were illegally issued to Dr. Griffin for his wife; that nurses were being inadequately fed and that some salaries were improperly paid. The Trustees, dismayed by the charges, began an investigation lasting for three months. Doctors, nurses, hospital employees and patients were called to testify. At times the testimony became acrimonious. Trustee Platner demanded

that Superintendent Griffin be discharged along with his friend, Dr. Allan H. Ferguson, who was accused of drunkenness while at the hospital.

The dreary testimony went on meeting after meeting of the Trustees. Finally, President Jonas summarized the testimony and came to the conclusion that the charges were largely unfounded. Trustee Fred M. Coxon observed that, "After hearing the testimony that has been offered and the very able summary of the evidence offered by President Jonas the thought came to me that . . . while the Hospital has such a problem as it has at the present time with its finances, it seems such a waste of time to engage in matters which are so trivial." He added, "It reminded him of the family trying to fire the hired man while the barn was burning instead of attempting to put out the fire and save the barn." In the end, all the charges against Dr. Griffin and others were declared to be unfounded and, with the exception of Trustee Platner, Dr. Griffin was given a vote of confidence. The Attending Staff of the hospital, in a letter to the Trustees, expressed "its confidence in Dr. J. B. Griffin as Superintendent because of his efficiency, loyalty and cooperative efforts in all things connected with the welfare of the institution, and upon the approach of the Annual Staff Meeting desire to present this to him in token of their appreciation of his services." The letter was signed by J. R. Darry, President of the Staff, and 52 of his colleagues. Ida Greenwood, Superintendent of Nurses, on behalf of the nurses, sent a letter to Dr. Griffin, expressing appreciation and support.

As interest on the mortgage against the hospital came due, the Trustees gratefully received a bequest of \$4,000 from the estate of Cornelius F. Bek, which made it possible to carry the loan for another six months. Most of the lodges seemed to be abiding by the 50 cent charge per member for hospital support; some, however, appeared to be cheating and the hospital Superintendent noted, "It would appear that some method will have to be contrived by which a reasonable check can be made with lodges that are remitting but a minor contribution, representing less than 50% of their members having paid their dues." The auditor's report for the fiscal year ending October 31 showed a net profit from operations of the hospital of \$6,328.15, an encouraging development.

Dr. Griffin reported to the Trustees in December that a com-

mittee of the American Hospital Association, of which he was a member, had succeeded in securing a provision in the Income Tax Bill permitting corporations and other donors to hospitals to take credit for such donations up to five percent of their income. He added that hospitals also would be exempt from the provisions of the Social Security Bill concerning the taxation for unemployment and old age benefits.

While the economy still remained sluggish through 1935, there was some improvement over the year before. The New Deal had put thousands to work through the efforts of the WPA and the CCC and other alphabetical creations, but there had been incredible waste and inefficiency in the programs. Farmlands were removed from cultivation and thousands of pigs were slaughtered, burned or buried. Taxes were rising faster than wages and profits. Research at the Mayo Clinic led to the discovery by Edward Calvin Kendall of Cortisone, an anti-inflammatory agent.

Trustee John E. Timm reported on a number of legacies left to the hospital in previous years. The Susan Bain Trust, mentioned earlier, which began with \$25,000 for the hospital, had been so depleted through the Depression years that the hospital finally received only \$200.00. The estate of Jacob B. Armbruster, leaving \$3,000 to the hospital, was settled for \$2,000. In 1933, Fred A. Huehn left an estate of \$275,000, with \$2,500 for the hospital. Timm reported no payment likely for some time to come. James A. Low, who died in 1932, left a will giving the hospital \$10,000. "It is very doubtful if the hospital will receive anything out of this estate," Timm wrote. The hospital received another \$300 from the estate of Cornelius Frederick Bek. Unfortunately, most of the remainder of the estate was tied up in real estate. Timm hoped in time the real estate could be sold at a decent price for the benefit of the hospital.

U. J. Herrmann, who for many years had served the hospital well as a Trustee, left the Board in March, 1936, and was replaced by Ralph T. Schuttge. Ever since the Board of Trustees had declared unfounded the charges he made against the administration of the hospital, John K. Platner had absented himself from Board meetings. His place was declared vacant and John B. Sherman was elected to the Board in his place at the Annual Meeting on March 9. Dr. William E. Buehler, President Emeritus of the Hospital Association, spoke to the as-

sembled delegates recalling something of the history of the hospital and noted that at the organization meeting of the Association on November 24, 1919, General J. P. Ellacott contributed the first dollar to the Building Fund for the building or the purchase of a hospital. Buehler placed the 1904 silver dollar in a safe to keep it for a memento when the hospital became a reality. He forgot about it for a number of years but "recently found it in the safe and presented it to President Jonas to be framed and kept with the Hospital records."

Early in 1936, Mary Golan alleged that while she was visiting the hospital, she fell on the stairway at the entrance and was injured to the extent of \$10,000. The hospital carried liability insurance covering against such accidents, but under the law in Illinois at the time, "a charitable institution could not be held liable for such an accident." Mrs. Golan did not sue the corporation, but sued three of the Trustees as individuals and as Trustees of the hospital. Mr. Timm represented the three Trustees in court and on April 2, the suit against Peter Beringer, William H. Buehler and Charles Faulmann was dismissed. The Trustees, fearful of such suits, breathed a collective sigh of relief.

Interest on the \$160,000 loan, now held by the Mid-City Bank, and due on February 20, remained unpaid in May and the bank pressed for payment. A check for \$3,200 was issued, but it meant delay in paying other bills. One pressing account payable, \$1,109.92 to the Deep Rock Oil Company, had been due on April 16 and had to be paid. Other bills due "could be stalled along for from two to four weeks longer." While the hospital was slowly gaining on its bills due accounts, finances remained a serious problem. It did not help when Trustee Timm reported that the legacy left by the late G. E. Gallstating would result in "little or nothing for the Hospital."

Officers of the Board of Trustees were elected in May, with Jonas as President, Timm, First Vice-President, C. Burt Taylor, 2nd Vice-President, Frank E. Zajicek, Treasurer, and Arthur C. Leppert, Secretary.

Because of a possible threatened epidemic of Diphtheria, everyone working in the hospital, doctors, interns, nurses and employees had throat examinations and throat cultures in June. The Superintendent reported that, "Five of our people were found to be Diphtheria carriers, and two of our nurses were

transferred to Contagious Hospital with throat conditions combining Scarlet and Diphtheria infections. The trouble came through servicing a private patient later discovered to be a Diphtheria carrier." The Superintendent noted that the hospital had outstanding cooperation from the city Board of Health "because Dr. Fitz-Patrick and I always have maintained excellent relations with Dr. Herman Bundeson (of the Health Department)."

The hospital received considerable favorable publicity through illustrations and stories as a result of the surgical Caesarean delivery of twin babies. Stories of the event appeared in newspapers as far away as Sturgis and Coldwater, Michigan and San Diego, California. The Superintendent reported that as a result of the stories, two obstetrical patients had entered the hospital. He added, "Both of these patients have taken \$100 ten day rates."

Purchase of new medical equipment appears to have been on the back burner for want of funds, but the Women's Auxiliary purchased a new mimeograph machine for the hospital. The First Aid Guild, designed to collect 50 cents annually from members, reported \$4,076.50 had been raised during the year, and the Superintendent noted an increase in personal donations. Among those contributing, \$10 came from Governor Henry Horner and \$25 from the Honorable Frank Lowden. He added that "a considerable number of the personal contributors during the past month represent contributors who until 1932 had been annual contributors, but who had sent us nothing in the years since 1932 until now." While the economy still remained sluggish, some improvement in the affairs of Masons seemed to be evident.

When the Northwestern University Medical School informed the Board that a pathologist from the institution no longer would be available, a search committee was appointed and in September reported "we have obtained the . . . services of Dr. Joseph Moore, a Fellow of the American College of Physicians, a Charter member of the National Association of Pathologists, and the former Director of the National Pathological Library . . . to assume direction of our laboratory."

Further evidence of economic improvement was indicated by the fact that the \$3,200 interest on the \$160,000 loan was available to be paid toward the end of September, only a month

late. On the other side of the coin, the Superintendent observed that "all hospital supplies of any . . . nature have advanced in price during the past six months from 7 to 22%, with food costs up 13%." In order to increase the hospital census, the Superintendent reported he had been spending several hours three or four times a week visiting doctors in the area urging them to use the hospital for their patients. He noted, too, that \$1,842.65 had been received from the Women's Auxiliary from the sale of opera tickets for the benefit of the hospital. The indebtedness to tradesmen and suppliers was being slowly reduced.

Throughout 1936 the average Chicago hospital occupancy was between 58.8 percent and 64.1 percent, according to *The Modern Hospital*, a monthly publication. The average census of Illinois Masonic was 59.2, based on 159 beds available. With employees wages being increased throughout the Chicago area, the Trustees were confronted with the departure of a number of employees for better paying jobs. Despite the continuing financial pinch, the Trustees found it necessary to increase wages in various departments and at the same time to increase their efforts to raise money. Fortunately, the hospital had a net profit of \$1,115.51 for the month of November, with a net profit for the entire year of \$2,950. The Trustees voted to increase payday rates 50 cents.

At the end of 1936, there were 47 doctors on the Senior Attending Staff, 15 on the Associate Attending Staff, 33 on the Consulting Staff, 99 on the General Staff and seven on the Courtesy Staff. The mood of the Trustees, the doctors and the administration was more upbeat than it had been for some time past. President Roosevelt was reelected in November over Alf Landon, his Republican opponent, much to the dismay of the *Chicago Tribune*. Hitler and his storm troopers continued to threaten the peace of Europe and the Japanese were making unpleasant noises in the Far East and China.

President Jonas spoke with optimism to the Annual Meeting of the Hospital Association on March 8, extending "grateful acknowledgement for the support the Hospital had received from Masonic and affiliated bodies during the past year." He urged "the election to the Board of men who would work together and be willing to give their time and efforts to the Hospital." Fred Coxon noted that "approximately 32,000 As-

sociation free patients have been served during the past six years." He added that the financial picture for "the past fiscal year is the most encouraging that the Trustees have been able to present for several years." A moment of silent prayer was ordered in memory of Drs. Gilbert Fitz-Patrick, Chairman of the Medical Executive Committee of the Board, Clifton K. Timmons, Past President of the Hospital Staff, and Judge Harry B. Miller, a former valued member of the Board of Trustees.

During the worst of the Depression years, employees were denied vacations with pay. But with the financial improvement of the hospital, the Trustees voted that employees with five years of service be given two weeks vacation with pay and that those with one to four years service be allowed one week with pay. Interest on the hospital loan was paid regularly in 1937. Trustee Coxon's friends had a surprise party for him and presented a gift of \$40, which he presented to the Hospital "with the request that at least two blood transfusion machines be purchased."

While the Staff had been enjoying annual dinners for some years, the Trustees voted in November, "That the Trustees—as individuals, give a dinner for the Staff in appreciation for service beyond the call of duty." Throughout the year problems were at a minimum and as the new year dawned, the hospital seemed to be on the road to a solid future. Dr. Alva Sowers was elected President of the Staff for 1938.

Personnel difficulties appeared in the nursing department early in the year and Miss Hettie Bell Travis, Superintendent of Nurses, was suspended. Miss Ida E. Greenwood was named to replace the suspended Superintendent. The nurses' homes had been allowed to deteriorate in the depression years and action was taken to refurbish or remodel the homes. Needless to say, the nurses were pleased and sent a letter of appreciation to the Board.

President Jonas spoke with appreciation of the Women's Auxiliary at the Annual Meeting, noting that in the three years of its existence, the Auxiliary had raised nearly \$7,000 for the hospital. He then introduced officers of the Auxiliary: Mrs. Charles W. Kaiser, President; Mrs. Ella Wasserstrass, Vice-President, Mrs. Arthur C. Leppert, Treasurer; Mrs. Charles Thumm, Recording Secretary; and Mrs. Clara Rumpf, Corresponding Secretary. Fred Coxon reported "that in 1937 the

hospital had the best year financially since 1929 and had made a profit of \$17,423.57, which resulted in an improved credit standing for the Hospital." He noted that "in 1933 the current accounts payable were approximately \$40,000, whereas now they are less than \$30,000." Dr. Griffin called attention to the fact that "many of the doctors on the Staff had visited over 400 Masonic organizations during the past year" on behalf of the hospital. He added that "for the first time Masonic organizations contributed more than they asked from the Hospital."

The Trustees noted with pride that Dr. Robert Hayes, a Trustee, was installed as President of the Chicago Medical Society on June 19 and expressed appreciation to Dr. and Mrs. Hayes for the picnic the Trustees had enjoyed at their home. Four nurses were commended for their care of "Baby Carol," suffering from pneumonia. The four graduate nurses gave free nursing service to the extent of seven days, 12 hours each, for which they received no remuneration. Furthermore, the nurses agreed to give one eight hour day free service each month. Dr. Griffin, who had been given three months leave of absence, notified the Board that he would not return to the hospital. Mr. William H. Tenney was named Acting Superintendent at a salary of \$250 a month.

Ambulance chasers had become a problem for the hospital, and in August, Mr. Tenney reported it had come to his attention "that ambulance chasers have been paying the interns \$20 for tip-offs, or endeavoring to grease the palms of our switchboard operators. I was visited shortly before the end of the month by one of these lawyer chasers who endeavored to put a \$50 bill and a \$100 bill in my desk as a 'gift' or 'bonus' to try to win my favor. . . . I then issued an order . . . directing Interns, Dispensary Supervisor, Switchboard Operators, Business Office, Miss Greenwood and other personnel, as follows: 'If I find anyone at any time contacting any representative or agent of any ambulance chasing firm, I am going to fire them immediately. My instructions are not to allow these people to roam around the hospital and get statements from patients or relatives.'"

Unions were attempting to organize hospital workers. The Laundry Workers Union and the Painters Union made demands on the hospital which the Superintendent rejected. At least for the moment, nothing came of the union efforts. A portable oxygen tent was needed and a new Electro-Cardiograph machine, the Superintendent noted.

President Jonas commented at the Annual Meeting of the Association that the Hospital's "record of achievement is its best eulogy. . . . The record made by your hospital . . . has definitely established it as an institution operated and maintained for a specific purpose and that Masonry can ill afford to do without it." He added that the hospital "is past the experimental stage . . . and is not only a humane but a necessary institution." The Annual Report indicated a bed capacity of 159 and that the institution was approved by the American College of Surgeons, the American Hospital Association and the American Medical Association. The X-ray Department, in the charge of Dr. John H. Gilmore, and the Pathological Laboratory, under the direction of J. J. Moore, M.D., "are among the best in the city," the report said. "The institution is efficiently and economically operated. The personnel is capable and courteous. The equipment is thoroughly modern. The Nursing service is of the highest order. In surgical skill and medical science, the Staff is second to none in the United States."

An auxiliary was organized by the wives of members of the Board of Trustees, wives of Staff doctors and other interested Masonic ladies on March 27, 1935. The small group had grown to a membership of more than 200 in 1938. Through opera benefits, card parties, donations and a bazaar, the women had raised \$6,500, used to purchase surgical instruments, laboratory equipment, office equipment and furnishings for various departments of the hospital.

The Superintendent called attention to the fact that since 1930, 38,449 Masonic men, women and children had received service at the hospital. "The number is greater than the population of Danville, Ill., an average of 14 each day," he observed.

In 1938 the hospital was caring for members of the Chicago Bears football team and the Cubs baseball team, requiring the use of a Diathermy machine. The Superintendent arranged for a 30-day trial of a Fischertherm for use of physicians treating baseball and football players. The charge for the treatment was set at \$2. The Trustees voted to purchase the machine for \$385. The financial statement for November showed a net profit of \$3,616 and the hospital was able to pay its bills on a 90-day basis. The Superintendent reported that if business continued on the upswing it would be possible within the next few months to be on a 30-day basis.

Dr. Minas Joannides, a Fellow of the American College of Surgeons, petitioned the Trustees to establish a Department for Chest in the hospital for both in-hospital and outpatients. The Trustees granted the request. Noting the improvements in medical technology, the Superintendent informed the Trustees that a number of pieces of medical equipment should be added to the resources of the hospital in order to remain a Grade A hospital. Unhappily, he added, there are no funds available. A benefit at the Auditorium Theatre presenting the Minneapolis Symphony Orchestra brought funds to provide a new X-ray and a mangle for the laundry. An Insurance Plan for Hospital Care, entered into by the Trustees, brought into the hospital 20 patients between July and November yielding \$1,300.

While the hospital was making headway, events in Europe cast a shadow over the world. Both Hitler and the Russians invaded Poland in September, 1938, and Britain and France declared war on Germany. While there was little fighting on the continent and what was known as the "Phony War" languished, the worst was yet to come. While the world was aware that Jews were being persecuted in Germany and German-occupied countries, the extent of the holocaust was unknown. Finland was engaged in a heroic struggle against Soviet invaders, and the world seemed to be blundering toward catastrophe.

In the light of the astronomical costs of liability and malpractice insurance in the 1980s, it is interesting to note that in February, 1939, the premium on such insurance was increased from \$192.02 to \$257.75. As the financial state of the hospital improved, the Annual Meeting of the Hospital Association learned that during the year Mr. and Mrs. Charles W. Kaiser had given a "fine new oxygen tent," and the Alumni Association had provided a new cardiograph. The Hellenic Craftsmen provided money for new X-ray equipment and the Women's Association gave a cystoscopic table, "much needed by the doctors." The only cloud on the horizon was the \$160,000 loan, which President Jonas said "must be reduced." Nevertheless, the Trustees authorized purchase of a cyclopropane machine for the Anesthesia Department.

Superintendent Tenney told the Trustees in May that, "We have now reduced our accounts payable to where we are on a

current basis and effected a reduction of approximately \$23,000 in our bills in 12 months. In the words of our auditor, Mr. Moore, 'In my thirteen years association with the Hospital, it is in better financial condition than ever before.' " The net profit of the Hospital from the first of the year to May 31 was four times greater than in 1938, and the bank balance amounted to \$3,600. Happily, the Mothers Emergency League presented the hospital an oxygen tent for premature babies.

The bond issue loan of \$160,000 was renewed for five years at four percent interest through the Mid-City National Bank in August at a commission of \$2,500 and a much-needed obstetrical table was purchased. Mrs. Kaiser, a frequent contributor to the hospital, gave \$50 for the purchase of a new chair for the Eye, Ear and Throat Department. The Superintendent reported that due to war conditions overseas and the expanding economy in the United States, prices for supplies had increased 20 to 25 percent "almost overnight."

In September, Dr. Perry J. Melnick was employed as pathologist at a salary of \$250 a month. The hospital continued to make a profit through the months following, and the Zealites earned \$358 from an entertainment project at Lane Technical High School and presented a check for the amount to the Trustees. As the new year began, Dr. Melnick was appointed State Director of Diagnostic Cancer Control and so was lost to the hospital. Dr. Maurice H. Cottle was elected President of the Medical Staff and Dr. Walter C. Bornemeier as Secretary.

When a Coca Cola machine was installed in the outer entrance of the basement near the ambulance door, the demands on it were so great that a larger machine was installed. The company asked to use the hospital in an advertising campaign showing the new machine. The Imperial Refrigeration Company installed a new ice making machine able to make 1,000 pounds of ice in three hours, at a cost of \$1,340.

The Annual Meeting on March 11 in the Sherman Hotel was an enthusiastic one. President Jonas reported that the hospital's indebtedness had been reduced from \$160,000 to \$145,000; that numerous improvements had been made and equipment added to increase the efficiency of the hospital. Looking toward the future, he noted that, "The Hospital is greatly in need of an annex to care for incurables." Blueprints had been prepared for the addition "which will cost approximately \$50,000 and as

soon as present indebtedness is disposed of it is the desire of the Trustees to raise funds for the needed addition." With the election of new Trustees, the Board was composed of Charles Paulman, Cass Criffis, Charles W. Kaiser, Arthur C. Leppert, William Sayre, Ralph T. Schuette, John E. Timm, Joseph A. Downey, Fred P. Kirch, Leo Loewy, James E. Fey, Edgar Jonas, C. Burt Taylor, Frank E. Zajicek, Fred M. Coxon, Herbert Gielow, Paul Armstrong, Charles A. Rohde, Robert H. Hayes, John H. Lindow, and Harold W. Miller.

The "Phony War" came to an end in April, 1940, as Germany began its drive through Europe, invading Denmark and Norway, then blitzing through the Low Countries, sweeping around the fortifications of the Maginot Line and into France. The British were left stranded and in June 334,000 British, French and Belgian troops were evacuated from the continent at Dunkirk. It was a dark day for the Allies. President Roosevelt, in an unprecedented move, announced he would seek a third term. It was assumed by many that if Roosevelt were elected he would take the nation into the war. In the election he defeated the Republican, Wendell Willkie, and the die was cast.

With the tiling of Operating Room "D" complete, the Superintendent called attention to the fact that doctors were seriously handicapped for lack of three major operating tables. "We have two tables that can be used in different positions," he went on, "but the third table, because of its age has been made inflexible . . . in an effort to keep it usable." The table, he added, was "a carry-over from the Chicago Union Hospital." The Trustees authorized the purchase of a new operating table.

Also in July it became necessary to purchase a new anaesthetic machine for the Obstetrical Department, the cost, \$410. Some years previously the hospital purchased a second-hand Hybrinks machine, which "has been giving off excessive gases, particularly an ethylene gas which is highly explosive," the Superintendent reported.

Between January 1939 and January 1940, 381 emergency cases were treated. The patients included 126 Catholics and 225 Protestants, but the hospital received pay for only about 10 percent of its emergency work. The new operating room tile and modernization provided by Mrs. Amelia and F. E. Hodek in memory of Frank E. Hodek was dedicated on September 15.

Dr. Glenn S. Nelson and Trowel Post, and Dr. Walter R. Fischer of the Surgical Knife and Suture Club gave a paging system to the hospital which increased the efficiency of the doctors. A new basal metabolism machine was purchased for the laboratory from the Sanborn Company for \$150.

Early in 1940 the county assessor sent a tax bill to the hospital, demanding payment of real estate taxes. The Trustees objected and after an appeal, the Board of Appeals and the county assessor held that the hospital "is a charitable institution incorporated not for profit, and therefore is tax exempt." Superintendent Tenney commented that, "This matter necessitated two appearances before the Board of Tax Appeals and a great sacrifice of time was made by Judge Jonas . . . to clear up the matter."

Dr. Ella E. Deutsch was elected to the Medical Staff in 1940, one of the first women to achieve that honor. She was born in the village of Petnchaza, Hungary, on November 2, 1898, and studied medicine at the University of Vienna, where she met her husband, Dr. Joseph Deutsch. Both she and her husband practiced medicine until 1938, when they came to Chicago after Hitler's troops overran Austria. Both had to go through internship again, she at the University of Illinois Hospital, and her husband, a specialist in obstetrics and gynecology, at the former John B. Murphy Hospital. Both of them became members of the Illinois Masonic Medical Staff.

In an interview in 1966, when at the age of 67, Dr. Ella Deutsch was elected President of the Medical Staff, she said, "I don't wear glasses. I eat well, sleep well, hear well and am grateful for good health. I work seven days a week and have for years. So why should I retire?" She chaired the hospital's Department of Internal Medicine from 1958 to 1965, and in 1975 received the hospital's Physician of the Year Award. She died in 1986 at 88.

With 30 students nurses scheduled to enter the Training School in September, housing promised to be a problem. Judge Jonas ordered a survey of the Nurses Home and received an estimate of \$23,000 to build an addition on the north side of the Nurses Home sufficiently large to house 25 to 30 nurses. Other options were explored, including two houses, one at 846 Nelson and the other at 847 Nelson which could be purchased at reasonable figures. A decision on the matter was postponed

temporarily. The postponement required that 12 nurses be housed in the Abbott Hotel, costing the hospital \$40 a week. After two months, arrangements were made to provide rented rooms in the neighborhood for the nurses until such time as permanent arrangements could be made.

At the year end, Dr. Frederick O. Bowe was elected President of the Medical Staff and Dr. Walter C. Bornemeier, Secretary. Happily, the bonded indebtedness of the hospital continued to be reduced; interest paid on time, and the hospital census was running heavy, "and under the present set-up we have reached the maximum volume of work we can handle," the Superintendent reported.

PERIOD OF PROGRESS

By the beginning of 1941, the United States was supplying the allies with the sinews of war and the Depression had become only a bad memory. With Britain at bay after Dunkirk and the fall of France, the President asked Congress in January to authorize "the loan or lease of war material to those nations that were defending freedom against aggression." Factories began to hum and employment gained throughout the nation. Inevitably the hospital found conditions improved with beds filled and financial conditions on a sound basis. The Trustees looked to the future with confidence.

As members of the Medical Staff advanced in age, there was concern over the difficulty of attracting young doctors to the Staff because of regulations requiring them to be Masons. The Superintendent was instructed to invite young men to become members of the Associate Staff until the Bylaws could be changed. The Legal Committee made the necessary changes in the Bylaws removing the requirement that Staff doctors must be Masons. As a result of the change, a number of younger doctors joined the Staff.

Indicative of things to come, Dr. Carl Steinhoff was called to the service in the United States Army in February creating an emergency in the Diabetic Clinic, headed by Dr. Steinhoff. Dr. Paul Wosika was appointed to carry on the work. The Trustees then rescinded the action of 1933 requiring "that the free or association service of the Illinois Masonic Hospital be restricted to those members of Masonic Lodges in Cook County which pay fifty cents per paid member per year, and to those members of the Eastern Star Chapters of Cook County which pay twenty-five cents per year to the Hospital."

During January, the Superintendent reported, "We hit a new high in patients, a daily average of 128," meaning "a tremendous load for every employee of the Hospital." He looked for

Caring Community

an increased census as February progressed and predicted a shortage of beds and the need to exclude some paying patients. He then urged the Trustees to consider acquiring additional space for beds, adding that the Englewood Hospital located on the South Side "is laying the cornerstone for a new addition." Complicating the problem was the fact that, "We are losing some of our most valuable men who are being called to army service."

President Jonas and members of the Board of Trustees met with Dr. Roscoe Miller of Northwestern University to consider the hospital becoming affiliated with the university. It seems curious that nothing had been done to arrange a university connection since 1923 when Dr. Fitz-Patrick told the Board "that it is only a question of time until practically every so-called non-university hospital in the City of Chicago will . . . have some university or medical college affiliation. It behooves us to recognize this and get busy as soon as possible." Unhappily, efforts to affiliate with Northwestern University came to nothing.

The Tumor Service, authorized by the Trustees, was begun in March "for the use of all physicians availing themselves of the facilities of the Hospital." There would be no remuneration to the doctors on the key group in charge of the clinic. But, "to those men who submit cases, a written report will be given as to what the Committee feels is the proper diagnosis, management and treatment of the case."

President Jonas noted at the Annual Meeting that the debt of the hospital had been reduced from \$160,000 to \$90,000 in the past 18 months and advised the delegates that the Trustees hoped to embark on a building program as soon as the remaining debt could be eliminated. He challenged the Association to raise \$50,000 and that the hospital Trustees would raise \$40,000. Trustee Col. Paul Armstrong, named Chairman of the Selective Service Board of the State of Illinois, expressed regret that his work made it impossible for him to attend Board meetings for the time being.

Miss Greenwood, Superintendent of Nurses, reported there were 89 students in the Training School and that living quarters were extremely crowded, with eight nurses living in the Abbott Hotel, other nurses occupying three buildings. She added that it was not conducive to the best interests of the

Training School to have the nurses so divided. "All should be under one roof for proper supervision."

Month by month, the United States was edging closer to the war with lend-lease equipment being sent to the Allies and shipments being protected by the United States Navy. Congress instituted the draft of young men for the armed services, and the hospital Superintendent commented that "we have examined from ninety to one hundred draftees in our dispensary each Wednesday for the past five weeks." He added that there had been "splendid cooperation from our doctors." The scarcity of interns under war conditions was noted and the Trustees authorized the Superintendent to secure interns at a price of not more than \$35 per month.

In order to deal with the shortage of rooms for nurse trainees, the Trustees purchased the two flat building at 845 Nelson Street for \$6,500 in July, and the flat was immediately renovated. Shortly thereafter 11 Uarco business machines were purchased, one for each of various departments to record each service rendered or article sold. At the end of each day it would be possible for the cashier to run an adding machine tape to keep account of cash and charges. The cost was \$455, but the Superintendent estimated the efficiency would be increased by 70 to 75 percent.

With economic improvement and labor shortages because of the draft, employees of the hospital were leaving for higher paying jobs. "It was 1917 over again," the Superintendent reported. He proposed increasing hospital rates by 50 cents a day and increasing salaries of key employees. The Board of Trustees concurred. Laundry help received raises of seven cents an hour so that their hourly rate became 35 cents instead of 28 cents; other help rates were increased from 32 cents to 40 cents an hour, luncheon included in both groups. The Superintendent was authorized to make such other salary changes as might become necessary.

Laboratory work increased at a rapid rate during the past two years, the Superintendent observed. He expressed gratitude to the Trustees for the purchase of a new microscope, delivery of which was delayed because of many war orders, and for purchase of a colorimeter. The Nurses Home on Nelson Street was dedicated as the U. J. Herrmann Memorial Home in November and the census reached a daily average of 142 patients.

Caring Community

On December 7, 1941, the Japanese struck Pearl Harbor without warning. The assault lasted two hours, and when it ended the Air Force in Hawaii had been virtually destroyed, all eight battle ships in the harbor had been so badly damaged that they were out of commission, and more than 2,400 men had been killed and 1,200 wounded. Happily, three aircraft carriers, prime objectives of the Japanese, were at sea that morning. On the following day, Roosevelt told Congress and the country that December 7, 1941 was a date "which will live in infamy." He asked Congress to declare war on Japan. Three days later Germany and Italy honored their commitments to Japan by declaring war on the United States.

The Superintendent of the hospital commented at the December meeting of the Trustees that "the war we are now engaged in is going to make inroads into our hospital, both in manpower in our staff and in our nursing force." He added that in developing "a program in our hospital for civilian defense, it is necessary that we have a mobile unit such as a station wagon at a cost of approximately \$900." The Trustees approved the purchase.

Looking toward the war time future, Robert Hayes reported that the army requires 7,000 doctors for every one million men "and inasmuch as it is planned to have an army of 5,000,000 men, it will, therefore, require 35,000 doctors." He added that "approximately one-half of the doctors connected with our hospital are under the age of forty-five." So, as the Trustees met in January, 1942, the problems to come were clearly foreseen.

As the age of the automobile advanced, problems of parking spaces for doctors, patients and visitors emerged. The Trustees authorized the purchase of a vacant lot on Wellington Avenue to provide the first parking facility for the hospital.

The smoothly functioning staff was organized into departments of Medicine, Surgery, Gynecology, Obstetrics, Urology, Orthopedics, Proctology, Ophthalmology and Rhinology, Pediatrics, Radiology, Anaesthesia, Dermatology and Toxicology. As the war continued to demand the services of doctors and the staff was depleted, there was a vigorous effort to recruit new doctors of an older aged group to make up for the loss of the younger men. All luncheons and dinners for outside groups of lodges and Eastern Stars were eliminated for the duration of the war.

The Annual Meeting of 1942, in the Hotel Sherman ran into inclement weather. Nevertheless, 450 members of the Association were present. President Jonas took note of the fact he had been on the Board of Trustees for 20 years, "two-thirds of that time in the President's chair." He advised the delegates that, "The hospital is losing some valuable men because of army duty, but that the morale of the institution is high. We need a larger hospital," he continued, "not to make money, but to take care of Association patients and to service paying patients. . . . With 500 or 600 Association representatives we should be able to raise \$50,000 for a new wing." Fred Coxon, Chairman of the Finance Committee, reported that, "The hospital just has finished the most successful year in its history." In April, he was able to report that the bonded debt had been reduced to \$39,000.

The June meeting of the Trustees came a day after the Naval battle at Midway. The Japanese fleet was decisively defeated, with between 13 and 15 warships and transports sunk. The Trustees, aware of the difficulty of obtaining material and personnel for the construction of a new wing for the hospital because of the war, postponed the building program indefinitely. Trustee Coxon reported that by the end of the year, \$50,000 would be available for the building project and recommended that, when war conditions permitted, the Trustees proceed with plans to modernize the old hospital and build "a duplicate of the first addition on the south side of the original building." Meanwhile, a new effort to raise funds began.

By late 1939 a group of physicists, mostly foreign born, were convinced that Germany was attempting to produce an atomic weapon. Albert Einstein wrote to President Roosevelt describing the danger and urging action by the government. By late 1942 physicists in Chicago, led by Dr. Arthur H. Compton, had constructed an experimental chain-reacting atomic pile. Its successful operation on December 2 marked the first harnessing of atomic power. The Manhattan District was organized to develop an atomic bomb. Three years later, in July 1945, the first bomb was exploded at Alamogordo, New Mexico. The whole project was conducted in the utmost secrecy.

Food and gasoline rationing was imposed by the government and the hospital found it necessary to open a bank account for points. The Trustees resolved, "That a ration bank account, or

accounts, as defined in General Ration Order No. 3, be opened and maintained in the name of the Corporation with the Northern Trust Company of Chicago, Illinois, which bank shall act as an agency of and under the direction and supervision of the Office of Price Administration and shall be responsible only to the Office of Price Administration."

The spirit of patriotism was evident at the Annual Meeting in March as the Nurses Glee Club, under the direction of Mrs. Mary Parker, sang "The Stars and Stripes Forever," by John Phillip Sousa, "God Bless America," and "Angels of Mercy," both by Irving Berlin. President Jonas proudly announced that the hospital was free of debt and with a substantial amount set aside in the building fund, and that the Grand Lodge, hitherto only mildly interested in the hospital, had signified its enthusiastic support. Secretary Schuettge read a letter from Draft Board No. 76, thanking the staff doctors and hospital for the "fine cooperation they had received in connection with the examination of approximately 3,000 registrants from that Board." The following members of the Board of Trustees were introduced by President Jonas: George P. Ellis, Charles Faulmann, E. James Fey, Charles W. Kaiser, William Sayre, David Larson, Dan DeBaugh, Frank E. Hodek, Jr., Dr. Frederick O. Bowe, Dr. Robert H. Hayes, Fred M. Coxon, Charles A. Rohde, Herbert Gielow, Ralph T. Schuettge, Frank E. Zajicek, William Trubeck, John H. Lindow, Daniel O'Leary, and Ernest J. Zander.

It became more and more difficult to find employees for the hospital as the war progressed. In April, Superintendent Tenney introduced a Mr. Black from the War Relocation Authority, who "spoke at length on the matter of employment of Japanese who are now incarcerated in concentration camps in this country. He explained that the Government has found that a number of these people are United States citizens and while it was necessary at the time the war was declared to immediately evacuate them from the coastal cities and other places, it is now found that many of them would make good citizens and they are endeavoring to place them in employment throughout the country." He suggested they might fill some of the spots in the hospital. The Trustees took the matter under advisement. In the hope that present employees of the hospital would remain, the salaries of 110 employees were increased 7½ percent.

To support the War Bond Campaign, the Trustees invested \$25,000 of the Building Fund in War Bonds.

The Trustees were disturbed when they learned that the government had requested Superintendent Tenney to resign his post to be assigned to a government hospital. They, therefore, passed a resolution noting that, "Our hospital is a charitable institution and is considered part of a military zone," and that the services of our Superintendent "are indispensable and that he can accomplish in our Hospital what presumably he could accomplish for the military forces." The Trustees then urged the War Department to allow Mr. Tenney to continue his duties "until such a time as an emergency may arise which transcends in importance and severity the one which is now confronting the Hospital." He remained at the hospital. In order to relieve the stress in the accounting department, the Trustees approved purchase of a national cash register machine.

A special meeting of the Board was called to consider increasing hospital room rates again. It was voted to leave the six bed wards at \$4.00 per day; three bed wards rates were increased from \$4.25 to \$4.75; two bed wards from \$5.00 to \$5.50; private rooms at \$7.00 unchanged. It was estimated that the increases would provide added revenue of \$44 a day and approximately \$13,000 annually.

Bumpy mattresses, worn out rugs, faded draperies and disreputable bedspreads in the Nurses Home occasioned a protest from Bette L. Shearer, President of the Student Body, on behalf of the nurses. The Trustees, aware of the shortage of nurses and the importance of morale, promptly responded, authorizing purchase of needed replacements in the Nurses Home. As the hospital continued to prosper, another \$40,000 was transferred from the General Fund to the Building Fund, making a total of \$80,000 in the fund.

The Morrison Hotel again was the scene of the 1944 Annual Meeting with 500 in attendance. President Jonas called attention to the fact that, "We are in war and must make sacrifices that are not expected of us in peace time." He added that, "One of our Trustees, Staff Sergeant William Trubeck has been in the service for almost two years" along with Dr. Carl Steinhoff and several other doctors. He reminded the delegates of the "black years" when cash on hand in December, 1933, totalled \$81. Ten years later, on December 31, 1943, cash on hand in

Caring Community

the bank totalled \$42,398.01. Frank E. Hodek, Jr., Chairman of the Special Building Committee, noted that \$102,000 was in the Building Fund on January 13, 1944.

Aware of the importance of keeping the Masonic fraternity abreast of hospital developments, the Trustees invited 30 to 35 men who wrote weekly for the *Masonic Chronicler* to dinner at the hospital to discuss, among other matters, the sale of First Aid Guild Cards. The dinner brought an enthusiastic response from the *Chronicler* correspondents and vastly increased coverage of hospital affairs.

Plans for building a new Nurses Home were advanced when Trustee Hodek reported that conversations with government officials indicated the government would provide approximately \$60,000 for the building as an outright grant toward the total cost of \$120,000. He reported further that the Zoning Board of Appeals of the City of Chicago had granted authority to erect a three story addition to the Nurses Home at 836 Nelson Street. In July, the Trustees accepted a grant of \$57,580 to help finance the structure. The Trustees agreed to the "prevailing hourly wage rates" as required by the government for all those engaged in construction of the project. Bids for the building resulted in Chell & Anderson, the lowest bidder, receiving the contract for \$109,180 on October 2, 1944. The Trustees authorized the transfer of funds needed from the Building Fund to the Nurses Home Fund. The cornerstone for the Nurses Home was laid on November 26 under the direction and auspices of the Grand Lodge of Illinois, and the building got under way.

When Dr. Charles W. Lamme, representative of the American College of Surgeons, visited the hospital in February, 1945, he commended the well-kept physical plant and equipment and the work of the various departments. He was critical, however, of the Medical Staff Conferences, noting that reports were incomplete and inadequate. There were no minutes showing abstracts of cases discussed. "The programs of the monthly Staff conferences must be devoted primarily to a review and analysis of the clinical work of the Hospital, including a report of deaths, unimproved, complications, infections, diseases developing in the hospital, and end results," he advised. He added that, "Sixty or more unfinished records were found, awaiting completion by the Medical Staff."

The criticisms of Dr. Lamme evidently were taken seriously because, following his report, the hitherto rather casual and inadequate minutes of the Medical Staff were vastly expanded in 1945. Innumerable cases were reviewed and discussions extended. When Mrs. Marjorie Chenoweth died under mysterious circumstances shortly after admission, the autopsy report failed to explain the death. Report of the affair revealed that, "In view of the possibility of poison, the Medical Section learned with great surprise that the stomach and contents were not examined post-mortem." Steps were taken to correct the omission. The question of diets for patients suffering from various ills was explored extensively.

A reminder of the consequences of the war came from Mrs. Johanna Thompson, Association Grand Matron, O.E.S., when she observed that, "Rehabilitation will be an important part of many of our organizations this next year because 1,200 of our boys are returning to our shores every day from the war zone, and there will be a great need in the Hospital for facilities to care for them." The Annual Meeting agreed to press for the necessary facilities.

On the recommendation of Superintendent Tenney, the Medical Staff noted "the great need for psychiatry both now and in the post-war period," and urged the Trustees to form a Department of Psychiatry with Dr. Charlotte Babcock placed on the Attending Staff in the Department. The Trustees concurred and laid plans for the development of such a department. The death of Esther Langer was discussed at length and it was concluded "this probably represented an example of anorexia nervosa," the first case of this illness noted in the minutes.

Medical minutes indicate a careful screening of doctors before being admitted to Staff privileges, and numerous applications were rejected in 1945. With some reluctance, the Medical Committee agreed with the recommendation passed by the Chicago Medical Society, referring to the shortage of interns and residents in the Chicago area, recommending that "graduates of other than Class A Schools be allowed to serve as interns during the war emergency, and for a period of six months thereafter."

The long-time service of Miss Ida Greenwood, Superintendent of Nurses, ended in July. In appreciation of her services she was granted one month's vacation plus an extra month's salary.

While the war was nearing its end, President Roosevelt died on April 13, 1945, in Warm Springs, Georgia, and Harry Truman became President. Victory in Europe came on May 8, and on August 8 the atom bomb fell on Hiroshima and Japan surrendered on August 14. With the war over, the nation rejoiced and men from the various services returned home. The Trustees took note of the return of Dr. Steinhoff, Dr. R. B. Gaines and others who had served their country.

Sale of the First Aid Guild cards was protested by the Chicago Medical Society in August, insisting "this method of raising money is an unethical procedure." The Trustees, aware of the importance through the years of the cards as a source of revenue, took the matter under advisement. After a meeting with the Chicago Medical Society committee, and considerable discussion, it was concluded that "if certain matters relative to the hospital services given for the \$1 be deleted from the back of the card, the sale of the First Aid Guild Cards would not be objected to." The Board agreed to delete the offensive matter.

In November, the property at 848 Wellington was purchased for \$11,500 cash from Edward Sklarov, making room for the future expansion of the hospital. A bequest of \$15,479.17 was received with gratitude from the estate of Jane Cairns which more than provided for the purchase of the Wellington property. Happily, the hospital was in sound financial condition, with all bills paid and a substantial fund for a new building in hand.

Medical Staff meetings continued to be held regularly with careful case records reported and discussed. Dr. Otto Schwartz was elected President of the Staff at the end of 1945, and Dr. Beulah Wallin, Secretary. Dr. Charles Drueck and Dr. John F. Davis died during the year and were memorialized in the minutes. The Annual Staff Dinner paid tribute to Dr. Otis Rich, Retiring President of the Staff, and heard an address by Mitchell M. Leon of the United States Marine Corps, just back from 22 months in the southwest Pacific. He spoke on the theme, "This is Your War Too." Mr. Tenney reported with pleasure that the Council on Medical Education and Hospitals had extended its approval to the hospital residency training program and that the American Board of Internal Medicine had concurred.

Early in 1946, at the request of the staff, Dr. Walter C.

Bornemeier developed "guiding principles on the care of surgical patients." It was a competent study of procedures dealing with various aspects of surgery, from preparation of the patient, to operative procedures, to post operative care, and dealing with numerous specific types of surgery, from appendectomies to injuries of the neck and the spine, and from colostomies to perforations of the rectum." The guide was adopted by the Medical Staff and recorded in the minutes.

Surgical procedures continued to be monitored with care, and a review of surgery in 1946 revealed that approximately 1,100 general surgical procedures were performed in 1946, 80 percent done by Attending, Associate, Consulting, and Adjunct Staffs. The remaining were done by men approved to be competent for the type of surgery being done. Dr. Bornemeier noted, "A constant close scrutiny of the work was always maintained and it is felt that the patients who had surgery here during 1946 were given excellent care." There were exceptions, however, and Dr. Bornemeier confessed, "There have been several occasions when it has been felt that surgery is being done by people who are not entirely competent to perform the operation that was being attempted. When situations such as these occurred, competent aid was given promptly . . . and adequate steps were taken to prevent further similar occurrences."

The Medical Section focused on problems of diagnosis and therapy in its 1946 report and expressed appreciation for the addition of a medical resident. It named Drs. Robert E. Hayes, Otto Schwartz, Carl F. Steinhoff, Arthur C. Taylor, Clarence Wheaton and Paul H. Wosika as members of the Section. Favorable action of the Trustees in establishing a Hematology Department was announced with satisfaction.

Looking forward to the continued expansion of the hospital, the Trustees purchased the property at 847 Nelson Street in March 1946 from John C. and Elizabeth Cleary for \$16,000. Worn out laundry machinery had become a problem and the Trustees authorized purchase of new equipment at a cost of \$13,457 from the U.S. Hoffman Machinery Company.

Fred M. Coxon, a member of the Board of Trustees since 1930, was presented with a leather traveling bag when he moved to California and severed his relationship to the Board. A resolution noted that, "He has given unstintingly and unselfishly of his time and capabilities, and during trying times

has been loyal, devoted, and has in his work therein shown the highest precepts and principles of Masonry."

Evidence of fee splitting appeared again in 1946, and doctors on the Staff were requested to sign the following statement: "I hereby declare that I shall conform to the principle not to engage in the practice of division of fees under any guise whatsoever. By this principle I understand that I am not to collect fees from others referring patients to me, nor permit others to collect fees for me, nor to make joint fees with physicians or surgeons referring patients to me for operation or consultation, nor permit any agent or associate of mine to do so."

Bylaws of the Staff were reviewed and amended in 1946. The Department of Neurology was changed to the Department of Neurology and Psychiatry. New departments of Hematology and Neurosurgery were formed. Lengthy discussion followed concerning the desirability of forming an Illinois Masonic Hospital Clinic, a plan calling for "a cooperative group practice by participating physicians" to provide "distinct advantages both to the patient and to the physicians." Attention was called to such clinics at Mayo and Billings hospitals, St. Lukes, Passavant and Wesley hospitals. Any member of the staff would be allowed to participate in the clinic program simply by agreeing to the provisions of the plan. Decision on the matter was deferred until space could be provided in a proposed expansion of the hospital.

The fascinating story of Dr. Nicholas T. Drake is told in his autobiographical sketch, "A Modern Odyssey." It is the story of a young Greek doctor, forced by World War II to come to the United States after his studies at the University of Athens. In the third year of his studies in Athens, and serving as President of the Medical School Students, he was arrested under a special bill passed by the Greek Parliament and put in jail because, allegedly, he was "a dangerous communist and a member of the left labor movement, an anarchist group." After some time he was freed. With the financial help of relatives, he was able to finish his work at the University of Athens in 15 months and graduated.

Dr. Drake began his medical practice in Athens, but with Hitler on the march, he decided to leave Greece and come to the United States, leaving his wife, seven months pregnant, behind. He studied English, attended a citizenship school at

the American Legion and began an internship at Illinois Masonic Hospital. There he spent eight months on surgical service, two months in Obstetrics and Gynecology, and two months in Medicine. He went on to Rochester, N.Y., and to the University of Illinois. In November, 1943, he joined the United States Army, serving for a time in the U.S., and then going to Mindanao in the Phillipines. With the war over, Dr. Drake returned to Chicago and received permission from the State Department to go to Greece for his family and return with them to Chicago. Settled in Chicago, he visited Superintendent Tenney, who said to him, "You join our Staff and you will do fine." He began his practice in 1946 and remained on the hospital staff for 33 years, watching the institution grow into a major medical center.

Dr. Drake's son, Christopher, followed in his father's footsteps to become a doctor. The young man entered the private practice of surgery and was appointed Chairman of the Department of Surgery at Illinois Masonic Hospital in June, 1971.

The Senior Dr. Drake was injured in a car accident in 1973. His car was hit by an old truck as he was waiting at the entrance to the parking lot of the hospital. He suffered stiffness in the neck, occasional dizziness and headaches following the accident. He thought his difficulties would pass, but between 1973 and 1977, he continued to suffer and was forced to take time off for recuperation. In 1977 he suffered a stroke and, as he said, "Was forced to call it quits." He retired and moved to Sarasota, Florida.

Laying of the cornerstone of the new wing of the hospital took place on Saturday, November 16, 1946. The cornerstone was laid by William Tinsley, Grand Master of the State of Illinois, who noted the importance of the new \$500,000 facility to the Masons of the state. The Oration was delivered by Karl J. Mohr, a Past Grand Master. In his closing remarks, he said, "So let us leave this afternoon, my friends, in the spirit that we have laid the cornerstone of a great memorial to great men and women who have passed this way in past generations. At the same time we see it completed as a beacon light among free peoples of America, standing symbolically for all time as evidence of the eternal mercy of God." The new addition was designed to give greater facilities for office space, dining rooms, and three floors of rooms, bringing the total capacity of the hospital to approximately 250 rooms.

Caring Community

The Pediatrics Department reported that during 1946 there had been 880 births, an average of 73.3 babies born each month. There were 55 premature babies, an average of 4.5 per month; 17 stillbirths, averaging 1.5 per month; 30 deaths, a mortality rate of 3.4 percent for the year. There were nine acute infections, a morbidity rate of less than one percent for the year. The Dermatology Department treated 262 cases. There were 11,000 general surgical cases. Dr. Allan Ferguson was elected President of the Staff and Dr. Wilbur E. Keesey, Secretary.

Hospital bed rates were raised again in October, with two bed rooms increased from \$9 to \$12 a day, with other rates increased proportionally. Rates for babies, while the mother remained in the hospital, were raised from \$1 to \$2 per day, and for incubator babies whose mothers had left the hospital, rates were increased from \$2 to \$3 a day. The increased rates were estimated to increase the annual income of the hospital by \$60,000. At the same time numerous salaries were increased. Happily, a gift of \$5,000 made it possible to set up a blood bank in the hospital.

The first recorded case of a doctor suing the hospital came in January, 1947, when Dr. Charles Peyser sued, complaining that "the Hospital discriminated against him and refused . . . to permit him to bring his patients to the Hospital on the sole grounds that he is not a member of the Chicago Medical Society." He asked an injunction restraining the hospital from so discriminating against him or refusing him the facilities of the Hospital. Dr. Peyser's complaint was dismissed by the court and he was allowed 30 days to appeal. He did not appeal and the case was dropped.

Dr. Carl Steinhoff proved to be a capable marriage broker when he introduced Mr. Adrian B. Palmer to a student nurse at Illinois Masonic. The nurse soon became Mrs. Palmer. Mr. Palmer, as a youngster, was one of Dr. Steinhoff's first patients. In a letter to Mr. Gerald Mungerson, IMMC Executive Director, dated May 21, 1986, Mr. Palmer recalled that his son, Robert Towne Palmer, was born at the hospital "while I was sipping manhattans in the Ivanhoe Restaurant. I thought you might be amused by the enclosed copy of the bill from the hospital. As you will note, my credit wasn't all that hot as, even with Carl's endorsement, I had to pay a \$50 cash deposit. But the total investment of \$82.58 turned out very well. As you will

note, I got every break including a fifty cent credit on the first day's room rent because no meals were served. My wife's physician was Dr. William Keesey who billed us for \$5 and the recommended obstetrician was Dr. Alan Ferguson, whose bill totaled \$78 for prenatal care, delivery, etc. The pediatrician was Dr. Howard Jacobs, who became quite an outstanding physician in Chicago and, to this day, remains a close personal friend." He added that Dr. Fox repaired "my sister's badly broken neck and Carl Steinhoff attended my mother when she passed away at the hospital some years ago."

A major advance in the program for nurses training was proposed in April, 1947, a five-year course, in collaboration with Elmhurst College, which would result in a Bachelor of Science Degree with a major in Nursing Education. The hospital assumed the costs of instruction at the college and the expense of transportation. A contract was signed with the college. The program assumed students would be on the Elmhurst Campus for eight hours per day three days a week, with the remainder of their time being spent serving the hospital. Courses in anatomy, physiology and bacteriology were taught at the hospital by Dr. Lester S. King and courses in sociology by Mrs. Genevieve Nadherny. Courses taught by Elmhurst College professors involved a cost of \$10 per semester hour, plus laboratory and breakage fees.

Patients consuming intoxicating liquors while in the hospital became a concern of physicians and nurses, and the matter was referred to the Trustees who took action promptly, resolving that, "No patient under any consideration be permitted to send for or carry on his person and consume either in his room or in and about the Hospital any malt or spirituous liquors except on the prescription of his physician, and that a physician, upon prescribing malt or spirituous liquors for a patient at once notify the Superintendent to that effect in order that the Superintendent may have first hand knowledge and notice of such an order." It was reported that some areas of the hospital were less noisy thereafter. The Trustees also authorized the expenditure of \$348 for a vault to store alcohol.

As the year came to its end, Dr. Allan H. Ferguson, President of the Medical Staff, commented that, "Regular Staff meetings have been held and also weekly clinical staff conferences. Guest speakers have been obtained and attendance has been good.

The pathological cases presented by Dr. King have been of special interest and Dr. Gilmore also has added much of value to the diagnosis by his demonstration of X-Ray pictures and films and slides taken in connection with the case presented. Not to be overlooked," he continued, "is the social side of the Staff's activities. Dr. Bornemeier entertained at his estate on Caldwell Avenue, and staff parties were enjoyed at the Svithiod Singing Club on three different occasions."

Dr. Ferguson noted that his contact with the hospital "dates back to 1915 when it was the Chicago Union Hospital." He added that four other members of the Staff, Drs. Lange, Howell, Robert Sanders and Lowry also shared the work at Union Hospital. "The Staff of the Illinois Masonic Hospital is not as large in numbers as some other hospitals in the Chicago area," he said "but in professional rating and ability it is unexcelled. The staff is well organized and we have more applications for membership than we have hospital rooms and facilities to handle."

The 1947 Annual Meeting of the Hospital Association at the Morrison Hotel, attended by more than 500 delegates, heard glowing reports of the work of the hospital. President Jonas framed his keynote address by recalling the graduation motto of his high school class: "Not finished—but beginning." Echoing the spirit of a caring community he said, "Indeed, so long as human suffering and need exist no work of this nature can be finished. Each objective attained is only a door opening upon still wider vistas of service to mankind."

During the year there was considerable discussion of the age of retirement for doctors serving the hospital. In November a resolution was passed by the Medical Staff altering the Bylaws to say, "Sixty-five years shall be considered the age of retirement. Continuation after that age is permissible upon a majority vote of the Attending Staff." Among those accepted for membership on the staff were Dr. George Fischer, later to be a Trustee and a competent servant of the hospital, Dr. L. L. Braun, still a staff member in 1986 as well as a Trustee, and Dr. Oscar Sugar. Dr. Carl Steinhoff was elected President of the Staff.

Throughout the past 12 years, members of the Eastern Star had been invited to a luncheon at the hospital, and on October 29, in honor of Mrs. Clara W. Francis, Worthy Grand Matron, the group assembled for luncheon and were escorted through

the hospital by nurses. President Jonas spoke, stressing the need for support, and the women agreed to push the sale of First Aid Guild Cards at \$1 each. President Jonas noted that if every member of the Eastern Star would purchase a Guild Card each year the hospital could improve its service to the Eastern Star members. He promised that plaques would be prepared and given to both lodges and chapters giving \$500 or more.

As the year 1948 began, the Trustees were informed that love and marriage had become a problem for the Nurses Training School. The Trustees, therefore, adopted a resolution stating that, "In view of the fact that many of the Student Nurses have married while in training (three first year students since November 1, 1947) and others have become engaged, . . . any student admitted after March 1, 1948 . . . to marry while in training will be expelled." The rule was ordered incorporated in all literature sent to applicants for nurses training.

When Dr. Clarence L. Wheaton retired in January, the Board of Trustees took notice of his "efficient and valuable services" for the many years of his association with the hospital. "He was revered and respected" by all, and "his kind and courteous disposition, coupled with his knowledge and experience and professional skill, won for him the esteem and approbation of his fellow citizens." The Trustees expressed their thanks and appreciation for his services in a resolution. They also paid tribute to Trustee Frank E. Zajicek, long a member of the Board, and took a moment of silence in his memory.

Dr. Carl Steinhoff and Mr. Tenney, the Superintendent, appeared to have a running argument concerning Mr. Tenney's attendance at Medical Staff meetings. Dr. Steinhoff contended that since Tenney was not a doctor, he had no business meeting with the Staff. The battle continued for some time, until the Trustees took action in February resolving that, "It shall be the duty of the Superintendent to attend all meetings of the Medical Staff or its committees at which matters pertaining to and affecting the hospital, its policies or practices, are discussed." Dr. Steinhoff reluctantly acceded to the action of the Board.

The hospital prospered through 1948 and the Trustees, looking forward to continued expansion, purchased the property at 854 Wellington Avenue for \$10,500. Salaries of nurses and

other categories were increased and microfilm equipment was purchased to provide better accounting of the medical records.

In May, Irene L. Stolp took over as Director of Nursing, and in July it was noted that, "There has been a marked improvement in the teaching curricula since Miss Stolp took charge. There also is a happier feeling among the nurses, which means better nursing." In July it became necessary to increase the pay of nurses, primarily because "the school is growing much smaller due to the small classes entering in the past three years." In September 1945 there were 112 students in the school, but by 1948 there were only 42. Strenuous efforts were made to recruit more nurses, but with only moderate success.

A case of alleged police brutality came to the attention of the Medical Staff in September. According to the report, "the patient was alleged to have been picked up by police and badly beaten up by them during the night of August 4. He was released from jail and taken home, but by August 13, when he was admitted to the hospital, he was in semi-comatose condition." He died three days later. Records show no complaint against the police. The Medical Committee noted that everything possible was done to save the man. His death was attributed to a massive brain hemorrhage.

The new wing of the hospital, completed in the summer of 1948, increased the bed capacity and provided a new lobby with a heat resistant glass wall to provide plenty of daylight but little of the sun's heat. Completed at a cost of \$600,000, the wing, of modern design, blended well with the old building. Enclosed sun porches were part of each floor. The *Chicago Tribune*, with almost a full-page layout, pictured the hospital and its new wing, commending the modern facilities and the architecture. The *Tribune* story noted beneath the pictures of two houses at 845 and 847 Nelson, that the two houses "will be razed soon to make room for the diagnostic center," with construction to begin in the near future.

New drugs came into practical use during the forties. Penicillin, remarkable for its power to overcome infections, was discovered by a British scientist, Alexander Fleming, in 1929, but was practically unknown until it proved its value for the treatment of slow-healing wounds in World War II. By the late forties it was in use in many hospitals for strep infections and syphilis. Sulfa drugs, introduced in 1935 by Gerhart Domagk,

like Pencillin, came into use during the war. Sulphanilamide, obtained from coal tar, came to be used in fighting pneumonia, scarlet fever, malaria and heart diseases. Both Fleming and Domagk eventually received Nobel Prizes for their work.

Heart surgery made tentative beginnings in the late forties, with work pioneered by R. E. Gross and A. Blalock. Miracle coronary bypass surgery was yet to come. Cortisone, isolated in 1939 by E. C. Kendall of the Mayo Foundation, came into wide use in the treatment of arthritis in the years that followed. Little by little, advances were being made in many areas of medical science and technology.

The hospital, with its remarkable staff, kept abreast of new developments in medicine and surgery. A new model AG Bovie electrosurgical unit was purchased and equipment for the Obstetrical Department was upgraded. The financial stress of earlier years was a thing of the past, and the Trustees were eager to provide the best equipment available for the use of doctors. Surprisingly, the staff recommended that "No member of the Attending Staff shall be a member of the Board of Trustees."

As 1948 drew toward its end, interest focused on the political scene. The campaign for the presidency between Thomas Dewey and President Harry Truman heated up in October and the race appeared to be neck and neck. Balloting in November appeared close, with Dewey running ahead before returns from the West Coast turned the tide in favor of Truman. The *Chicago Tribune*, enthusiastic for Dewey, made the mistake of assuming Dewey's election, and issued an edition with the headline "Dewey Defeats Truman." It wasn't so. Years later, in 1972, the *Tribune* sent an engraved bronze replica of the false headline to the Truman Library in Independence, Mo. Chicago and the nation had a good laugh at the *Tribune's* expense.

The Annual Report of the Medical Section of the Hospital Staff complained that, "In the recent study of our Hospital by the American College of Surgeons we were certified at the minimum grade 71.3; 70 being the requirement grade. This low figure was due mainly to the limited number of clinical meetings and demonstrations of several departments; namely, only 53% of the required attendance at meetings, and the brief time devoted to each meeting." The Record Department came in for severe criticism. There were missing histories and inadequate reports. Several departments were congratulated for excellence.

Caring Community

The Tumor Clinic, in operation since 1947, made progress in the following year with 49 cases reviewed. The personnel of the Clinic included Dr. Phillip Shambaugh, Dr. L. S. Peterson, Dr. Robert Hayes, Dr. Carl Steinhoff, Dr. L. S. King and Dr. John H. Gilmore, Director. The Clinic was reorganized in November and a permanent secretary was acquired. All tumor cases passing through the hospital were reviewed by the clinic, with cases of malignancy given special attention. A letter from Dr. Gilmore urged cooperation of all members of the staff. Establishment of a Department of Bronchoscopy, having occupied the staff for some time, became a reality in January, 1949, under the direction of Dr. A. H. Andrews.

The Association Annual Meeting at the Morrison Hotel was attended by 1,200 delegates, enthusiastic over the development and growth of the hospital. The Nursing School report noted there were 79 students enrolled in the program associated with Elmhurst College. Watson Boyes, George P. Ellis, E. James Fey, Charles W. Kaiser, David Larson, Murray A. Stillwaugh and Adam Trapp were reelected Trustees. The Masonic Chronicler observed that, "All official reports revealed that the Hospital experienced a most successful year. It is one of the few large hospitals able last year to operate at full capacity, even improve its facilities, without showing a deficit . . . but instead is steadily creating a reserve fund earmarked for future building."

A Department of General Practice, under discussion for some time, was established in 1949 with three members to be the permanent Attending Staff, each with at least 15 to 20 years in practice, membership in the A.M.A., and in good standing with the Academy of General Practice. Dr. J. W. Johnson, Dr. L. Kahn and Dr. S. J. Mark were elected to be voting members of the Attending Staff for one year.

Efforts to avoid infection through improved surgical scrubbing and the use of a new product, Septisol, containing G-11, were discussed thoroughly by the Surgical Technic Committee. Intraabdominal adhesions and granulomas, caused by the use of talcum powder, came under review by the same committee, and it was recommended that a change to Johnson & Johnson proprietary powder named Bio-sorb would be appropriate. Dr. L. W. Peterson called attention to the need for better lighting in the operating rooms. Reflectors on the overhead lights had

become tarnished and the lenses were out of focus. Corrections were made immediately.

As a new decade approached, the Trustees and the staff began to look forward to a new addition to the overcrowded hospital.

CONTINUED EXPANSION

CONTINUED EXPANSION

Joseph McCarthy, a hitherto obscure senator from Wisconsin was in the news as the fifties began. He announced to the nation that there were 205 known Communists in the State Department. The nation was shocked and outraged, and McCarthy won a wide following, and there were few who dared to challenge the upstart senator. Even though he was ultimately disgraced, he disrupted the activities of the government and smeared the names of many distinguished politicians and citizens during the period of his flamboyant if brief career.

Despite the McCarthy cloud, the nation was prosperous and the future appeared bright. The hospital, sharing in the prosperity of the country, embarked on a program of expansion. Late in 1949, a Special Building Committee was appointed. The able Chairman, Frank E. Hodek, Jr., was joined by William H. Tenney, John H. Lindow, Edgar A. Jonas, Thomas O. Wallace, Proctor J. Gilbert and Dr. Edward W. White as members of the committee. With a Building Fund of \$200,000 invested in U.S. Treasury Certificates and \$158,000 in bank deposits, the Trustees felt secure in pushing ahead with plans for a new wing. A contract with Smith, Garden and Erickson, architects, was signed to provide drawings and specifications. At the same time, purchase of the properties at 851-855 Nelson Street for \$20,000 was authorized.

With 1,200 delegates of the Association present at the Annual Meeting in March, 1950, enthusiasm for the program of the hospital was evident. Frank Hodek, Jr., told the gathering of the recent acquisition of buildings that would be demolished to accommodate the new seven-story addition to the hospital. He indicated a mortgage might be necessary to complete the addition. Whereupon, William W. Warmington offered a resolution, "That the Executive board of the Illinois Masonic Hospital Association proceed as soon as possible with plans and

commitments necessary to construct the new seven story hospital building," but "that the present property of the Illinois Masonic Hospital be not mortgaged for the completion of the program of the proposed new addition." After spirited discussion, the resolution was passed by a large majority.

A gift of \$25,000 from Trustee Edward Sklarov and Mr. Titus Haffa was received toward the purchase of new X-ray equipment. The Trustees authorized the purchase for \$49,000, with delivery of \$25,000 worth of equipment at the completion of the new building, the balance to be delivered within six months of the delivery of the first portion. A plaque was prepared bearing the name of Mrs. Ethel Haffa to be placed in the X-ray Department.

In April, a telegram was received from Mr. Hendrix, Chief of the Division of Hospital Construction Services, Springfield, Ill., informing the Board that \$500,000 had been set aside for a Chronically Ill and Psychiatric Unit for the hospital, to be matched dollar for dollar by the hospital. After long discussion in April and May the Board voted "that we do not approve the application for \$500,000 at the present time." Hope was expressed that the application would be renewed after completion of the new addition. In July, the Trustees reviewed the matter and asked if the proposed grant might be \$200,000 to be used for completing the building under construction. Happily, the United States Public Health Service and the Illinois Department of Public Health combined contributed \$240,000 to the project.

Trouble came on the Korean peninsula in June when North Koreans invaded South Korea and swept south almost to Pusan. The United Nations Security Council demanded an immediate cease fire, but North Korean troops continued their advance. President Truman authorized General MacArthur to use U.S. troops and Air Force to give the South Koreans support and asked and received from Congress a \$10 million war fund and economic controls. Hospital Trustees wondered if the war would mean more disruption of hospital operations. Would doctors be summoned and employees drafted into the service? Happily, the major fighting ended in July, 1953, when an armistice was declared, and the Korean peninsula was divided at the 51st parallel. Dr. Edwin Feldman, later to be Medical Director, was among those who served in the Korean War.

Social Security claimed the attention of the Trustees in October and it was resolved that the Trustees favor "the adoption in this hospital of the Federal Social Security Act and the receipt of its benefits by its employees." The employees voted almost unanimously to come under the Social Security program of the federal government.

A Trustee Staff Liaison Committee, which had been functioning for the past two or three years in order to bring the Board and the Staff "closer together," seems to have functioned poorly and the Staff recommended the committee be abandoned. The Trustees, however, rejected the recommendation, feeling it was important to have a continued relationship with the Staff. Hope was expressed that in the future the Liaison Committee would function more helpfully.

The Nursing School began to prosper, with 103 students registered in January, 1951. Irene L. Stolp, Superintendent of Nurses for many years, ended her service saying, "I wish to say 'goodbye, good luck, best of wishes for the school and the hospital.'" Her resignation was greeted with sadness and regret by nurses and hospital employees.

Two new department heads assumed their duties in February: Miss Margaret Denniston, Director of Nursing; and Miss Rachel Georgi, Dietician. Several requests of doctors to practice at the hospital were denied for lack of bed space. The Educational Director of Nurses, Miss Helen Hamilton, offered her resignation to take effect in July, and Mrs. Virginia Brage was employed as Clinical Instructor in Surgical Nursing. There were 108 students in the School of Nursing.

At approximately 2 a.m. on the morning of June 2, Miss Eleanor Reed, a student nurse, was awakened from a sound sleep by the presence of a nude man in her room on the second floor of the dormitory new wing. The nude man had a face towel in his hand. The report of the Nursing Superintendent added that, "When Miss Reed tried to get out of bed, the man pushed her to the floor and her screams awakened other students and Miss Straka, Nursing Arts Instructor. Miss Straka notified the Night Supervisor and the police, who came to the rescue. The naked man was seen by other students. He made his escape by the side entrance." The report concluded that the man was seen as he "trotted along the pathway from the residence, still naked, but, carrying a bundle of clothing in his arms." A ladder

and a pair of old shoes were found the next morning outside the student's window. The police took over custody of the shoes. The ladder belonged to the hospital.

During 1951 and through the years following, the medical records indicate a vast improvement. Clinical studies abound and discussions of cases suggest careful review. There are, for the first time, voluminous case studies from all departments and an increased awareness of the value of the studies and the treatment given. Screen slides and X-ray pictures were widely studied and attendance of doctors at the clinics was excellent. Autopsies were thoroughly reported and examined.

The problem of smoking in the hospital came before the Executive Committee of the Medical Staff. The danger of fire in the presence of oxygen therapy was discussed, and Dr. Maurice Cottle recommended that smoking be prohibited in the corridors, patient's rooms, kitchens, nurses stations, dispensary and elevators, and elsewhere by the hospital personnel, doctors, visitors or ambulatory patients. The recommendation was passed unanimously. The Trustees approved the action of the Committee.

The Trustees, in January, 1952, heard the disturbing report that glass windows in the old operating room were being broken by neighborhood vandals shooting at the windows with BB guns and rifles. Even though the matter had been reported to the police, the destruction continued. Plans were made then to close the window openings with glass brick or unbreakable glass.

With the completion of the new building, Mr. Tenney reported that approximately \$1,110,000 had been paid and that a balance of unpaid bills amounted to \$30,000. Miss Brita James was appointed Director of Nurses.

One of the outstanding events of the year at the hospital occurred when Dr. Maurice H. Cottle of the Staff, assisted by Dr. Ralph Riggs, of Shreveport, La., and 17 other instructors from all parts of the nation, conducted a course in the Restoration of Nasal Function by Corrective Surgery. Sixty doctors attended, including 32 men from medical school who expected to teach the technique on their return home. The hospital received more than \$5,000 profit from the event. "This program is a good example of the kind of educational activity that can be carried on by any smaller hospital such as our own, without

the benefit of large and elaborate quarters or an adjacent university to furnish talent and facilities," Dr. Cottle said. Similar conferences were held the following years with equally significant results.

General Dwight Eisenhower was nominated for President of the United States with Richard Nixon as his running mate at the Republican Convention in Chicago in July. Adlai Stevenson and his running mate, Senator John Sparkman of Alabama, the Democratic nominees, were swamped in the November election with only 89 electoral votes against 442 for Eisenhower and Nixon. Eisenhower promised to end the Korean conflict and journeyed to Korea, fulfilling a campaign promise. The new President cut Truman's budget and ended wage and price controls imposed by his predecessor.

The Annual Meeting of the Association at the Morrison Hotel saw a smaller crowd than usual, only 750 delegates being present. President Jonas noted the deaths of two valued servants of the hospital, Dr. Paul Wosika, killed when he crashed his own plane, and Trustee Charles Kaiser, First Vice-President of the Board. He spoke of the coming need for an enlarged Nurses Home. George P. Ellis, E. J. Fey, David Larson, Murray A. Stillwaugh, Adam Trapp and Watson Boyes were reelected to three-year terms on the Board of Trustees; and Stafford B. Light for three years to fill a vacancy on the Board. President Jonas announced the program offered by the Nursing School had been granted accreditation for a five-year period.

The hospital staff paid tribute to Dr. Alva Sowers, "our beloved and honored colleague, who passed away August 31, 1952. He was an outstanding ophthalmologist at the Illinois Masonic Hospital for 30 years. During these three decades he was ever the noble, dignified physician of great tradition, ever the gentle doctor, considerate co-worker and firm and modest friend." The death of Dr. Himas Joannides also was recorded with deep regret.

During the fifties, a critical shortage of doctors became apparent in the nation. Dr. Herbert Berger, President of the Staten Island Medical Association, observed that, "The allocation of internships, and of medicine's other patronage plums, is determined only in part by technical distinction. A vital factor . . . is 'The cut of a man's jib.'" He added there was discrimination against minorities and Jews. He blamed the A.M.A. in

large part for holding down the number of doctors in medical schools and on hospital staffs. "With rare exceptions, only by succeeding within the system can he (the graduating M.D.) hope to become a leader in his field." He called attention to the millions of Americans over 65 years old in need of medical care, but without resources to pay for such care, and urged federal assistance both in the training of doctors and the care of the aged.

The Nurses Chorus entertained nearly 1,500 who attended the Annual Meeting of the Hospital Association in 1953. President Jonas rejoiced in the unusually large attendance and noted that, "The Hospital was organized not for profit. The surplus money each year is put back into the Hospital for its enlargement and replacement of obsolete buildings and equipment." He outlined plans for the building of a new Nurses Home to accommodate the extra nurses needed to staff the hospital and to be taught in the Nursing School. Herbert Sargent and Allen Good were elected to the Board of Trustees to fill out the terms of Trustees Adam Trapp and E. James Fey, both of whom had died and were honored at the meeting for their service. Trustees Jonas, Kirch, Lindow, White, Holmes, Sklarov and Svikhart were elected to succeed themselves.

Polio, or infantile paralysis, as it was called for many years, was first recognized in 1840 when epidemics appeared in Europe and the United States. The most serious outbreak in the United States occurred in New York City in 1916. Looked upon as a "summer disease," it was described as "the pestilence that walketh in darkness." High temperature, vomiting, headache, pains in the head and neck, and sensitiveness in the spine were dreaded symptoms of the disease. President Franklin Roosevelt was perhaps the most famous of those afflicted with the illness. In 1927, he established the Warm Springs Foundation in Georgia to treat polio sufferers.

In the 1950s, polio became rampant in the nation and led to an intensified search for a vaccine to prevent the illness that frightened the nation. The Iron Lung, developed in 1928 by Philip Drinker and Louis A. Shaw, at the Harvard School of Public Health, was able to carry many victims of polio through the critical period of respiratory difficulty, but it was not a cure. The first recorded polio patient to enter Illinois Masonic Hospital came in 1950, apparently a mild case with mild lasting

paralysis. The Pediatric Conference in June, 1953, led by Dr. M. A. Limosani, noted "the prediction of an increase incidence of polio for 1953, and the problem of allotting bed space for adult and pediatric polio patients was discussed at length." The 1953 polio epidemic came as predicted.

Because of the foresight of the Staff and the Trustees, the hospital was well prepared to deal with an increase in polio patients. A polio unit had been opened in August, 1952, "probably the only special contagious unit for treatment of this dread disease in any private hospital in the city," the *Hospital News* reported. Room 333, a seven-bed ward, was chosen as an ideal isolation unit. Two adjacent double rooms were put in action as "suspect rooms." Patients who could not be definitely diagnosed as having polio were admitted to these rooms and transferred to the main unit when diagnosis showed they were victims of the disease. Two Iron Lungs were available for those with breathing difficulties. Miss Ellen Payne, Red Cross Nurse in polio in Texas and Oklahoma, was recruited and put in charge of training other nurses, practical nurses, aides and orderlies to serve during evening hours. Mrs. Leora Birkey, who was recruited from the regular Staff, and who had previous experience with polio in the Illinois Children's Hospital, was put in charge of the unit during the day. Dr. Mildred Jackson and Dr. L. L. Braun acted as consultants and supervised the medical care. In 1952, there were 55 patients admitted who had the disease. Most of the patients remained in the unit from seven to 10 days, at which time they were transferred to the "post polio" rooms. The unit continued to function in subsequent years, and until the polio epidemic subsided in 1955, after Dr. Jonas Salk developed a vaccine to prevent polio, and in subsequent years polio was eliminated as a major health hazard.

With 113 enrolled in the Nursing School in 1953, it is not surprising that problems occurred now and then. One nurse became involved with a married man and was "campused" for six weeks; another was secretly married and was dismissed from the school; a third signed out and did not return at the scheduled time. Her various excuses were not accepted and she was "campused" for six weeks. Thirteen students were assigned for affiliation at the Cook County School of Nursing. One hundred students, 31 as preclinical students, were on duty at

the hospital for four hours a week for special training. The Director of Nurses reported that "because of existing salaries" it was difficult to staff the hospital and that student nurses were working longer hours. She added, "This is not in accord with State regulations."

The Pediatric Department reported 1,446 babies born in 1953. There were 1,273 major operations performed, 939 minor operations and 8,391 dispensary visits. The Joint Committee on Accreditation of Hospitals gave Illinois Masonic full accreditation in May with only minor suggestions for improvement, noting the importance of medical records "completely recorded." Dr. Phillip Shambaugh was elected President of the Staff and Dr. George G. Fischer, Secretary. At a Medical Section meeting in October, Dr. Steinhoff complained that, "We have gossipers in our midst. Statements made during a recent meeting for the general good of the patient and the Hospital were relayed and misstated to others. Such methods have been practiced here for many years and seem impossible of correction. The continuation of such practices will keep doctors from voicing their honest opinions in meetings."

The American College of Surgeons Department of Professional Services and Accreditation recommended that the Cancer Clinic at Illinois Masonic Hospital "be granted full approval and the American Medical Association commented that, 'The Department of Radiology is excellent in location, equipment and good records,' adding that Dr. John H. Gilmore, Board Certified, is a full time radiologist.'"

Construction of the new Nurses Home began in late 1953 and was scheduled to be completed in November, 1954. A promotion booklet commented that, "If each individual or organization will make a contribution, this building and its contents will be entirely paid for when construction is completed." The Home would be known as the Thomas O. Wallace Nurses Residence in response to the Wallace gift of \$175,000 toward the project. Both Mr. and Mrs. Wallace were patients of Dr. L. L. Braun.

Politics, in the air in 1954, when the Democratic Convention met in Chicago, preoccupied the public when the convention nominated Adlai Stevenson for President. The November elections proved unfortunate for the Democrats when Dwight Eisenhower, the Republican, was reelected. Civil Rights was



The Chicago Union Hospital, forerunner of Illinois Masonic Medical Center, which began operation in 1901.



Members of the December, 1905 class of the Chicago
Union Hospital Training School for Nurses.



Illinois Masonic Hospital in 1933.



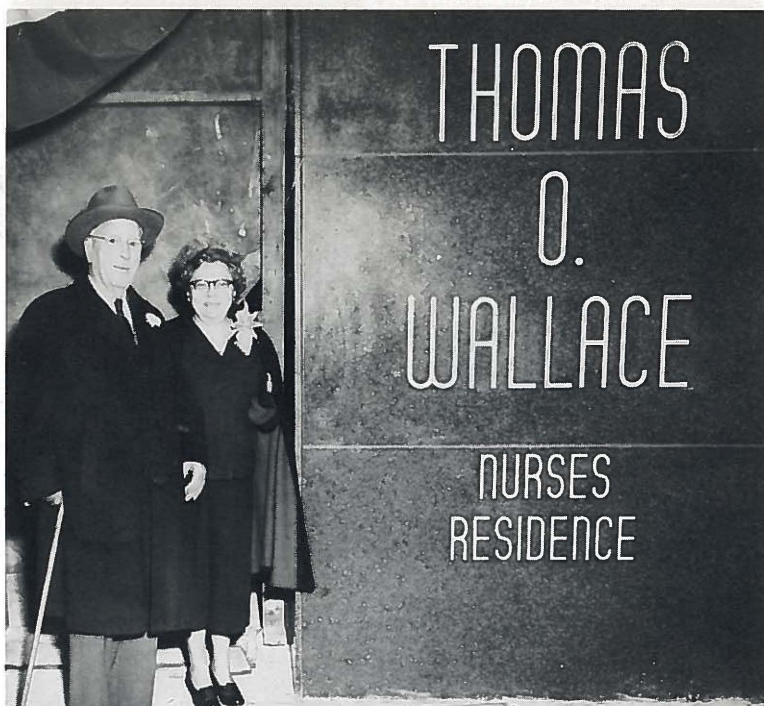
Edgar Jonas turns over the first shovel of earth for the new Nurses Home on October 6, 1944. Looking on were several student nurses who the government paid \$40 per month to become Army Cadets during the war.



A new wing and entrance to the hospital were completed in 1947.



In 1952, Illinois Masonic Hospital opened a polio unit. As part of the unit, two Iron Lungs were available for those victims with breathing difficulties.



Mr. and Mrs. Thomas O. Wallace posed in front of the new nurses residence under construction in early 1955.



One of Illinois Masonic's operating rooms in the late 1950s.



Warren N. Barr, Sr.



The Warren N. Barr Pavilion, a 330-bed skilled nursing facility, was purchased by IMMC in 1976.



W. Clement Stone



Illinois Masonic Medical Center

a major problem for both parties, but the nation seemed satisfied with the leadership of Eisenhower. He received 457 electoral votes to 73 for Stevenson.

A WGN-TV telecast of the Association Annual Meeting in 1954, scheduled for 7:45 to 8 P.M., in March, was delayed by one-half hour because President Eisenhower was in Chicago for an address at the earlier time. With 1,100 delegates present at the Morrison Hotel, the Nurses Chorus opened the program singing "The Halls of Ivy." President Jonas spoke, emphasizing the fact that, "We are proud of our four star rating accorded the hospital in a recent survey conducted by the Women's Home Companion." He added that "the hospital is dedicated to the service of mankind and observes all the amenities of tolerance," a reference to the civil rights struggle through which the nation was going. Dr. Preston Bradley, Pastor of the People's Church, speaker of the evening, paid tribute to the Staff and to Mr. Tenney, the Superintendent. The evening closed with the Nurses Chorus singing again.

The Thomas Wallace Nurses Residence was completed in January, 1955, shortly after his death, and the nurses were moved into their new quarters. Rooms in the main home were provided for the time being for single occupancy to provide space for Graduate Nurses, Anesthetists and Interns. Senior and Junior Training School Nurses were moved into the new building. Thirty-five nurses were graduated from the school in March and 13 students were accepted for the March class, with five others expected to enroll.

Guy Henderson was elected to succeed Trustee Wallace in 1955. Other Trustees were George P. Ellis, Dr. George G. Fischer, Proctor J. Gilbert, Allan J. Good, Herbert V. Hess, James L. Holmes, David Larson, Stafford B. Light, Herbert P. Sargent, Fremont E. Schneider, Edward Sklarov, Murray A. Stillwaugh, Irwin G. Svikhart, Dr. Edward W. White. Officers were Edgar A. Jonas, President; Frank E. Hodek, Jr., First Vice-President; Herbert Gielow, Second Vice-President; Fred P. Kirch, Treasurer; Watson Boyes, Secretary; and William Tenney, Superintendent.

The Charles F. Schroeder Pediatric Memorial Fund, established by Walter Bischoff, William Schroeder and Mrs. Louise Schroeder, through the Victor Products company, received a gift of \$4,000 in January, 1955, "to make possible an ever

increasing service to children of all ages who come to this institution for care." Another gift of \$20,000 from Mrs. Ethel Haffa provided "the most modern method of automatically processing X-Ray films," and a diagnostic X-ray table providing "unobstructed access for the operator from all directions." A new incubator was added to the Laboratory to provide controlled conditions for the development of experimental cultures.

Frank Roundy, noted at age 97 as the dean of 33 degree Masons, died in February, 1955. Formerly a member of the Illinois Masonic Hospital Board of Trustees, he had served also as Imperial Potentate of Medinah Temple. A Shriner for 70 years, he had worked for Masonry effectively and was loved and respected throughout the craft.

June fever must have struck some of the student nurses who celebrated by throwing beer bottles from the windows of the Nurses Home. Neighbors complained and Mr. Tenney checked the premises. He discovered numerous beer bottles. The Student Council was asked to discover the culprits, but apparently was unable to do so. Therefore, all nurses who were not on duty or were away overnight or late leave were campused. That brought information from a number of freshmen students who suggested who might know something of the incident. Thereafter, three students confessed and were suspended for 30 days for disorderly conduct. Others were released from the campus penalty.

The new Nurses Home was dedicated on May 12, 1955, with 2,500 persons present. President Jonas spoke eloquently of the service of Thomas O. Wallace and observed that "his demonstrated generosity made it possible for us to complete this project free and clear of any encumbrance." He added that as a successful businessman, Mr. Wallace "not only played a prominent part in the development of the great north side area located within striking distance of the business center of the City of Chicago but for years he participated in civic and political affairs of the city. Thus, the Trustees are pleased and proud to dedicate this building to his memory." He urged other friends of the hospital to emulate Tom Wallace.

While the Nurses Home was being dedicated, the Trustees were looking forward to a \$1 million addition to the hospital. The architecture firm of Schmidt, Garden and Erickson was drawing plans, and the Trustees hoped construction could begin

in early 1956. The new building, to be located on Nelson Street, west of and adjoining the newest wing, was expected to provide 125 more beds, with increased space for the chronically ill, for mothers and babies, additional X-ray facilities, Physical Medicine and Psychiatry. The hospital had grown so that in 1954, 15,901 patients were admitted, plus 36,291 patients served in the outpatient clinic. The Trustees made a plea for funds for the new addition.

Looking forward to continued expansion, the Trustees purchased the property at 862 Wellington Avenue from Mrs. Phoebe Andrews and reported a legacy of \$200,000 from the estate of Emanuel Lebowitz. The hospital continued to be filled to capacity, and the Trustees were rapidly accumulating funds for the proposed new addition. Two automobiles were purchased to provide transportation for hospital personnel and patient transfer from other hospitals.

In November, 1955, Dr. Edward W. White, Chairman of the Medical Committee, urged the Trustees to support a program of cardiac surgery, "contingent on available space and manpower." He estimated the cost of instruments and supplies to be approximately \$10,000. The American Heart Association offered help to begin the program. The Trustees approved the recommendation and agreed to the expense as soon as space and manpower became available.

Deaths of two good friends of the hospital were noted in December, Dr. Charles H. Parkes, a member of the surgical staff for many years who "gave unstintingly of his time to serve the sick and many times was called upon to render service to those unable to pay." Dr. Robert H. Hayes, whose specialty was Internal Medicine and Pulmonary Diseases, had been a member of the Board of Trustees for 21 years. He served as Chairman of the Nursing School Committee and as Chairman of the Medical Committee of the Board. In December, the Board members stood silent prayer in tribute to the two men.

In January, 1956, the Trustees announced a \$179,200 gift to the hospital from the Ford Foundation. The gift, one of the largest ever received, was part of the program undertaken by the Ford Foundation to assist voluntary non-profit hospitals in the United States in improving and extending their service to their communities. Frank H. Yarnall said of the gift to many hospitals, "The truly great importance of the \$500,000,000 gift

to institutions throughout the country is not fully understood by people not in the field. It is very possibly the greatest thing ever done in this country for all our people. Three thousand five hundred hospitals will be able to expand their services to the benefit of millions of people."

At a meeting in the Thomas O. Wallace Nurses Residence in March, President Jonas outlined plans for the physical expansion of the hospital. On Wellington Avenue, the plans called for a building consisting of a basement and four floors, with an entrance on Wellington Avenue, the building to connect with the south end of the Wellington Avenue building presently standing. The basement, containing an enlarged kitchen, would serve all dining rooms and prepare food for patients. The Nurses Dining Room was to be enlarged along with the service facilities. Doctors were to be housed in offices on the first floor, with the second, third and fourth floors designed for private rooms.

On Nelson Street, the 13 apartment building, used as an Interns Residence and three adjacent apartment buildings were to be torn down to make room for a large building consisting of a basement and eight floors immediately adjacent and connecting to the "C" building on the west end of the Nelson Street development. The ground floor was designed to house an enlarged Department of Physiotherapy, plus an enlarged clinic and a snack bar for patients and staff. "On the first floor," President Jonas said, "we plan to have a complete new clinical laboratory, including the blood bank, basal metabolism, electrocardiograph and related facilities."

"The second floor," Jonas continued, "will house a completely new and enlarged Charles F. Schroeder Memorial Children's Department with vastly larger bed space and greater facilities to care for young patients." Bed space for surgical patients would be on the third floor, with the fourth floor an entirely new Obstetrics Department. Plans called for the fifth floor to house two-bed rooms for medical patients, the sixth floor a residence for interns, the seventh floor 10-bed wards of a sub recovery room for post operative patients and a number of private rooms. Following completion of the new building, the central old building was scheduled to be completely renovated at a cost of \$200,000. President Jonas hoped that each Lodge or affiliated organization would raise \$2 per member.

With the enrollment of the February class of student nurses, there was an unprecedented 200 young ladies dedicated to a career of nursing. At the Capping Ceremony in April, 45 students received caps at the Wellington Avenue Congregational Church. Watson Boyes reported for the Nursing School Committee that the Diet Therapy program had been approved by the state with the inclusion of three weeks work for each student in the diet kitchen and one additional week of special dietary practice in the clinical area.

More than 1,100 were present for the TV presentation of the Annual Meeting of the Association. The Rev. Mr. Andrew Caraker spoke eloquently of the charity aspects of Masonry; Watson Boyes dealt on the significance of nurses training and of the importance of competence in the nursing field, and Trustee Hodek concluded the program with a description of plans for new buildings and renovation of the old structures. The meeting, for the first time, was held in the ballroom of the Palmer House.

The hospital, without a chaplain for many years, found members of the clergy in nearby churches willing to serve patients desiring spiritual counsel. The clergy organized themselves into a group known as LAMP. On Good Friday, worship services were held in the chapel with 75 present. The service was conducted by the Rev. Mr. Philip Warmenen of the Messiah Lutheran Church with the Rev. Mr. Elvin Hoefer bringing an appropriate message. A sizeable group also attended Easter services in the Chapel, with the Rev. Mr. William Roberts of the Lakewood Methodist Church preaching. On Easter Sunday, patients received Easter messages and favors on their trays throughout the day, donations of various church groups in the area.

Illinois Masonic Hospital, in keeping with its past concern for polio, became one of the Chicago hospitals cooperating with the city program of free polio shots for all children. Doctors, nurses and other staff personnel were made available and provided shots for children three times each week. Each child was registered and records of immunization preserved. In the first two hours of the first day, 325 children were given Salk vaccine. On July 28, 720 children were treated; on July 30, 378; on August 1, 511; on the following two periods, 1,120. There was, obviously, a tremendous outpouring of people wishing to have their children immunized.

A \$25,000 gift from a Lake View citizen, Ralph H. Jansen, owner of the Ivanhoe Restaurant, enabled the hospital to purchase a Cobalt Bomb unit. The gift was made when Mr. Jansen was on his death bed. A helpless victim of cancer, Mr. Jansen said, "If I can stave off the pain of one person suffering from cancer, if I can alleviate the suffering of one individual, I will be content." The Trustees voted to name the unit after its donor.

Trouble erupted in July when Wolf and Company audited the books of the Controller who, the report said, "turned out to be completely dishonest." Those on the staff of the Controller "were required to do things they considered improper, but since they were subordinate to the Controller they failed to report to management for fear of losing their positions." Apparently, the Controller tampered with and changed various types of records, rewrote daily records and shorted clinic cash receipts. The auditors, after a long search for the missing funds, prepared a claim against the bonding company.

When triplets were born, all within 22 minutes of each other, the mother, Mrs. Dorothy Meredith, was surprised, but pleased to greet Peter, Pamela and Penelope. The father, according to the *Hospital News*, was "dazed by the whole thing" and went about "scrounging for special cigars for the occasion." Three-month-old David Wastak presented a problem in major surgery, requiring the removal of a large tumor from his chest. He recovered nicely with every prospect of becoming a normal, healthy boy. Another victory for modern medicine was reported in November, when a child, son of Mrs. Helen Flannagan, was discovered to have no connection between his esophagus and his stomach. A five-hour operation was performed. During the procedure, the upper stomach tube was cut off from the wind-pipe and joined to the end of the esophagus from above, after the chest was opened and the lung pushed aside to get at the organs. Once this was completed, his side was opened, a hole made temporarily in the side of the stomach, and a tube inserted so that the infant could be fed by tube until the newly joined esophagus tissues healed. The child recovered and was able to eat normally.

Purchase of a Jefferson Respirator for the operating room enabled patients to breathe easily when undergoing chest or other major surgery. The device, attached directly to a wall-installed oxygen pipe, provided for control of either positive or

negative pressure so that the action may be set by the anesthetist and made virtually automatic during operations, the patient being able to breathe at the proper rate without effort. An ultrasound machine for treating bursitis and a short wave diathermy machine with air space electrodes also was purchased as an effective form of heat used in physical therapy.

Eight persons were killed in an elevated train crash in November. Mrs. Virginia McBurney suffered multiple fractures of both legs and was trapped in the wreckage for several hours. She was brought to the hospital. Her parents, Mr. and Mrs. John Edwards, wrote to Mr. Tenney, Hospital Superintendent, saying, "Your Hospital and its courteous and faithful staff have given both the McBurney and the Edwards families real cause for thankful gratitude. The Illinois Masonic Hospital will be to us a symbol of proficient and friendly help, amply endowed with human sympathy." Evidence of IMMC as a caring community was amply demonstrated.

The Annual Meeting of the Hospital Association was televised again in March, 1957. Despite a rainy night, more than 1,200 attended and meeting in the ballroom of the Palmer House. President Jonas told the delegates and the TV audience that the hospital served 58,844 patients during 1956, that 2,026 babies were delivered and 1,904 children were cared for. In addition, 6,016 first aid emergencies were handled and 4,935 surgical operations performed. Frank Hodek, Jr., showed plans for the two new buildings to be erected at a cost of approximately \$3 million, the additions to provide 200 new beds. Dr. Lawrence W. Peterson, Hospital Staff President, commented that, "This Hospital is a highly specialized and unique facility, ready to render service to all patients quickly, efficiently and effectively. The new wing will help this cause by adding two new operating rooms, one a specialty heart operating room, a vastly expanded post-operative recovery room, and living quarters for interns and residents."

Dr. Lester S. King, Pathologist, Director of the Clinical Laboratory, said, "Demands on our laboratory have increased from year to year. In the past five years new technical advances have made possible greatly improved service for patients. With a new modern laboratory in the new wing, we will continue to offer more and improved service to patients and to their doctors, and to provide a greatly improved clinical teaching program for the resident staff and attending physicians."

Ground-breaking ceremonies for the new additions to the hospital took place in May, 1957. Frank Hodek, Jr., Vice-President of the Hospital Association, turned the first spadefull of earth. Others who handled the spade were Herbert Gielow, Edward Sklarov, James Hutchinson and Edgar Jonas. President Jonas noted that the present plan calls for "a \$2,500,000 building on Nelson Street and a \$500,000 building on Wellington Avenue." He added that hospital Trustees had in hand \$2 million for the projects. "One of the major problems faced by the Hospital," he said, "is the rapidly rising cost of all types of hospital equipment." Plans called for air conditioning in the new wing.

In gratitude for care he received at the hospital, Henry Ziccardi, a freelance painter and illustrator, decorated the walls of the Charles F. Schroeder Memorial Children's Ward with murals, picturing animals and clowns, circus wagons and similar subjects. Painted in bright colors, the pictures gave pleasure to the children.

The November issue of the *Hospital News* contained a picture of Stanley Howard, posing beside a lion he shot in Tanganyika, Africa. The picture was a reminder of the \$10,000 gift of Mr. Howard to the hospital in memory of his mother, Jane B. Howard, a nurse for 40 years and a member of the Eastern Star. Mr. Howard, President of the Chicago Builders Supply Company, Inc., was for many years a member of the Board of Trustees and Past Master of Pleiades Lodge. The gift marked only one of many liberal gifts from Mr. Howard. The Stewart-Warner Foundation, a generous supporter of charitable work for many years, contributed \$10,000 to the Building Fund. Dr. Allen C. Hrejsa, plant surgeon for Stewart-Warner and Attending Surgeon at the hospital, was instrumental in securing the gift. As for many years past, the Schroeder, Bischoff and Bauer families, through the Victor Products Corporation, contributed another \$4,000 for the work of the Charles F. Schroeder Memorial Pediatric Department.

The Annual Staff Dinner Dance at the Saddle and Cycle Club in December honored Staff officers Dr. Lawrence W. Peterson, incoming Staff President; Dr. Roland M. Loring, outgoing Staff President; and Dr. Maurice Goldstein, Staff Secretary. More than 200 guests were present for the occasion.

Early in 1958, student nurses in the Training School began

to benefit from one of the newest developments in nurses training under the Comprehensive Patient Care Program. The older training program, common to most hospitals, called for students to spend various periods of time in one department or on one floor. The new program provided for senior nurses to train in the case method, beginning with a patient when he or she entered the hospital for surgery, and staying with the patient all the way, from pre-operation care, through the operation, following the patient to the recovery room and staying with the patient until return to a private room or ward.

The largest crowd in the history of the Association attended the Annual Meeting in March, 1958. More than 1,500 delegates filled the Grand Ballroom of the Palmer House to hear reports of progress in the new building program and to memorialize Herbert Gielow, late Second Vice-President of the Association, for many years a Trustee of the hospital. As usual, the crowd was entertained by the Nurses Chorus.

Dr. Lester H. King, Clinical Professor of Pathology, University of Illinois College of Medicine and Director of Laboratories at Illinois Masonic Hospital, published "The Medical World of the 18th Century," in which he observed that doctors had changed but little as persons over the centuries, but that the history of medical practice has been one of constant searching for new truth. Easy reading, the book was enlivened by medical oddities, medical theories of the day, and a comprehensive understanding of the profession. The vast differences between medical practice in the 18th Century and the present was made apparent when Dr. Frank Wittelle contributed a Jones Metabulator, complete with attachments, for the Oxygen Therapy Department.

The cornerstone for the new addition to the hospital was laid on June 14, 1958. President Jonas held the trowel loaded with cement in a picture taken at the time. Dr. Herman N. Bundeson, of the Chicago Department of Health, spoke glowingly of the progress of the Hospital. The building, an eight-story, two-basement addition on Nelson Street, was scheduled to be completed in October.

The *Hospital News* called attention to the fact that the hospital's field of services had broadened to international circles with patients from Argentina, Turkey, Greece, Cuba, Mexico, Peru, Canada and Alaska. Doctors from other countries had

come to work and study in the hospital, one of them, Dr. H. Belem of Brazil wrote: "It always is a pleasure to hear news from the Illinois Masonic Hospital where I met many wonderful people . . . to read about the great improvements. I sincerely hope to enter again, some day, the main door of the Hospital, where I had the opportunity of learning many other things in life besides medicine."

The Superintendent reported in October that since Christmas, the hospital had been running about 35 beds short every day. "Our biggest problem," according to Mrs. Germaine Mouran, head of the admitting office, "is to get people the accommodations they want, some want a private room when none is available, others have operations scheduled in advance and find they must wait a few days more because the bed space has been taken up with emergencies." She rejoiced in the fact that the new building soon would be available and would add 200 beds to the hospital capacity.

The death of Walter Bischoff, Sr., was noted with sadness. His son, Walter, Jr., later to be a Trustee, was associated with William Schroeder, whose family was known through the Charles F. Schroeder Memorial Children's Ward. Mrs. Anna Bischoff wrote a long letter of appreciation to the Trustees for the care received for her husband and for the helpfulness of Dr. L. L. Braun, "Having such good care made it possible for Walter and me to have companionship and understanding which I know made it easier for him and for me."

As parking space became more of a problem, the Trustees purchased another house on Wellington Avenue, just west of the doctors residence. Occupants were evicted and the building was demolished for a doctors parking lot. Shortly thereafter, another six-flat building was torn down to add to the parking area. President Jonas was honored by the Trustees at a dinner in the Nurses Residence on the occasion of his birthday. He was given a plaque expressing appreciation for his "service, leadership and loyalty over the twenty-nine years" as President of the Trustees.

In November, the first patient to be received into the new wing was a 13-year-old girl who "could be given all the advantages afforded by the deluxe accommodations on the fifth floor."

An intercom system had been installed, which enabled a

nurse to talk to a patient in his room. Each room was equipped with "Hi-Low" electric beds. There was special lighting equipment, a special room for doctor-patient conferences, and new menus allowing patients to select meals of their choice. The sixth floor was opened in mid-December and the Pediatrics Department celebrated Christmas in its new 50-bed quarters on the fourth floor. The second floor, with nursery and obstetrics facilities, was opened in early January.

Evidence of the sound financial condition of the hospital had been clear in various improvements and in purchases of modern technological equipment. The recently opened Physiotherapy Department revealed a new Hubbard Tank, used in the treatment of polio and stroke patients. A "tilt table" was available for patients not capable of any exercise; pulleys and weights for strengthening muscles; stairs and parallel bars for those learning to walk; and a table, equipped with weights and stresses, to exercise or stretch almost any part of the body by controlled degrees. Many other special devices were available for individual cases.

Two honored doctors died in January, 1959, Dr. Allan Ferguson, on the Attending Staff for more than 20 years in Obstetrics and Gynecology, and Dr. Robert E. Elliott, who had retired and lived in California, but was associated with the hospital for several years.

A unique closed circuit from the hospital to the Grand Ballroom of the Palmer House treated the delegates to the Annual Association Meeting to a view of the hospital at work. Cameras focused on many of the new facilities and equipment, the Cobalt Bomb, the Cardiac Surgery Operating Room, an encephalograph, the Schroeder Memorial Children's Department, the Clinical Laboratory and other areas of the new wing. Still looking forward, President Jonas told the cameras, "In the Hospital yet to be, plans are drawn for a new Department of Psychiatry . . . new facilities for diagnosis and treatment . . . a nurses dining room . . . Staff rooms for both work and recreation." He added, "Care is priceless . . . But care has its planning and its price."

A Women's Auxiliary cart made its appearance in the hospital in March. Volunteers rolled the cart through the corridors and into the rooms of patients bearing toilet articles, stationery, candy and magazines. On display in the cart were many

small articles, useful gifts and plants for adults and soft, lovable toys for children. Mrs. Betty Barsch, Chairman of the venture, arranged for the cart to be available daily and Sunday, and three nights a week. Profits from the cart and the gift shop, soon to be opened, were to be used for scholarships for student nurses.

The Trustees and friends of the hospital were saddened by the death of Trustee George P. Ellis. A member of Wolf and Company at the time of his death, he was also a trustee of the First Federal Savings and Loan Association and the Chicago Boy's Club. He had been a Trustee of Northwestern University and Wesley Hospital before dedicating his efforts to Illinois Masonic Hospital.

Jacob Bruns, cashier of the Lake View Trust and Savings Bank was flown from Tokyo to Chicago and brought to the hospital "in order to avail himself of the facilities and physicians."

September witnessed the installation of a Multi-Channel Recorder to allow physicians and clinicians to observe the type of heart disease from which a patient suffered and to discern whether heart surgery was feasible. Heart surgery in the department began in October. The same month saw the introduction of a Tracer Scanner, designed for scanning body areas in which a radioactive isotope had been localized. In the case of the thyroid gland, the size and density of a tumor could be revealed.

Dedication of the Nelson Avenue Wing, known as "D" Building, took place in December. The Trustees displayed a large plaque listing the names of 150 individuals, institutions or organizations donating \$500 or more. Formal ceremonies were held in the Nurses Residence, with President Jonas presiding. Mayor Richard Daley was present and congratulated the hospital on behalf of the City of Chicago.

Chicago was shocked in December when one of the worst fires in Chicago's history occurred, taking the lives of 53 girls, 34 boys and three nuns when they were trapped by flames on the second floor of Our Lady of Angels School. Firefighters, nuns and strangers on the scene risked their lives in an effort to save the children. It was reminiscent of the Iroquois Theatre fire. Mayor Daley, up for reelection, and other city officials appeared on the scene.

Mr. Daley, a rotund, vigorous man, elected first in 1955, ruled the city with an iron hand. He had been responsible for numerous city improvements and had the support of the business community.

Business was booming in Chicago and the "City that Works," seemed to be working. The condition of the hospital reflected the well-being of the city as the Fifties came to an end. The Trustees, once again, were looking toward the future with new plans for growth.

CHANGE IN THE WIND

During the Fifties and Sixties, the family doctor was becoming an endangered species. The man with the little black bag, calling in the homes of his patients, counselor and friend of the family, surrendered status to the medical or surgical specialist. Home visits abdicated to the hospital clinic as the family doctor, the "jack of all trades" in medicine, found the new knowledge in various fields, born of technology and research, more than he could manage.

The research worker, with medical technology and the results of laboratory experiments at his command, discovered more and more about the mysteries of the human body. Obviously, the specialist was needed, master of his field of study and practice. He knew more and more about less and less, but he was skilled in the areas of his interest. The public, by and large, accepted the specialist on the assumption that he knew more than the family doctor. As a consequence, the number of general practice doctors declined from 112,000 in 1931 to 82,000 in 1959 despite a large increase in the general population of the nation.

Superintendent Hicks wrote in 1964, "The patient of today expects to be provided with 'hotel services' on a scale undreamed of fifty years ago, including the best food, personal attention, and modern decor, and his doctor expects to have available those diagnostic tools which were unheard of even twenty-five years ago and many of which may be rendered obsolete by new discoveries tomorrow. Nevertheless, they are absolutely essential to good medical practice today, and the safety and well-being of the patient."

Change in the wind was obvious, too, in the observations of Dr. Oscar Sugar, who wrote, "Within the span of the last 50 years, the role of all hospitals in relation to the practice of medicine has undergone revolutionary change. Where once the

doctor's office was the setting for most diagnosis and medical treatment, the battery of specialized tests and therapeutic procedures requiring complex and expensive equipment, manned by specially trained professionals, has of necessity made the hospital the diagnostic and treatment center for the practicing physician, be he specialist or general practitioner."

As the role of the hospital became more and more important, doctors became increasingly dependent on each other. Group practice gained momentum as general practitioners and specialists joined forces in both diagnosis and practice. The work of the generalist was reinforced and strengthened by the specialist and the general practice doctor became the coordinating factor in the equation, thus assuming a new and important role. No longer the man with the little black bag largely on his own, the general practitioner became the captain surrounded by lieutenant specialists.

With the growth of Blue Cross/Shield and numerous other health insurance programs, change became obvious on other fronts. Hospital expansion became necessary; the cost of medical care increased dramatically, and a shortage of doctors became evident. A Public Health Report in 1959 claimed that by 1975 the medical schools would have to graduate 3,600 more doctors annually to care for the growing population. At the same time, the cost of medical education was becoming prohibitive except for the wealthy, reducing the number of men and women who could enter the field. Inescapably, the price of medical equipment for diagnosis and treatment exploded.

Reflecting the increasing demand for hospital facilities, Illinois Masonic was maintaining a daily census of 500 and an additional 200 patients daily in the outpatient clinic. With beds scarce, the Administration developed a system which designated patients as, "Emergency, meaning immediate admittance; urgent, meaning admittance within 24 hours; and elective, meaning when bed space became available." The Administration noted proudly that, "No emergency patient ever was turned away."

Complicating the need for hospital bed space was the introduction of Health Insurance for Federal Employees in 1960. There were 1,800,000 employees plus 2,000,000 dependents who were covered by the program. Private plans for pre-paid medical care were estimated to cover 71 percent of all American

families, the other 29 percent were without medical insurance of any kind. Not surprisingly, the problem of health care would occupy center stage in the United States Congress for many years to come. As for Illinois Masonic, in 1959 the hospital cared for 5,733 patients whose expenses were covered either all or in part by Blue Cross. The total value of payments from Blue Cross for the year came to \$1,484,502.59 to cover 53,242 patient days in the hospital.

Increased efficiency became a necessity in the operation of the hospital. A new \$16,000 dishwasher was installed. Made of stainless steel and equipped with an automatic conveyor belt, the machine could be loaded quickly. Only two minutes were required from loading the dishes at one end until they came out spotless at the other end, and thoroughly dried in the process. The operation was arranged so that loading at one end and unloading at the other could go on simultaneously.

An adjustable overhead machine was added to the X-ray Department and an auto-analyzer for the analysis of various blood and bodily secretions to the laboratory equipment. A Coulter Counter for the counting of blood cells also was introduced into the laboratory. The Annual Report of 1960 announced plans for a Clinical Research Building to cost \$750,000. An overhead crane was added to the Physical Therapy Department to lift patients from a stretcher to the Hubbard Tank. Approved residencies for the training of interns were provided in general surgery, medicine, gynecology, obstetrics, pediatrics, X-ray, pathology, anesthesia and general practice.

Dr. L. L. Braun, President of the Medical Staff, spoke for all of the doctors when he said, "The Medical Staff continued to give the best possible care to all . . . either as outpatient or inpatient, whether they be rich or poor, regardless of race, creed or color. To this primary responsibility every member of the Staff will give his greatest individual efforts." Dr. Otto Schwartz was given the title Director of Medical Education for one year. Under the leadership of Dr. Arthur Haebich and Dr. Edward White, a Cardiovascular Department was organized and a full-time microbiologist was employed.

A new Department of Physical Medicine was opened in 1960, headed by Dr. Clara Joel Fleischer to coordinate all phases of patient rehabilitation. Dr. Fleischer observed that, "Rehabilitation is the part of treatment which employs medical, edu-

Caring Community

cational and sociological methods to give the disabled patient maximum independence within the scope of his limitations. Independence follows psychological and physical readjustment to the situations which the individual may encounter on his return to his home, family, community and job."

The Department of Inhalation Therapy displayed a new Ben-net Intermittent Positive Pressure Breather in August, an instrument designed to treat all types of respiratory disorders from a stubborn common cold, to asthma, bronchitis, or pulmonary emphysema. The Department was equipped with 26 oxygen tents, aspirators, drainage pumps, steam inhalators, water mattresses and tractions of all kinds. To assist Dr. Lester S. King, Dr. Gustave Gyori was added to the Pathology Department as Associate Pathologist.

Lead poisoning among children increased the work of Dr. Eleanor Berman, Chief Biochemist. Her work, bringing much consulting work to the hospital, led to an invitation for her to present her findings to the International Congress of Clinical Chemists in Edinburgh, Scotland. Dr. Berman, through her research, had developed a new technique for identifying lead poisoning.

Keeping abreast of new medical technology, the hospital purchased a Meditron Electromyograph to be used in the Department of Physical Medicine. The instrument, costing \$2,000, had complete facilities for making tracings of the intensity and velocity of nerve and muscle activity, used in diagnosis and clinical research. The Knights Templar Eye Foundation, recognizing the outstanding work of the Cavanna Eye Clinic of Illinois Masonic, sent many Knights Templars to the hospital for treatment.

The Gift Shop, begun in 1959, with only a cart, was provided with a room for its operation. Mrs. Ruby Cornell, President of the Women's Auxiliary, commented in October, 1960, that, "Inventories have increased vastly in both variety and appeal and though the cart still is used to service the patients, a display is also kept on the first floor for the benefit of visitors who would like to purchase gifts for their friends in the Hospital."

Expanded facilities were arranged for the Central Supply Department and the newly purchased autoclave. The unit, one of the largest in Chicago, provided cyclomatic control, charting

time and temperature for definite determination of sterilization. It was designed to sterilize all equipment furnished by Central Supply. The Department provided all nursing supplies, sterile equipment, dressings and other materials. It was noted that, "the rate of infection in our hospital is negligible considering the large volume of service that is provided."

Prophetic of the winds of change was the election of John F. Kennedy in 1960. He defeated Richard Nixon by a slim margin and announced what came to be known as "The New Frontier," designed, he said, to cope with "the common enemies of man: tyranny, poverty, disease, and war itself." In the days to come, Kennedy would urge appropriations to encourage construction and modernization of hospitals, to provide scholarships for students in medical or nursing schools, to assist local governments in establishing community health centers, and to provide assistance to mothers and children receiving welfare aid in the hope of reducing the incidence of mental retardation. Most of his programs were not adopted in his lifetime, but they came after his assassination and under the leadership of his successor, Lyndon Johnson.

Looking forward to the future and to the increasing involvement of the federal government in health care, Vice-President Hodek, Jr., presented a schedule for development of the hospital when funds became available. Plans called for an eight-story addition on the Wellington Avenue Wing "over the present dietary department," providing space for 150 additional surgical and medical patients and rooms for 60 psychiatric patients. The next step called for a four-story addition to the Thomas Wallace Nurses Home to provide classrooms and dormitory facilities. Finally, a Research Institute Building was proposed. The Annual Meeting of the Association in March, 1961 greeted the proposals with enthusiasm.

Dr. Preston Bradley, minister of the People's Church of Chicago, gave the keynote address, telling the Association delegates, "The greatest medical center of the world is being built in Chicago. We need great vision of the program outlined and we must build so well that the younger generations will go on with the work . . . Renew your dreams and hopes for Illinois Masonic Hospital."

By 1961, the Pharmacy Department, under the direction of Miss Rita Streit and her assistant, Miss Mildred Schwaba, had

developed until 18 were employed, filling prescriptions for hospital patients, clinical outpatients and doctors' private patients. In 1960, 244,405 prescriptions were filled, an increase of 18,251 over the previous year. During the 14 years of Miss Streit's service, there were vast changes in drug therapy with the coming of antibiotics, hormone products and other developments which revolutionized the treatment of many diseases. The Squibb Company presented a plaque to the Pharmacy indicating that five million prescriptions had been filled.

Established through the bequest of Emanuel Lebowitz of \$200,000, the new Lebowitz Clinic included a spacious and comfortable waiting room, private examination rooms and special operating rooms for the application of casts and minor surgical treatment. Dr. Paul Schimert, Director of the Heart Catheterization Department, said to be one of the most completely equipped in the Chicago area, noted that the Department provided for diagnosis of congenital and acquired heart disease. Data observed provided precise knowledge of the nature and degree of disturbances within the heart. Dr. Otto Schwartz commented that, "New and extensive teaching programs were offered in 1961, with recognized residencies in Internal Medicine, Pediatrics, General Surgery, Obstetrics and Gynecology, Anesthesiology, Radiology and Pathology." He added, "Our residents are welcomed everywhere and are highly commended for their excellent educational background."

Capping and banding services for student nurses at the Wellington Avenue Congregational Church, heard Trustee Dr. George G. Fischer, the speaker, observe that "Nursing today must grow toward more intimate understanding of people and a greater mastery of the ever expanding health services. The Cap," he said, "is a symbol of distinction. . . . It radiates dignity. The banding reveals another year of satisfactory training. In placing the cap on your head, it shows the confidence and trust we hold in your character and your ability. It is a crown of honor you have earned." Fifty-four nurses were capped and 13 banded.

Dr. I. Sherry, a Pediatrician, retired in June and was honored at a testimonial dinner given by the Staff and the Trustees at the Belmont Hotel. Dr. John H. Gilmore, Director of the Department of Radiology, resigned and was honored at a dinner, also given by the Staff and the Trustees. Since 1935, he had

been associated with the hospital where he was trained by his father, Dr. W. H. Gilmore, who founded the X-ray Department in 1927. Dr. Mildred Jackson, a Pediatrician, was serving as the first President of the Medical Staff.

The latest development in diagnostic X-ray equipment, the Fluoroscopic Image Intensifier Unit, the first in Chicago and valued at \$40,000 was installed in the Cardio-Pulmonary Function Laboratory in 1961. The instrument enabled physicians, at a low dose of radiation, to see an image 3,000 times more distinct than with the conventional fluoroscopic screen. The low dosage made it possible to use the machine more extensively on children.

Through the years the hospital has been a caring community dedicated to its original purpose, the care of the needy. The Annual Report of 1962 observed that, "Whether a patient pays in full for his treatment, just partially or can pay nothing at all, equal facilities and equipment are available to him at Illinois Masonic Hospital and he received the same high quality of service and attention from physicians and nurses. During the 42 years since the Hospital's founding approximately 20% of its patients have been unable to pay." One of those unable to pay was the daughter of a minister. Her name was Cheryl. She came to the hospital with her face, body, arms and legs badly burned. She could not walk, she could not even smile. After five months of treatment, 15 skin grafts, 17 blood transfusions and untold hours in the Physical Therapy Department, "Cheryl did a simple thing: she looked up at the nurse who was bending over her . . . and smiled." Her parents were unable to pay even partially for her long stay in the hospital, or for any of the medical treatment she received.

Two men who meant much to the hospital died in December, 1961, Dr. W. R. Fischer, former head of the Orthopedic Department and Frank E. Hodek, Vice-President of the Trustees and Chairmen of the Building Committee. Dr. Otto Schwartz wrote from Hot Springs, Ark., where he was vacationing, "I know the Hospital lost a great friend, an untiring worker who always was ready to serve. No job was too big or too small for him. He went out of his way, sacrificed time and effort to help improve service to our patients. Frank Hodek helped to build up our hospital." Dr. Lester King retired in 1962 after 17 years as head of the Department of Pathology to become A.M.A. Jour-

nal editorialist. He, too, was honored by Staff and Trustees. Dr. Sidney C. Kahn was elected President of the Medical Staff and Dr. Allen C. Hrejsa, Secretary.

Members of the Board of Trustees in 1962 were: Edgar A. Jonas, President; Edward W. White, M.D., First Vice-President; David Larson, Second Vice-President; Watson Boyes, Secretary; William H. Tenny, Superintendent; Warren N. Barr, Sr., George G. Fischer, M.D.; Proctor Gilbert; Allan J. Good; Guy O. Henderson; Herbert V. Hess; Stanley N. Howard, Sr.; James Hutchinson, Jr.; Stafford B. Light; Herbert P. Sargent; William F. Scaar; Fremont E. Schneider; Edward Skearov; and Henry M. Tibbits.

Superintendent Tenney celebrated his 25th year of service and was honored at the Annual Meeting in the Auditorium of the Prudential Building in March. He called attention to the fact that Illinois Masonic was the fourth largest hospital in Chicago and served 18,400 admitted and 51,000 outpatients, averaging between 450 and 500 inpatients a day through the past year. He added that, "If we are to continue to serve more people, we must have, in turn, people to staff the hospital, as well as physical facilities. In order to maintain quality in our personnel, we must realize the necessity of meeting competing salary demands."

Keeping abreast of changing medical technology, a Phonocardiogram was purchased. The instrument "might be called the 'hi-fi' recorder for the heart." It added the element of high frequency to the use of the stethoscope and recorded tracings of sounds photographically on paper to be studied later.

A new teenage service group known as "Candy Stripers" was organized to serve as nurses helpers. Fifteen hours of concentrated instruction was given by Mr. Evelyn Loring and a minimum of 10 hours to each "Candy Striper." The girls assisted on the floors, in the Central Supply Department and the Admitting Office, as messengers, passing fruit juices and food trays, taking temperatures and helping to feed patients or entertain restless children. The girls were allowed to volunteer any number of hours, not to exceed seven in any one day. The Fall class of student nurses of 100 included four men. Property at 875 Wellington Avenue was purchased to become the residence for male nurses in training until a new structure for nurses was completed.

The December issue of the *Illinois Medical Journal* contained an article headed, "The Fox Who Treats the Bears." "Seldom do bears owe their well-being to a fox, but Dr. Theodore A. Fox, Winnetka, Ill., represents an outstanding exception," the piece noted. "For 14 years Dr. Fox has been orthopedic surgeon for the Chicago Bears football team." Dr. Fox, Chief of Orthopedic Surgery for Illinois Masonic and a Bears booster, brought many of the Bears to the hospital. Dr. L. L. Braun was the Bears' team physician, and he and Dr. Fox attended all home games. Because of the importance of seeing the patient as soon as possible after injury, Dr. Fox also attended all games away from home. "Luckily," he said, "We're in the jet age, with no game more than a day away. Otherwise, I don't know how I'd do it."

After the Chicago Bears won the World Championship in 1963, Dr. Braun and Dr. Fox both were given gold footballs inscribed with the names of all the Bear players and Coach George Halas. The inscription on the stem supporting the footballs read, "With sincere appreciation from your 1963 World Champion Chicago Bears." Among the names inscribed were Bill Wade, Mike Ditka and Doug Atkins.

At the Annual Staff Dinner in February, 1963, Dr. Braun, retiring President of the Staff, introduced the newly elected President, Dr. Sidney C. Kahn, who responded by saying, "Illinois Masonic Hospital has been making great strides in recent years, and more are planned for the near and immediate future. All of us will be privileged to take part in these things, and I think we can thank God we are part of this great vibrant institution."

Contracts were let in March for the construction of a new eight-story wing of the hospital. At the Annual Meeting of the Association, Procter J. Gilbert, Co-Chairman of the Building Committee, announced that the Board of Trustees had voted unanimously to name the new wing in honor of Judge Edgar A. Jonas. Following the announcement, the Nurses Chorus rose spontaneously and, under the direction of Mr. Robert Kessler, sang their own tribute to Judge Jonas. The delegates gave a standing ovation to the long-time President of the Board of Trustees.

The total cost of the Jonas Pavilion when fully equipped was estimated to be \$2,000,000. It would add 130 beds, bringing

the capacity of the hospital to 650 and include a self-contained Psychiatric Department of 45 beds, and a floor set aside for a doctors library. The Staff resolved to raise \$50,000 for the project. Stanley Howard, Sr., Co-Chairman of the Building Committee, commented that in addition to the Jonas Pavilion, an added facility for nurses would be needed.

Dr. George G. Fischer indicated the School of Nursing was rated the third largest in the state with 23 full-time instructors. Total cost of maintaining the School during the last year amounted to \$301,719.96. With the addition of the new wing, Dr. Fischer expected the number in training could be increased to 375.

Regretfully, Dr. Otto Schulz, long-time member of the Staff, announced his retirement at a meeting of the Staff in July, and the new library in the Jonas Pavilion was named the Noah Van Cleef Doctors' Library in gratitude for the many gifts of Mrs. Van Cleef in memory of her husband.

Evidence of the eminence of members of the Staff was apparent when Dr. Walter C. Bornemeier, Senior Attending Surgeon, was elected Vice-Speaker of the American Medical Association and Dr. William T. Meszaros, Chief of the Department of Radiology, published an article, "Leiomyosarcoma of the Colon" in "The American Journal of Roentgenology, Radium Therapy and Nuclear Medicine," a scholarly report dealing with the history of an uncommon tumor. Dr. Maurice H. Cottler traveled with 33 other American surgeons to the University of Leiden, the Netherlands, to present a postgraduate course in nasal surgery. Dr. Cottle headed the group making the trip under the auspices of the Rhinologic Society, of which he was the founder. Dr. Eleanor Berman, Supervisor of the Clinical Laboratory, was the featured speaker at the Spring meeting of the Chicago Section of The American Association of Clinical Chemists. She spoke on the theme, "Trace Metals in Clinical Chemistry."

Mr. Allen M. Hicks of Pekin, Ill., was named Superintendent of the hospital in October following the resignation of Mr. Tenney. Mr. Hicks, a member of the Board of Trustees of the Illinois Hospital Association, Chairman of the Committee of Extended Care, a member of the American College of Hospital Administrators and the American Hospital Association's Committee on Methods Improvement, came to Illinois Masonic from his

position as Administrator of the Pekin Memorial Hospital. Mr. Hicks and his wife, Dolores, a graduate nurse, moved to Chicago with their four children. Mr. Tenney, after 27 years at the hospital, moved to California to enter business.

Cancer chemotherapy was experimental in the early 1960s, and because of its side effects, was unpopular. Stroke prevention was unheard of. Children still were dying of measles, and the idea of transplanting organs was only a gleam in the eyes of visionary surgeons. But in 1963, Dr. James Daniel Hardy did the first lung transplant, and in the same year Dr. Thomas Earl Starzl performed the first liver transplant. Dr. Richard Carlton Lillehei accomplished a pancreas transplant in 1966, and in 1967, Christian Neetuing Barnard, South African Surgeon, startled the world when he transplanted a human heart.

The Sixties witnessed great advances in heart care with the development of coronary care units, coronary bypass surgery, and the development of thrombolytic agents, beta blockers, and calcium channel blockers. IMMC physicians were in the forefront of investigations of heart surgery and treatment. Treatment of mental illness made progress with the development of insulin shock and electric shock therapy some years following the end of World War II, and nine new vaccines became available in the late Sixties: measles, mumps, rubella, rabies and recently, a vaccine against hepatitis B.

The advances in medical technology during the Sixties were phenomenal, but their full implications were yet to be appreciated. It is not surprising that costs of health care exploded and ethical issues emerged. Who would receive scarce organs for transplant? Who would pay the astronomical costs? Would medical care have to be rationed? These were issues to be resolved in the future.

In his Annual Report of 1963, Judge Jonas called attention to the change in medical care when he wrote, "It is apparent that a vast majority of American citizens are becoming hospital conscious. In support of this statement we have only to look at the record of how rapidly demands for hospital facilities are being exploited, not alone in metropolitan sectors but in urban areas and localities dotted with cities and villages.

"All of this is as it should be. Modern housing facilities are no longer adapted to taking care of the sick. Doctors have practically abandoned the art of making house calls. All signs point

up to the care and treatment of the sick and afflicted in a hospital. This trend is amply sustained by the numerous methods of obtaining health, hospital and medical insurance. Hospital insurance has mushroomed to a degree never anticipated by the pioneer companies that ventured into this field."

Interns and residents at work numbered 53, guided in their training by the Medical Education Director, Dr. Nathan Iglitzen. During 1963, there were 180 students in the Nurses Training School, and 205 Staff physicians representing 19 different medical services. The new Superintendent announced that \$265,000 would be needed to equip the Jonas Pavilion, now nearing completion.

After several weeks of discussion, an Orthopedic Surgery Residency was established, with one year to be spent in Children's Orthopedic Surgery at the Montreal Children's Hospital. The other three years to be spent at Illinois Masonic. Dr. Fox and Dr. L. Shepanek* noted that with the establishment of the residency, the hospital became one of the few non-university connected hospitals in the U.S.A. with accredited orthopedic surgery residencies, adding to the reputation of the hospital.

Parking space, always limited, was expanded when the building at 875 Nelson Street was torn down and the Trustees voted to purchase the property at 877 Nelson Street. The expanding Van Cleef Library required a full-time librarian, and Mrs. Harriette M. Cluxton, a member of the Special Library Association, was employed to catalogue and reorder the library in conformity with the standards of the National Library of Medical Classification. Mrs. Cluxton came to Illinois Masonic from the Huron Road Hospital of Cleveland, Ohio. In collaboration with the Library Committee of the Staff, headed by Dr. Allen Hoffman, new books would be purchased to expand the library to 8,000 volumes. Dr. Oscar Sugar was elected President of the Staff and Dr. Hrejsa, Secretary.

In Houston, San Antonio and Fort Worth, Tex., large and friendly crowds greeted President Kennedy when he visited that state. But in Dallas, On November 22, as he and Mrs. Kennedy rode at the head of a parade, shots rang out and President Kennedy was struck as was John Connolly, Governor of Texas. The two were rushed to a hospital where Kennedy died, within an hour without gaining consciousness. Vice-President Lyndon Johnson was at the hospital when Kennedy died.

Less than two hours later he took the oath of office as President and returned immediately to Washington. In the days to come the program of "The Great Society" began which would bring the winds of change to the health programs of the nation. The Social Security Act of 1965 created Medicare and Medicaid.

The Medicare Bill, providing care for the elderly, and the Medicaid Bill for the indigent, inevitably increased the load imposed on hospitals, and Warren Barr, Sr., President of Warren Barr Supply Company and a member of the Board of Trustees, was named Chairman of a \$3,000,000 campaign for the Illinois Masonic Expansion Fund. "This is my challenge and opportunity," Mr. Barr said, "as we tackle a fund raising program for one of the most worthwhile and needed hospitals in the Chicago Metropolitan area."

In the absence of laws governing sterilization of women, a committee was established by the Staff composed of the Chairman of the Department of Obstetrics and Gynecology, four members selected at the discretion of the Chairman, and the Superintendent as ex-officio. The resolution said that, "Any member of the Staff may make a request for sterilization at least six weeks before planned surgery. . . . with reasons for the request. The Chairman then will send a history of the case to the four members without identifying . . . names of patients and staff physician. Each member is to return to the Chairman a written opinion expressing his approval or disapproval. . . . A member may request additional information if he deems it necessary for the formation of his opinion. At least three out of four members must give affirmative opinions before the case can be approved."

Dr. Arthur T. Haebich observed that with federal help for medical schools and students, "The training program at Illinois Masonic Hospital has shown remarkable growth in the past three years. In 1962 we had only two interns for the Hospital. We now have applications from 60 American students and over 100 foreign students for the 30 internships available." He added there were 50 applications for the Surgical Residency Program with only four positions available.

The General Practice Section in 1964 constituted the largest group of doctors on the Medical Staff, and represented one of the largest General Practice Sections of all hospitals in the City of Chicago and surrounding area. Dr. Mitchell Crayne,

Chairman of the Department, announced that in 1964, "A charter was granted to this Section of the Hospital, making it a recognized branch of the American Academy of General Practitioners of the United States."

General practice, which had declined during the past two decades, made a considerable recovery in the mid-Sixties, as evidenced in the hospital Staff. There was an increasing demand for doctors willing to employ the talents of specialists in the various categories of medical technology. The general practitioner had become the general manager of his patients, eager to involve the unique knowledge of specialists.

Three valued servants of the hospital died during 1964, Herbert V. Hess, a member of the Board of Trustees since 1951; Dr. Watson Boyes, Trustee since 1943, and Dr. Charles M. Drueck, of the Medical Staff for the past decade, whose father had been one of the pioneer doctors of Illinois Masonic Hospital.

At a cost of \$8,000, the Trustees purchased a Heart-Lung Machine, the most up-to-date equipment for heart surgery, designed to take the place of heart and lungs during heart surgery, automatically oxygenating the blood and pumping it through the body. Dr. Haebich commented that, "Formerly it was possible to make only a small incision and probe momentarily to make slight repair of the heart. Now it is possible to empty the heart of blood, bypass it completely, and continue the circulation of the patient while opening the heart and taking whatever time is necessary to make repairs." A Hemolitre for the Noah Van Cleef Isotope Laboratory in the Radiology Department also was purchased. Dr. William T. Mezaros, head of the Department, commented that, "The Instrument permits rapid automatic, and accurate determination of blood volume. . . . By measuring the blood volume before and after administration of isotopes, the amount of loss can be accurately determined to guide the physician as to how much blood must be replaced by transfusion."

After two years of tests of a new anaesthetic drug at Illinois Masonic Hospital, Dr. Imre Illes, head of the Department of Anaesthesiology, reported the test results at the Third World Congress in Anaesthesiology in San Paulo, Brazil. The hospital was one of only five hospitals in the United States to conduct the tests. Dr. Cottle was guest professor at Radcliff Infirmary, Oxford, England, to demonstrate nasal surgery and deliver a

series of lectures. Dr. William T. Meszaros, Director of the Department of Radiology, presented an exhibit on "neurofibromatosis" and gave a refresher course in "Roentgen Cardiology" at the annual meeting of the American Roentgen Ray Society in Minneapolis, and Dr. Irene Anday of the Medical Staff, flew to Mexico City to present a paper on research in Cardiology at a meeting of the American College of Chest Physicians.

The Board of Trustees was strengthened by the election of three new members, Ralph Bogan, Jr., Hayes Robertson and Leo Fischer. Michael Dunn, former President of Cribben Sexton Co., volunteered his service as an aid to Warren Barr, Sr., Chairman of the Expansion Fund Drive. A special office was arranged in the hospital for Mr. Dunn and Mrs. Marion Tucker, Administrator's Secretary for many years, to coordinate the work of the committee.

Kick-off for the campaign came in January, 1965, at a gala "La Danse Verte" Benefit Ball in the Grand Ballroom of the Palmer House, with 800 present to honor Judge Jonas for his 36 years of service to the hospital. Mrs. Warren N. Barr, Jr., Chairman of the Women's Benefit Board, which sponsored the event, announced that more than \$50,000 had been raised by the Ball. Judge Jonas was presented with a gold pocket watch, suitably inscribed, to commemorate his years of service. Warren Barr, Sr., reminded the guests that Jonas had served as Judge of the Municipal Court of Chicago, and the Superior Court of Cook County, as Associate Member of the Illinois Board of Pardons and Paroles, and as United States Representative from Illinois.

On January 31, 1965, an estimated 600 braved severe weather to attend dedication ceremonies for the Jonas Pavilion. Governor Otto Kerner, featured speaker, praised the hospital for its progress over the years. He spoke enthusiastically of the 24-bed self-contained Psychiatric Department as a giant step in the treatment of mental illness. The Masonic Dedication was conducted by Proctor J. Gilbert, assisted by David Larson, Dr. Edward W. White, Fred P. Kirch and Frank J. Munao, members of the Board of Trustees. A model of the Pavilion, consecrated with corn, oil and wine, was presented to Judge Jonas, who then proceeded to cut the ribbon at the Wellington Avenue entrance to the Pavilion.

The Noah Van Cleef Library in the Jonas Pavilion was ded-

icated in February as "a storehouse of medical knowledge." Dr. Walter C. Bornemeier, member of the Senior Attending Staff, Department of Surgery, past President of the Chicago Medical Society, and Speaker of the House of Delegates of the AMA, gave the dedication address. "A library such as this is a very essential part of the practice of medicine," he said. "No physician can keep all modern texts available, no intern or resident can afford to provide the space to keep this storehouse of knowledge. . . . A library such as this is an important safety factor to every patient admitted to the Hospital." Mrs. Harriette M. Cluxton, Chief Librarian, noted that the library contained over 1,200 volumes of medical reference and text books, 1,500 bound journals, and 100 current journals, making it one of the largest hospital libraries in Chicago.

A team of doctors consisting of Drs. Paul Schimert, Arthur Haebich and Vajra Shreeram, together with two registered nurses, began working with a similar team from Lutheran General Hospital, using their dog laboratory to formulate several open heart surgical teams, marking the collaboration of the two hospitals in the development of open heart surgery. In order to further enhance the work of the laboratory, a Special Chemical Laboratory was developed in 1965 at a cost of \$10,000.

After many years of usefulness to the hospital, the issuance of First Aid Guild Cards was discontinued. Somewhere along the road of the past, the Nurses Training Program with Elmhurst College had been discontinued and the the Trustees began to search for a junior college with which the training program could be allied. The search proved futile and apparently the matter was dropped. With 132 nurses in training in 1965 and 17 instructors, with three more to be employed, the program was effective, providing the hospital with a steady supply of both student and graduate nurses. The program of the Training School was accredited by the National League of Nursing. The Superintendent of the hospital, now called the Administrator by vote of the Trustees, reported that 21 United States educated interns were at work. He added that six programs of inservice training for hospital employees had been inaugurated, "Upgrading the quality of production and increasing opportunity for the non-professional worker."

Isolation facilities on the third floor and psychiatric facilities

on the second floor of the Jonas Pavilion added two new specialties to the comprehensive medical program. The Frank E. Hodek Memorial Chapel on the first floor was being used extensively by both patients and their families. Non-denominational services were held every Sunday. An extensive new Medical Records Department was put into operation.

Throughout the year Dr. Allen C. Hrejsa served as President of the Medical Staff; the Department of Medicine was led by Dr. Edwin Feldman, Chairman. Chairmen of other departments and sections were: Dr. Adele Gecht, Surgery; Dr. Sidney C. Kahn, Obstetrics and Gynecology; Dr. Ruben B. Gaines, Urology; Dr. Donald T. Boles, Ophthalmology; Dr. Walter Schwartz, Orthopedics; Dr. Roland M. Loring, Otorhinolaryngology; Dr. Mildred Jackson, Pediatrics; Dr. William T. Meszaros, Radiology; Dr. Gustav Gyori, Pathology; Dr. Imre Illes, Anesthesia; Dr. Roland Medansky, Dermatology; Dr. Arthur Haebich, Thoracic Surgery; Dr. Oscar Sugar, Neurosurgery; Dr. Earl Solon, Psychiatry; Dr. John Pick, Plastic Surgery; Dr. Ulysses Argianis, Dentistry; Dr. Joseph Kahn, General Practice.

The hospital family was shocked in November when Judge Jonas died of a heart attack at a dinner for Senator Everett Dirksen in Evanston. As a table of Masons in the new Orrington Hotel Dining Room was being served, Judge Jonas fell forward on the table. Dr. Edward White, sitting beside him, sought to revive the stricken man, but to no avail. The leader of the hospital for 32 years left a vacuum that would be hard to fill.

At a specially called meeting of the Board of Trustees, opened by prayer offered by Trustee David Larson, tribute was paid to Judge Jonas and his many accomplishments were listed in the minutes. He had been a man of singular distinction. A committee composed of David Larson, Proctor Gilbert and Fremont Schneider was appointed by Dr. Edward White, President-pro-team, to nominate a new President. On November 29, the Committee presented the name of Warren N. Barr, Sr., who was unanimously elected. With Barr's election, another distinguished career of hospital leadership began.

When the Trustees met for the first time after the election of Warren Barr, the new President was conducted into the Board Room by Trustee Proctor Gilbert, whereupon all the

Board members stood and David Larson offered a prayer. Trustee Gilbert then called on Dr. Edward White who presented a gavel, properly engraved for the occasion. President Barr expressed his gratitude and assumed his new office with dignity and competence. He paid tribute to his predecessor and to Edwin Svokhart, a Trustee for 17 years, "a tireless and devoted servant of the Hospital as a member of the Board of Trustees" who died in October.

Problems emerged in the Anaesthesia Department in 1965 and in February, 1966, the Trustees entered into a contract with a group of anaesthesiologists, headed by Dr. Reuben Balagot, from the University of Illinois to manage the Department, the group to provide at least four fully certified men. An amount of \$10,000 was reserved for anaesthesia research and equipment, and the Chief of Anaesthesia became a member of the Attending Staff.

With two vacancies on the Board of Trustees, a nominating committee, chaired by Dr. White, presented the names of James D. Green and Talmadge B. Tribble. Both were unanimously elected. To succeed Warren Barr as Chairman of the Fund Raising Committee, Hayes Robertson was appointed. On the recommendation of Robertson, the Trustees went on record in favor of borrowing funds, if necessary, to purchase all the land between Wilton, Wellington and Nelson Street. Subsequently, two pieces of property on Nelson Street were purchased for \$115,000 and a loan of \$150,000 from the Northern Trust Company was arranged to purchase three other pieces of property on Nelson Street.

At the Annual Meeting in March, President Barr introduced W. Clement Stone, President of the Combined Insurance Company of America, who responded with a short but enthusiastic address on the theme Positive Mental Attitude, necessary, he insisted, to carry on the fund-raising campaign. He then offered \$500,000 as a challenge gift when the Trustees raised \$2,500,000, the total to be raised in one year. President Barr noted that the campaign, without the Stone pledge, so far had resulted in gifts and pledges of \$1,479,208.22. The amount included grants from the Stewart Warner Foundation, the Standard Oil (Indiana) Foundation. In addition, the hospital received a grant of \$916,755 from the Hill-Harris fund.

"Another important and particularly meaningful source of

income," Barr continued, "is the voluntary participation on the part of our Hospital employees. So far, \$46,503.16 has been raised through cash donations, payroll deductions, a Theatre Benefit, a Flower Sale, and a continuing blood donor plan, all this a wonderful indication of the caliber of our employees." He went on to say, "The participation of our Medical Staff has been most significant. Their combined cash contributions and pledges account for \$241,095 of the Development Fund."

Administrator Hicks noted that, "Our conversion to computer systems wherever appropriate was begun in the business office and billing is now done electronically. Inventory control is being similarly streamlined. . . . Highly specialized and costly equipment has been purchased for many Departments to keep pace with new developments in medicine. Major improvements have been made in the operating rooms."

As plans for development of the hospital expanded, the Trustees employed John Grenzebach and Associates, to organize a campaign for \$5,000,000. It had become clear that \$3,000,000 would be insufficient to complete the purchase of property and the building proposed. The hospital Administrator reported that the hospital, "has been fully approved by the United States Department of Health, Education and Welfare to take Medicare patients, effective July 1. He pointed out that the accounting changes within the Medicare Bill are going to be extensive." The accounting program would be changed to meet Medicare demands.

Television came to the hospital in a large way in October when the Trustees entered into a contract with the Boom Electric Company covering the installation of 300 Zenith TV sets and speakers at a cost of \$146,000. At the same time, the Board approved a contract with the Motorola Company for installation of 123 pagers for doctors, to increase as rapidly as possible to 360 pagers at a cost of approximately \$60,000. Electronic equipment for the Coronary Care Unit was purchased for \$30,000.

The budget of the hospital for 1967, approved in November, called for expenditures of \$10,797,039.16. Registered nurses received an increase of \$25 a month in December. The minimum wage for part-time employees was increased to \$1.40 an hour, and full-time employees to \$1.50 an hour. All other employees received increases of \$.15 an hour.

Caring Community

Four doctors were memorialized in the Trustee minutes of November: Dr. Arnold U. Derman, who served on the Staff for 16 years; Dr. Selmar N. Arnsdorf, a 20-year veteran of the Staff; Dr. Joseph Deutsch, who had labored in the hospital for 22 years, and Dr. Leonard A. Shapanek, for 16 years "a tireless and devoted servant of his patients." Mrs. Janet Staff White, whose "influence and inspiration caused the formation of the Women's Board" also died.

Continuing their efforts to expand the property base of the hospital, the Trustees purchased properties at 906 and 908-14 on Wellington Avenue in January, 1967. The problem of extended care which had been on the agenda of the Trustees for some time past, was resolved when the hospital entered into an agreement under the rules and regulations of Medicare with the Wrightwood Nursing Home, The Methodist Home and Wellington Plaza Nursing and Therapy Center. The agreement provided continuity of care and treatment appropriate to the needs of each patient transferred from the hospital to the Extended Care Facilities of the Nursing Home. Designed to remain in effect for one year, the agreement provided the possibility of cancellation on 30 days notice.

The constantly expanding Medical Staff elected Dr. George S. George its President and Dr. Lawrence L. Hirsch, Secretary. Dr. George expressed gratitude to the Trustees for the modernization and renovation of the Obstetric Department and for the updating of the clinical areas. Contributing to the effectiveness of the physicians were numerous equipment additions, including new Cardio-Pulmonary Function and EEG facilities and equipment for an Emphysema Clinic. Two floors of B and C wings were air conditioned. There were 211 doctors on the attending staff.

The Bylaws of the Trustees were amended in March to provide for the election of Life Trustees by a majority vote of the Trustees. "Only those persons who have served as members of the Board of Trustees, and who have rendered distinguished service to the Hospital shall be eligible for election," the Bylaw noted. An additional provision allowed for the election of Honorary Trustees, to be elected for three-year terms if they have rendered some exceptionally outstanding service to Illinois Masonic Hospital of an enduring nature. The number of Honorary Trustees was limited to six. Both Honorary and Life Trustees

were allowed the privilege of attending Board meetings and to participate in discussions, but not to vote. Life Trustees were eligible for appointment to committees of the Board.

Competition for nurses led the Trustees to increase the salaries of Registered Nurses from \$500 a month to \$535. At the same time two-bed room rates were raised \$3.50 per day. It had been the policy of the Board to "encourage all of the Hospital's employees with compensation, working conditions and other personnel practices at least at levels prevailing for equivalent work in the community," a Board resolution said. "Therefore be it resolved, that it is the policy of this Board that the traditional concepts of union representation and collective bargaining are not compatible with the patient care responsibility and functions of this Hospital and, therefore, unions are not appropriate to represent our employees."

The educational programs of the hospital continued to expand. Thirty-three Interns and 41 Residents were in the approved Residency programs for Anesthesia, Medicine, Obstetrics and Gynecology, Pathology, Pediatrics, Radiology and Surgery, a total of 74 young doctors in the Medical Education Program. Seventy-five freshmen enrolled in the School of Nursing, making a total of 145 students in training for the year. There were seven candidates in the School of Radiologic Technology and three in the School of Medical Secretaries. Inservice Training Programs were conducted for Medical Secretaries, Medical Transcriptionists, Nurse Aids and Ward Clerks.

Four hundred delegates attended the Annual Meeting of the Association at the Scottish Rite Temple in March. Nominated by Trustee Alvin Crump, Chairman of the Nominating Committee, were David Larson, Hayes Robertson, Stafford B. Light, Allan J. Good, Herbert P. Sargent, William F. Scaar and Frank Munao. All were elected to succeed themselves on the Board of Trustees. W. Clement Stone addressed the gathering, observing that the Trustees had done a remarkable job raising money, but had not met the goal set. He then suggested an extension of 90 days, to June 30, 1967, and he would lower the goal necessary to receive his challenge gift of \$500,000 by \$250,000 and add \$250,000 to his grant, which would then provide a \$750,000 grant if the goal could be met.

James F. Cook was employed as a professional fundraiser to

conduct an intensified drive to meet the challenge grant of Mr. Stone. On July 20, a reception in honor of Mr. Stone was held at the Union League Club at which time Mr. Stone presented a check for \$750,000. President Barr commented, "Confronted with the immediate need for both modernization and expansion of our physical plant, the Board of Trustees set and met a \$5,000,000 Development Fund Goal during 1967."

The hospital was honored in May when Margaret G. Scully, Director of the Public Relations Department, received the Golden Trumpet Award from the Publicity Club of Chicago in recognition of "Distinguished Publicity and Public Relations Performance." The hospital was awarded a plaque for "Best Programs for Hospitals." The Trustees by resolution paid tribute to Miss Scully and expressed appreciation for her contributions to the hospital.

Two more pieces of property were purchased, 3018-3020 Wilton Avenue, for \$12,500 and 922-24 Wellington Avenue for \$25,300. In October, one month later, the property at 916 Wellington Avenue was purchased, and in November, 1419 Wellington Avenue was secured for \$30,000.

The Illinois Masonic Advisory Board of Trustees had been functioning with moderate success for some years. The Trustees resolved in November that, "An Advisory Board of Trustees to be known as "Board of Governors" (later to become the Citizens' Board) shall be appointed annually by the President from the Chicago Metropolitan area to aid, assist and advise the Board of Trustees in the management of the hospital. All appointments shall be confirmed by the Board of Trustees. It was resolved also that, "The hospital shall have a women's auxiliary to carry on voluntary service for the Hospital."

In January, 1968, the Trustees resolved that the corporate name of the hospital be changed from Illinois Masonic Hospital Association to the Illinois Masonic Medical Center. President Barr commented that, "The pace of events has lifted us above and beyond our initial Development goal and committed us to a Master Plan which now calls for an expenditure of \$19,375,000 . . . in the light of this commitment, the name was officially changed from 'Hospital' to 'Medical Center,' and the W. Clement Stone Pavilion for the Health Sciences is to be the first building in a new Medical Center complex. It has been designed to meet the total diagnostic needs of our 600-bed in-

stitution—needs which have completely outgrown existing areas and facilities.”

Included in the Pavilion plan was a surgical suite, unique in the entire country, subject to a Research Grant from the U.S. Department of Health, Education and Welfare.

Ultimately, full facilities were provided for Mental Health, Stroke and Rehabilitation, Heart, Cancer, Intensive Medicine, a special Diagnostic Section, and all phases of Ambulatory Care. As a Medical Center, the principles of Comprehensive Care will cover the patient whether he be premature infant or senior citizen.

With 225 doctors on the Medical Staff, Dr. Lawrence W. Peterson was elected President. Department Chairmen were: Dr. Edwin Feldman, Medicine; Dr. George Pastnack, Surgery; Dr. Fran Haufe, General Practice; Dr. John G. Masterson, Obstetrics and Gynecology; Dr. Mildred R. Jackson, Pediatrics; Dr. William T. Meszaros, Radiology; and Dr. Gustave Gyori, Pathology. W. Clement Stone was elected President of the Citizens' Board; Charles C. Allen, Chairman, and John W. Ladd, Vice-Chairman. Mrs. Lynn B. Snow was elected President of the Women's Board, and Mrs. Herbert G. Barsch, President of the Auxiliary.

Responding to the urging of employees and in response to the continuing threat of unionization, the Trustees adopted a Pension Plan, to go into effect in April, provided by the Prudential Insurance Company of America covering a 30-year funding at a first year cost estimated at \$127,140. At the same time, salaries of nurses were increased, and a bonus of \$1,000 was granted to the hospital engineer, William Fierch.

Stafford B. Light, member of the Board for 16 years, who died December 31, 1967, was memorialized in February. Alvin L. Crump was elected to succeed the deceased. Two others elected previously were Alvah Martin to replace Talmage Tribble, resigned, and Robert Giesel, to replace Frank Munao, also resigned. On the death of Dr. Edward White, William DeVry was named to fill the vacancy on the Board. The Bylaws were revised to state that, “The President of the Medical Staff shall be ex-officio an advisory member of the Board of Trustees during his term of office, entitled to attend all meetings with all the privileges but without a vote.”

Developments at the hospital inspired an attendance of 2,500 at the Annual Meeting in Medinah Temple on April 8. Dr. Preston Bradley offered the Invocation, the Nurses Chorus sang, and the Knights Templar Honor Guard formed for the reception of the hospital family and their guests. Louis Williams, a member of the Citizens' Board, presented an honorary Trusteeship to Charles Davis for his able assistance on the Nursing School Committee. Senator Russell Arrington presented a Life Trusteeship to Fremont Schneider, member of the Board of Trustees for 21 years. Charles Stout was elected to the Board to succeed Schneider. W. Clement Stone addressed the gathering on the theme "Let's Stand Up and Be Counted."

The year 1968 saw the completion of a new power plant at a cost of \$700,000 and a new electrical system to accommodate increased demands of modern medical equipment and the requirements for the W. Clement Stone Pavilion, the cost, \$400,000. The latest and most sophisticated diagnostic X-ray unit, capable of taking 80 film exposures in one second without moving the patient, was installed at a cost of \$175,000, and plans were completed by the architectural firm of Schmidt, Garden and Erickson for the W. Clement Stone Pavilion. Trudy Kleinke became the new Director of the School of Nursing.

Comprehensive Family Health Care, Heart Screening, Cancer Prevention, Stroke Rehabilitation and Surgical Environment were approved for research in 1969. Two Research Grants from the Department of Health, Education and Welfare confirmed the quality of the professional and administrative Staffs. A five-year Pap Smear program received \$85,000 for testing women of the community for cervical cancer; and \$585,000 was allocated for a Medical Surgical Complex in the Stone Pavilion.

While operations were moving smoothly within the hospital during the late Sixties, the nation was beset by social turmoil. When Bob Dylan sang "Something's happening, but you don't know what it is, do you Mr. Jones," the words reflected something of the confusion and lostness of the time. Protest was in the air from one end of the nation to the other. Students were in revolt against the educational establishment and the Vietnam War. Blacks, angered by the assassination of Martin Luther King, Jr., on April 4, 1968, went on rampages. Young people, burning draft cards and invading draft committee offices, voiced their hatred of the War they felt was wrong and ill-advised.

Something was happening to the "Great Society" of President Johnson, something not anticipated in the plans. Society seemed to be coming apart. The West Side of Chicago exploded in flames and looting following the assassination of Dr. King. Thousands were left homeless and business establishments were destroyed. Literature got bogged down in bedrooms. Sex novels and sex magazines came out of hiding and the gates to hard-core pornography were opened.

The time was ripe for more and more explosions of protests, permissiveness and disorder. Trouble came to Chicago as the Democratic National Convention met in August, 1968. The fortunes of Eugene McCarthy were on the wane and the "Happy Warrior," Hubert Humphrey was the leading candidate for the nomination for President. He was seen by the counter-culture as an establishment candidate. The radical Left arrived in the city looking for trouble. Abbie Hoffman and his friends had decided to hold a "Festival of Life" in the city to counter balance the Democratic Convention. Paul Krassner of *The Realist*, one of the nation's underground papers, threatened to put LSD in the Chicago water supply. The Yippies did everything possible to offend the sensibilities of the Chicago establishment.

Troublemakers counted on Daley to make the convention memorable. August came, hot and humid, and 2,500 Hippies and Yippies congregated in the city. Dave Dellenger arranged a parade and Daley would have none of it. When the beards and the police met, the beards were gassed, beaten and maced. Six hundred protestors were arrested and several hundred injured. The Yippies, with a touch of grim humor, paraded their own candidate for President, a real live pig named Pigasus. The vote to nominate Hubert Humphrey came at the height of the riot in town. He was nominated handily, only to be defeated by Richard Nixon, the Republican candidate a few months later.

Trouble came close to the hospital when a sit-in occurred at McCormick Theological Seminary, a few blocks to the south, involving students and poor Blacks and Latinos who were outraged by Chicago's Urban Renewal Program, which they viewed as a way to crowd them out of the Lincoln Park and Lake View areas. It was a difficult time for residents of the areas near the hospital. Happily, Illinois Masonic avoided involvement except for treating police, Hippies and Yippies injured in the riots of 1968-69.

Not to be outdone by their contemporaries, the "young lions of medicine" joined the march of protest, denouncing the A.M.A., the selfishness of doctors, the neglect of the poor, and the way medicine was being taught and practiced. The *Medical News* magazine of January, 1985, recounted the spirit of the medical protestors. "These defiant young men and women glared from the pages of magazines and newspapers, welcoming confrontations," Malcom M. Manger, author of the article, wrote. "They picketed and demonstrated, the sleeves of their white jackets punctuated with clenched fists. In dramatic counterpoint, they often disdained those same white jackets while giving care in free clinics and community health centers."

The radicals insisted they sought more from medicine than to provide "a series of Band Aids on immense social ills." Dr. Gerold W. Frank of Harvard, one of the protest leaders, looking back, commented, "We were an important part of the movement that eventually stopped the Vietnam War and dumped President Nixon." He added, "Current activist organizations such as the Medical Committee for Human Rights and the Physicians for Social Responsibility have had a decided impact on American Medicine."

The Trustees continued to accumulate property for the hospital in 1968-69, purchasing 919-933 Wellington Avenue for \$130,000; 947-949 West Wellington Avenue for \$22,000 and 2324-26 Wilton Street for \$82,000. Arrangements were made for construction loans for \$3,500,000 from the First Federal Savings and Loan Association of Chicago and \$5,000,000 from the Northern Trust Company. The bid of George A. Fuller for construction of the Stone Pavilion for \$11,009,636 was accepted in February, 1969, with the building to be completed by December, 1971.

Fee splitting again became a concern of the Medical Staff and after long discussion the Staff took unanimous action affirming that, "The Medical Staff By-Laws prohibit fee splitting and require members of the Medical Staff to abide by the American Medical Association Code of Ethics pertaining to fees." The Staff voted that, "The President and Executive Committee of the Medical Staff be directed to immediately design and implement machinery necessary to evaluate, educate and discipline the members of the Medical Staff in all areas of professional activity," adding that, "If we fail to accomplish the goals

as above set forth by March 1, 1969, we agree to adopt an economic audit . . . of the Medical Staff." The Board of Trustees concurred in the Medical Staff resolution.

In March, the Trustees established an annual "Good Citizen Award," to be given to anyone not a member of the Fraternity who has done outstanding work on behalf of the Illinois Masonic Medical Center. The first award was given to George M. Keane, a member of the Citizens' Board who gave time and effort to solve community problems relating to the hospital. The award, given in 1969, was for his work in 1968.

Administrator Hicks introduced his Associate Administrators, Robert H. Muilenburg, Arnold Silver and Wetzel McCormick to the Board. He recommended and the Board approved the purchase of monitoring equipment for the Surgical Intensive Care Unit from the American Optical Company for \$16,065. The death of Mrs. Mamie Hill Adlerz was noted in a resolution recalling her 23 years of service in the field of Nursing Education. It was through her untiring efforts that the Nursing School received accreditation by the National League of Nursing in 1966.

James E. Antonidis, Robert Solinsky, Stanley Howard, Sr., George G. Fischer, M.D., Proctor Gilbert, Charles Stout and Ralph Bogan were reelected members of the Board of Trustees at the Annual Meeting in April. Prior to the meeting, members of the Board of Trustees and the Citizens' Board and their wives were entertained at the Women's Athletic Club.

Negotiations, in progress for some time, came to a conclusion in September and a merger was effected between the hospital, the Katharine Wright Clinic and the Stone-Grandel Center. The Psychiatric programs of the three institutions were located at 919-33 Wellington Avenue. In order to coordinate the medical affairs of the hospital, Dr. T. Howard Clarke was employed as Medical Coordinator.

Fundraising came center-stage in October when the firm of Howard Moore Services was employed for the purpose of raising funds for the Stone Pavilion. President Barr noted that one of the Board members had agreed to underwrite the Tranquility Ball to be held on November 7, and that all the money provided by the sale of tickets would come to the hospital. To keep the budget in balance hospital rates were raised 12 percent. At the

same time, a 15 cent per hour increase was granted to all hospital employees, management excepted.

Dr. Lawrence L. Hirsch, President of the Medical Staff, reported a self-initiated Staff Study Project which "deliniated and critically analyzed the medical resources of the Medical Center and laid the groundwork for a study by Booz, Allen and Hamilton of the Medical Staff Organization and its relationship to the Administration and the Board of Trustees." He noted that the new full-time Coordinator of Medical Affairs would "provide a permanent and continuous medical-administrative liaison within the Medical Center."

Continuing his report, Dr. Hirsch noted the election of Dr. Arthur T. Haebich as Secretary of the Staff, and that "the most significant action taken by the Medical Staff in the field of medical education was the signing of an affiliation agreement with the University of Illinois College of Dentistry, and the beginning of negotiations for affiliation with the University of Illinois College of Medicine." During the year, 35 new physicians were added to the Medical Staff, raising the total compliment to 242.

The Drug Abuse Program, inaugurated during the year, began serving approximately 70 patients per day and the Clinic at 811 Wellington was actively serving many neighborhood Spanish-speaking people. The future appeared bright as the winds of change brought new programs and relationships to the hospital. With the Stone Pavilion under construction, the hospital family looked forward with confidence to the coming decade.

ONE GIANT STEP

It marked "one small step for a man, one giant leap for mankind" when Col. Edwin E. Aldrin, Jr., 33rd became one of two astronauts to first set foot on the moon in July, 1969. Signaling a giant step for Illinois Masonic Medical Center, Col. Aldrin recreated the official astronaut footprint left behind on the moon for Illinois Masonic in recognition of the unprecedented development in progress. The footprint, cast in bronze, was prepared to honor the lobby of the W. Clement Stone Pavilion.

Giant steps in any area of human progress depend on men and women of vision. Two men, Warren N. Barr and W. Clement Stone, stand out as leaders and inspirers of the Medical Center. Stone, who began his career selling newspapers on Chicago street corners at the age of six to help support his family, and at 16 selling insurance door-to-door in Detroit, became Chairman of the Board of Combined Insurance Company, which he organized and developed. Barr, at 16, was helping to support his family on a farm in Gentryville, Ind. With courage born of necessity, he struck out into new areas, first as a warehouseman for Crane-Ordway in St. Paul. Later, he opened Crane's Chicago branch office, and in 1941, founded his own plumbing supply firm, Warren Barr Supply. He became Chairman of the Board of Barr-Saunders Supply. Barr and Stone met in 1940 and their friendship led to "one giant step" for Illinois Masonic Medical Center.

By 1965, when Warren Barr became President of the Board of Trustees, Illinois Masonic was the fourth largest hospital in the city. By then, Barr and Stone had found common cause in the work of Illinois Masonic. With gifts that ultimately totalled more than \$4,750,000 and challenging others to give, Stone was a driving force leading to the unprecedented growth of the institution. Encouraged by Stone's magnificent contributions, Barr was able to raise funds necessary to complete the building

and equipment of the Stone Pavilion. The two-man team conspired to achieve "one giant step" forward for Illinois Masonic.

Standing behind Barr and Stone, and lending strong support, were members of the Board of Trustees: Alvin L. Crump, James E. Antonidis, Ralph A. L. Bogan, Dr. George G. Fischer, Allan J. Good, Alvah T. Martin, Hayes Robertson, Herbert P. Sargent, Leo H. Fischer, Robert L. Giesel, James D. Green, Fred P. Kirch, Otto Kerner, David Larson and Charles Stout. The Citizens' Board, led by Charles C. Allen, Chairman, and John W. Ladd, Vice-Chairman, added its strength to the campaign for funds, along with Wallace D. Johnson, Co-Chairman of the General Gifts Fund Raising Division, and Henry G. Walter, retired executive of the U.S. Steel Corporation, head of the Special Gifts Division.

By mid-1970, the Stone Pavilion passed the 50 per cent completion mark, and physical renovation of the existing plant, including the X-ray Department, Admitting and Business offices, the Department of Medical Education, the E.E.G. Laboratory, Speech Therapy and offices of Physical Medicine had been completed. The units for both Surgical Intensive Care and Medical Intensive Care had been completely remodeled and updated with additional new equipment for life saving, and more equipment for Cardiac Care.

Happily, the Grotto Humanitarian Foundation provided \$80,000 for a program of Dentistry for the Handicapped, functioning under the auspices of the hospital Community Dentistry Program, jointly sponsored by the Medical Center and the University of Illinois College of Dentistry. Furthermore, in cooperation with the State of Illinois, the Drug Abuse Program had increased to an average caseload of 200 patients under treatment, with a record of 61 per cent success.

Indicative of the competence of the Medical Staff, both the President of the Chicago Medical Society, Dr. Fred Tworoger, and the President of the American Medical Association, Dr. Walter C. Bornemeier, were members of the Staff. Dr. Arthur T. Haebich, President of the Medical Staff, and Dr. Edwin Feldman, Vice-President, and Dr. Paul Schimert, Secretary, also added to the stature of the institution.

Ever since Dr. Fitz-Patrick had urged in 1923 that a relationship with a university medical school was an urgent necessity, various efforts had been made to arrange such a

relationship. Now, in November, 1970, Dr. T. Howard Clarke, Coordinator of Medical Affairs, announced that an affiliation with the University of Illinois had been unanimously approved by the Medical Staff. The Trustees unanimously approved the affiliation which was implemented when 60 students were assigned to various departments of Illinois Masonic Medical Center for clinical instruction in 1971. "Their presence," Dr. Haebich commented, "is stimulating to the Medical Staff and enhances the overall service to our patients." It was another "giant step" for Illinois Masonic Medical Center.

Pursuit of property for hospital expansion continued with the purchase of 3034-3036 North Wilton for \$41,000 and the purchase of the building at 2945 North Sheffield for \$45,000. Money from the Hill-Burton Fund of \$262,233 was received for the Operating Room, the Family Dentistry Center and the Cervical Cancer work, with \$316,000 additional to be received within the next two months.

New Trustees on the Board of Trustees included Charles F. Gambill, later to become President of the Board; W. Clement Stone, Yngvar Brynildsen, Dr. George S. George, Melvin Klaf-ter, and Thomas F. Seay. In March, 1971, it became evident that four floors should be added to the Stone Pavilion, and financial arrangements were made to include the additional floors. At the same time, an Endowment Fund was established "to which any person or corporation may contribute for the purpose of providing income to carry out its (the Medical Center's) aims and purposes." Charles Allen, Fred Kirch, Herbert Friedlund, Alvah Martin and Charles Gambill were named Trustees of the Endowment Fund.

The problem of health care costs came to the fore again in 1971, and legislators, administrators, physicians, insurers and the consuming public all became busy developing plans to cut costs. The Family Health Care Program, in its three years of operation, had expanded to include more than 300 families. The program, partly funded by the federal government, was designed as an experimental model of comprehensive ambulatory care, to include such things as dentistry, nutrition and social service activities in addition to the conventional aspects of family practice. Many of the families served by the program represented an important segment of the medically underprivileged community. Costs and community needs were foremost considerations in the program.

Caring Community

In July, Illinois Masonic Medical Center was awarded a \$121,000 grant to study the health care needs of the Lake View area and to develop a plan for meeting those needs. The existing buildings of the Medical Center were renovated while the Stone Pavilion was under construction. A modern eight-bed Medical Intensive Care Unit with sophisticated monitoring equipment was completed during the year. A facility for the care of severe lung problems was created. One of the older floors (4B) was completely renovated, converting a 40-bed obsolete ward into a modern, air-conditioned facility with 31 beds and an entirely new nursing station. The Nuclear Medicine area, aided by a generous gift from the Gambill family, was modernized and expanded. At the same time, the adjacent Cobalt Therapy area was enlarged in preparation for the installation of a new Cobalt Therapy Unit.

After eight years as Executive Director of the Medical Center, Allen Hicks resigned. The Trustees, in recognition of his "energy and devotion in making possible the tremendous and rapid progress of this institution," arranged for a bronze plaque to be placed in the Stone Pavilion honoring the retiring executive. Gerald W. Mungerson, General Director of Boston Hospital for Women since 1968, was named to become Illinois Masonic's Executive Director on June 15, 1972. Born in Geneva, Illinois, and graduated from Lawrence College, Appleton, Wis., Mungerson worked for a year at Chicago's Harris Trust before entering the Air Force in 1958. Later he obtained a MBA from the University of Chicago Graduate School of Hospital Management and was Assistant Administrator of Evanston Hospital from 1962 to 1965. Announcement of Mungerson's appointment noted that, "As President Elect of the Greater Boston Hospital Association and a Trustee of the Massachusetts Hospital Association, Mr. Mungerson has held a leadership role in the field of health care in an important geographical area during a time of decision and change."

In February, 1972, Dr. Edwin Feldman was named Chief of the Department of Medicine, a position he held with distinction. At the same time, Dr. Nathan J. Iglitzen resigned as Director of Medical Education. Dr. Frank Konicek assumed the duties of the resigned Director.

As building of the Stone Pavilion continued, the inpatient census of the hospital declined as a result of the Federal gov-

ernment's efforts to stabilize medical costs. Inevitably, there was a financial pinch and approximately 100 full-time employees were dismissed. Cost cutting also required cutting back on the Family Health Care Program. Happily, the Emergency Room was designated as part of the Northside Commission on Health Planning's Emergency Services Plan. As a result, the hospital became one of the four hospitals on the North Side designated as capable of handling all types of emergencies 24 hours a day. The designation was made possible by the fact that the Emergency Room and the outpatient areas on the first floor of the Stone Pavilion were completed and occupied in May.

With parking problems becoming more acute, the Trustees purchased the Hill-Haven property on Sheffield Avenue for \$300,000. At the same time, construction was begun on the Student Housing Building at an estimated completion cost of \$2,600,000. The School of Nursing continued to thrive, even though many other diploma schools of nursing were closing, and under the leadership of Dr. Sid John Shafer, the Bylaws of the Staff were revised and Dr. Shafer was elected President of the Staff.

Search committees were active during the year and resulted in the appointment of Dr. J. Leonard Braudo, Chairman of the Department of Pediatrics; Dr. Christopher Drake, Chairman of the Department of Surgery; Dr. Daniel Frederickson, Chairman of the Department of Dentistry; and Dr. John J. Barton, Chairman of the Department of Obstetrics and Gynecology. Communications between major segments of the hospital family were improved with the appointment of Medical Staff members to all committees of the Board of Trustees and by appointment of members of the House Staff to all committees of the Medical Staff. After 33 years on the Board of Trustees, Fred Kirch resigned and was elected a Life Trustee. The Rev. Dr. Harold Blake Walker was elected to fill Kirch's unexpired term. Herbert P. Sargent, member of the Board for 20 years, passed away in February, and Dr. T. Howard Clarke died and was honored by the establishment of the Dr. T. Howard Clarke Educational Resource Center to perpetuate the standard of professional excellence.

In November, 1972, Richard Nixon was reelected President of the nation in a landslide over Senator George McGovern, as if to suggest the waning of the revolutionary mood of the nation.

Nixon, vigorous exponent of "law and order," crushed the liberal McGovern who was more in tune with the anti-war protesters and the subculture which had appeared so strong.

No one realized at the time of the election that a break-in of the Democratic National Headquarters in the Watergate Hotel in Washington would result in the eventual resignation of President Nixon and the imprisonment of half a dozen of his men. The affair came to an end in 1973 when Vice-President Gerald Ford became President.

The long-awaited completion of the Stone Pavilion was marked by a dedication ceremony on October 20, 1973. The \$18 million structure, designed primarily as a surgical complex, housed emergency rooms and facilities for cardiology, radiology, pathology and support facilities. President Richard Nixon, invited to speak at the dedication, regretfully was unable to be present. Mayor Richard Daley shared the podium with Col. Edwin E. (Buzz) Aldrin, Warren Barr, Gerald Munger and W. Clement Stone. Prominent Masons from throughout the nation were present to celebrate the occasion. Many of those present wore the dedication cufflinks, bearing a small replica of the footprint on the moon and medallions commemorating the occasion.

"One of the most difficult assignments I've had in this project was to get W. Clement Stone to agree to having the pavilion named after him," Mr. Barr commented. "If I had my way," Mr. Stone countered, "it would be named the Warren N. Barr Pavilion." The *Chicago Tribune* account of the dedication noted that the "facility is filled with innovative equipment, which in some cases is found nowhere else in the country."

Ten pre-operative admitting beds, the operating room, post-operative recovery rooms and Surgical Intensive Care units were assembled on one floor of the Stone Pavilion. The unit was planned with the idea of providing the best bacteriological control for the patient undergoing surgery. A government grant was received to do a study on selective patients going through the unit.

Announcement was made at the dedication that the new Nurses Residence and Apartment Building would be named "Warren N. Barr Tower," after the President of the Board, and that the Trustees would embark on another addition, the Walter E. Olson Center for Supportive Services, connecting the

various sections of the hospital. A yellow and white tent, erected to the west of the Medical Center, sheltered many of 2,500 well wishers who viewed the proceedings taking place inside the Stone Pavilion on closed-circuit TV. Special greetings came from Lord Cornwallis, Grand Representative of the Grand Lodge of England, and from House Governor of the Royal Masonic Hospital of London. The Cornerstone Box was sealed by Earl M. Potter, Jr., Most Worshipful Grand Master A.F. & A.M. of the State of Illinois, assisted by G. Wilbur Bell, Past M. E. Grand Master of Knights Templar of the USA; George A. Newbury, Sovereign Grand Commander AASR of Freemasonry, Northern Masonic Jurisdiction, USA; and Louis L. Williams, Active Member of Supreme Council for Illinois for the AASR of Freemasonry, Northern Masonic Jurisdiction, USA. Trustee Robert L. Giesel played a vital role in coordinating physical arrangements for the dedication.

On the day of the dedication, the *Chicago Tribune* gave a six-column spread on the emergency rooms of Illinois Masonic, noting that, "The Emergency Rooms of Illinois Masonic Medical Center are busy day and night with people in need of urgent care, the young man who has taken an overdose of drugs, the elderly heart attack victim, the little girl with a severe pain in her lower abdomen."

"But that is only half the story," said Dr. Vera Morkovin, Director of Emergency Services and a specialist in emergency medicine, an emerging new medical specialty.

"Critical care of the acutely ill is on the increase," she reported. "With the advent of rapid transportation, people now arrive at the hospital who might have died at the scene or on the way here. People with coronaries don't waste time calling a doctor, they come right here. We have the equipment."

Problems of laundry costs and efficiency were largely solved with the opening of the Cooperative Laundry on Chicago Avenue, thanks to the efforts of Trustee Giesel. Several hospitals joined in establishing the laundry which, after a rough beginning, reduced costs and minimized laundry losses.

In the light of the explosive cost of malpractice and liability insurance, it is interesting to note that in 1973, the cost of malpractice and auto liability insurance was \$238,203 annually.

Frazier Thomas, representing the WGN Continental Broadcasting Company, produced a film showing a tour of the Medical Center, noting various phases of services performed at the hospital. A letter from Mr. Thomas noted, "I am enclosing my net fee from WGN Continental Production, for the narration of the new Illinois Masonic Medical Center film. I have endorsed it over to the hospital to show my deep respect for the immense contribution which Illinois Masonic has made, and continues to make to the community which it serves. But even more important to me, I want it to go to the hospital in honor of one of your on-staff specialists, Dr. George G. Fischer.

"George and his wife, Jean, have been dear friends of mine, and my family, for many years. But he has also ministered to us all when we needed his skill as a physician. His tireless dedication to his chosen profession has been an inspiration to everyone who has ever had any contact with him, and my admiration and respect for him is boundless."

James Obrieht joined the Administrative Staff as Fiscal Director in January, 1974, and has continued to serve until the present with effectiveness and competence. President Barr noted that Hayes Robertson had been appointed to the Postal Service Board. Dr. Sid J. Shafer, President of the Medical Staff, reported that Anesthesia had been a section of the Department of Surgery, and had requested department status. The request, having been approved by the Executive Committee, the Bylaws Committee and the Medical Staff, was unanimously approved by the Trustees.

When the hallway leading from the Stone Pavilion lobby to the main hospital was named Humanitarian Hall, Ed Weiss suggested that portraits of donors making large contributions be hung in the hallway. He offered to do at least four portraits of donors at no cost to the Medical Center. Robert Solinsky's portrait was the first hung in Humanitarian Hall. During the years that followed, portraits of other distinguished contributors to the work of IMMC were added. They included Arthur D. Johnson, Edward John Bullock, Joseph Robbins, G. Wilbur Bell, Carl A. Miller, Louis L. Williams, Eugenia Japp, Fred P. Kirch, Edward Coward, Carl Altgeld Metz, Jessie V. Stone, Thomas C. Russell, Edward A. Crown, M.D., Stanley N. Howard, Sr., Otto C. Rome, W. Clement Stone and Delana M. Bo-nert.

The Annual Meeting of the Association in April, 1974, was preceded by a dinner at the Women's Athletic Club for members of the Board, the Citizens' Board and their wives. The meeting, in the Scottish Rite Temple, witnessed the Tour Film and heard an address by Harold Blake Walker on the theme, "Recycle Your Values." President Barr introduced members of the Board of Trustees as follows: Hayes Robertson, James D. Green, Allan J. Good, Charles Gambill, Yngvar Brynildsen, Alvin L. Crump, George G. Fischer, George S. George, Robert L. Giesel, Stanley N. Howard, Sr., Otto Kerner, Melvin L. Klafter, Alvah T. Martin, Gradie Oakes, Thomas F. Seay, Robert S. Solinsky, W. Clement Stone, Charles Stout, Charles W. Webster and Harold B. Walker.

In his Annual Report, Mr. Mungerson called attention to "the Quality Control Assurance Program introduced by Thomas H. Ainsworth, M.D., Medical Director. The program, managed by the Medical Staff, was designed to optimize the use of our facilities and to give assurance to those who pay our bills that when a patient was admitted he needed to be, and that only that which was necessary for his care was done for him."

The winds of change obviously were continuing, and Mr. Mungerson continued, "Another major program under way is the rekindling of our efforts in Primary Health Care. For years IMMC has had a large number of what we now call Family Practitioners. As our neighborhood changed and more importantly as the practice of medicine drifted toward specialization these family doctors drifted into retirement or to the suburbs, frequently not replaced at all, but in fact replaced by our Emergency Room. Our thrust is to create hospital based programs concentrating on providing care similar to that provided in a typical doctor's office and available to those who use our Emergency Room as their front door to Medical Care." Mr. Mungerson concluded by calling attention to rising medical costs and the efforts of the Medical Center to keep costs at a minimum.

Despite efforts to contain costs, the Trustees found it necessary in July to increase rates by 9.5 per cent, meaning an increase of \$10 per day. Mr. Mungerson noted that other hospitals in the city comparable to Illinois Masonic had increased their rates from \$11 to \$14 a day. Decreased occupancy and expanding costs resulted in a loss of \$600,000 from January 1

to July. Necessary equipment costs for July amounted to \$43,000, and a cost of living increase for employees added to the strain.

Unions became active during the year, attempting to organize the employees of Illinois Masonic. The Trustees issued a statement noting that "as in the past, Illinois Masonic Medical Center will continue to provide its employees with as reasonable and fair working conditions as is financially possible. We believe that employee unions are not necessary to protect the best interests of IMMC Employees, nor do we believe that unions at IMMC could improve our employees' conditions of employment beyond that which we are already committed to provide . . . Though we believe that IMMC employees would be best served without intervention of an outside labor union, we will comply to both the spirit and the letter of the laws governing labor-management relations . . ."

In November, University of Illinois students were given a chance to select by lottery the hospital in which they would like to do clinical training. Illinois Masonic Medical Center ranked first among all the hospitals in the Metro Group. The students chose IMMC as rapidly as they did the University of Illinois. Obviously, the students were aware of the remarkable developments occurring at the Medical Center. Continuing expenditures for technological equipment for the hospital and the competence of the Medical Staff inspired student interest and made IMMC attractive to young men and women in training.

Unhappily, the Cooperative Laundry ran into trouble, largely because of poor management. Robert Giesel was elected President of the Laundry and began an overhaul of operations, a review of costs, loss of laundry by carelessness or theft or both, and managed to save the institution and to put it on a sound financial foundation within the next two years. It was a major task, requiring endless hours, and was accomplished with competence.

The question of performing abortions at the hospital had emerged in 1971 when the Obstetrics and Gynecology departments asked to be permitted to perform abortions "within the provisions of the law." Permission was granted by the Trustees. In February, 1973, Mr. Mungerson reviewed the status of abortion law in Illinois and noted that a Staff group agreed that IMMC should offer abortion services, limiting the number per

week and strive to do abortions on an outpatient basis. Meanwhile, the Supreme Court of the U.S. affirmed the right of women to choose whether to have abortions in a case known as *Roe vs. Wade*. In August, 1975, Mr. Mungerson told the Board of Trustees that, "We do 1st and 2nd trimester abortions at IMMC," and added, "We have a problem trying to accommodate these patients," and suggested the use of unused space on 5C to take care of abortion patients. The Trustees agreed.

Urged to take a position on the matter of abortion, the Trustees issued a statement saying: "Since 1975, the Illinois Masonic Medical Center has offered abortion services to women who are 6 through 20 weeks pregnant. Once the medical decision has been made, these services meet the distinctive medical and emotional needs of women choosing pregnancy termination.

"IMMC views abortion as a health service which should be provided to the public with the same standards of safety and effectiveness as any other health service. We offer a complete range of obstetrical and gynecological services thereby encouraging women to exercise freedom of choice among many health care alternatives.

"Any hospital employee who feels that it is against his or her personal conviction to assist in an abortion procedure is not required to do so." The statement was reaffirmed in March, 1986, and concurred in by the Ethics Committee.

Governor Dan Walker, intent on saving Public Aid money at the expense of hospitals, proposed a Medicaid rate freeze to take place on November 1, 1975. The Trustees promptly joined the Illinois Hospital Association, the Chicago Hospital Council and several hospitals in a suit against the State of Illinois to stop the rate freeze and the establishment of a State Review Committee from taking effect. Mr. Mungerson observed that, "Illinois Masonic could lose approximately one million dollars if the current rate is frozen for the year." The hospitals failed to get an injunction against the freeze. Rates were frozen as of April 1, 1975.

Medicaid made the headlines in February, 1976. The Health, Education and Welfare Department of the federal government joined the hospitals in a suit against the state. State payment of Medicaid payments to hospitals were 60 days in arrears, and the Illinois Hospital Association called a press conference on the issue, receiving excellent newspaper and TV coverage. The

press conference paid off. "In the last week," Mr. Mungerson reported, "we have received almost \$300,000. We are now back to about 30 days. Our cash situation remains tight and last month we did borrow cash for payables."

The Medicaid freeze took place as scheduled, and the state established a three-member Rate Review Board. While Judge Prentice Marshall did not issue an injunction, he did not dismiss the case and set a trial date for June. That date was postponed and the case went to trial in October. In February, 1977, the case was nearing its conclusion. Mr. Mungerson reported that at the time of the freeze, our Medicaid per diem rate was \$210. The cost today is \$225 and will be \$245 by the end of the year. The settlement, announced in March, provided for an update of medical rates and a lump sum payment for the amount due because of the freeze. Mr. Mungerson added, "The agreement allows us to set rates every six months . . . They have promised to pay within 30 days and we will be allowed to raise our Medicaid rates to \$245 per day immediately." President Barr commented that, "Mr. Mungerson and Mr. Obriecht played effective roles in getting the matter settled."

An economic slowdown in 1974 and 1975 resulted in operation losses. The losses were compounded by arbitrary decreases in Medicaid payments by the state and by a slowdown in the payments. Furthermore, hospital occupancy was down and so was length of stay. A loss of \$124,000 was noted in March, due mostly to decreased length of stay. The Adolescent Unit was closed due to the reduced census. Trustee Stout commented that, "Costs are being reduced so that we can come close to breaking even by the end of the year." Malpractice insurance was increased 35 per cent to \$350,000 premium for one year with indications that the next year would see an increase of 200 per cent to 300 per cent. Dr. Thomas H. Ainsworth, Medical Director, observed that, "We have too many beds for our present patient load." He proposed a major effort to recruit physicians who would bring their patients to Illinois Masonic.

The Good Citizen Award for 1974 was presented to Jessie V. Stone at the Annual Meeting, April 19, 1975. Dr. Norman Vincent Peale spoke to the delegates at the Scottish Rite Cathedral on the theme, "You Can If You Think You Can." In

his Annual Report, Mr. Mungerson commented, "A year ago we set for ourselves three primary goals: to expand our base of primary care in order to develop a growing patient base for the Medical Center; to implement a quality control program to meet increasing demands being made upon us by the payers of our bills and to better measure ourselves; and to recruit more primary doctors in the specialties of Internal Medicine and Family Practice . . . We are well on our way to meeting these goals." He added that problems were made more difficult when, "Our present Governor froze rates of payments for Medicaid patients and, worse, began to slow down the payments."

Dr. Ainsworth observed that, "This year also marked increasingly closer ties with the Abraham Lincoln School of Medicine of the University of Illinois. Under the able direction of Dr. Frederick Berlinger, our Director of Undergraduate Medical Education, we now share responsibility for approximately 40% of the undergraduate medical education curriculum. Students increasingly identify Illinois Masonic as their first choice for clinical clerkships." An expression of this student approval of our undergraduate educational programs culminated in Dr. Berlinger receiving the Golden Apple Award for excellence in teaching from the senior class. In addition, Dr. Edward Winslow received the similar distinction voted by the junior class.

Dr. Ainsworth added, "Last year marked the extension of one of our highest quality services, Cardiology, into our greater community. The Healthy Heart Program, headed by Dr. Winslow, became a reality. This program will provide a preventive medicine service to executives in business and industry throughout the Chicago metropolitan area for their main health hazard disease."

Reporting as President of the Medical Staff, Dr. Ronald P. Pawl called attention to the malpractice crisis and noted that, "Unprecedented activity by Illinois physicians in politics this year" occurred, "and the Staff of IMMC was in the forefront. During the spring legislative session the physicians of our Staff percolated through the State House and Senate on a number of occasions, and helped force the passage of a sorely needed malpractice bill." Prior to December 1, 1975, IMMC had been insured by the Argonaut Insurance Company for both general liability and malpractice insurance. Argonaut increased the premium for the same coverage by 900 per cent. Coverage fi-

nally was obtained through Lloyds of London, expensive, but the best available bargain.

One highlight of 1975 was the successful Chicago Symphony Orchestra benefit for Illinois Masonic, entitled "A Special Saturday in September." The benefit featured world-famous guest conductor Erich Leinsdorf in a brilliant all-Beethoven program. The function raised more than \$65,000 toward the purchase of a CT scanner, a highly sophisticated and computerized X-ray machine used for a variety of diagnostic procedures.

A second milestone event of the year was the November 22 joint dedication of the Warren N. Barr, Sr., Tower and the T. Howard Clarke Educational Resource Center. Both structures represented valuable additions to the medical complex, and both were named after men who had given unselfishly of themselves for the sake of IMMC. The Barr Tower is a handsome 20-story apartment building located on Nelson Street across the street from the Medical Center. The Tower provides members of the House Staff and other employees with attractive, inexpensive living quarters in a high-rent area. There are 118 one-and two-bedroom apartments in the Tower.

The T. Howard Clarke Center occupies approximately 10,000 square feet in a seventh floor area, formerly surgical suites, and contains a lecture room, laboratories, study rooms and offices for doctors and specialists. Among speakers who paid tribute to Dr. Clarke and Mr. Barr were Dr. Jerome J. Hahn, Associate Dean, University of Illinois College of Medicine, and W. Clement Stone.

The budget of 1975-76 called for an average daily census of 405, with the average census in November of 412. Continuing inflation, malpractice insurance cost and pay increases made it necessary to increase room rates \$6 per day. Overall costs had increased 12 per cent per patient day. IMMC was barely breaking even at the end of 1975. Trustee James Green commented that \$6,650,000 of free care out of a budget of \$42 million "is a tremendous contribution," adding to the financial burden of the hospital. Education posed another drain on the resources of IMMC. Trustee Gambill noted that it costs the hospital \$30,000 to graduate a nurse, and Mr. Obrieht added that the Medical Center spends approximately \$4,500,000 on education.

The *Chicago Daily News* of February 12, 1976, reported "Il-

Illinois Masonic Hospital patients are paying \$27 a day extra because of the state's failure to fully reimburse Medicaid costs, the hospital's Executive Director said. 'The load is falling on the private patient,' said Gerald Mungerson, who is also Chairman of the Chicago Hospital Council. 'In addition to not paying enough for Medicaid patients, the Illinois Department of Public Aid is deliberately slowing down payments, forcing hospitals to borrow at high rates of interest to maintain cash flow,' he said.

The Annual Meeting in April, 1976, saw the election of Alvin L. Crump, Allan J. Good, Melvin L. Klawter, Alvah T. Martin, Gracie Oakes, Hayes Robertson, Charles Webster and Walter E. Bischoff to succeed themselves. Dr. Ronald P. Pawl received an Honorary Trustee plaque, and the Citizen of the Year Award was presented to the Honorable W. Russell Arrington. Dr. Edward Winslow, speaker of the evening, reviewed the Healthy Heart Program and discussed the problems of heart disease.

The Center for Sports Medicine, launched in April, extended IMMC's dedication to help reduce the toll of sports accidents, both amateur and professional, in Metropolitan Chicago by sponsoring seminars for coaches, trainers and physicians involved in all forms of athletics. Mr. Barr called attention to the dedication of the A. D. Johnson Foundation Center for Internal Medicine, involving the consolidation of offices, classrooms and laboratories for the Department of Medicine. It represented a tribute to A. D. Johnson, a well-known Chicago executive and philanthropist, "who cared deeply for the welfare of his fellow man."

Another "giant step" forward was the purchase for \$6,200,000 of the Oak Manor Nursing Home on Oak Street, between Dearborn and Clark Streets. Mr. Mungerson observed that the new venture "will give us an opportunity to make serious and lasting impact on health care services to the aged . . . We want it to be a first rate long term care facility. Surrounding hospitals need such a place to which they can transfer their parents." Wetzel McCormick was named Administrator of the new nursing home which, in subsequent days was named the Warren N. Barr, Sr., Pavilion. The acquisition, Mr. Barr said, represents an investment "to meet a vital health care need peculiar to our times. We are extending our medical and nursing care know-how to serve the elderly or chronically ill

who require long term health supervision rather than the acute care services of a hospital."

During the year, Dr. George F. Smith was appointed Chairman of the Department of Pediatrics. Dr. Smith, an internationally known pediatrician, specializing in genetics and mental retardation, received his M.D. from Georgetown University School of Medicine, Washington, D.C., and did graduate work at the University of London, England. Author of more than 100 professional papers and books, he was Professor and Acting Chairman of Pediatrics at Loyola University Stritch School of Medicine, Director of Genetics at Rush Medical School, and Director of Genetics in the Department of Pediatrics at Otago Medical School in New Zealand. He holds the academic rank of Professor of Pediatrics at the University of Illinois. Dr. Paul Naffah, President of the Medical Staff, commented that, "An increasing number of our Staff has conducted seminars at Illinois Masonic as well as elsewhere. Publications bearing the names of Staff members have appeared in national journals. In addition, many of our Staff have been scientific exhibitors at both local and national meetings."

In October, Mayor Richard Daley and the administrations of IMMC, Augustana, Columbus, Grant and Saint Joseph hospitals announced a program called the Five Hospital Homebound Elderly Program, representing the nation's only example of five independent hospitals working together to provide physician-directed team home care for the elderly. Each hospital contributed \$7,000 while the Mayor's Office for Senior Citizens, the Chicago Community Trust, the Illinois Bell Telephone Company, and the Joyce Foundation provided additional funds for planning, staffing and the first-year operation.

The Lake View Child Care Center, a privately funded, not-for-profit institution serving the community and the Medical Center's employees, opened in December. It is located at 900 West Oakdale, a site leased from IMMC for a nominal amount. Staffed by child development professionals, it offers learning programs geared to the emotional, social and cognitive needs of its three- to five-year old students.

In an address at Oakton Community College in Morton Grove, Dr. Vera Morkovin, IMMC physician, commented that, "Admission of women into medical schools is so high that in 10 years one half of the doctors in the country will be women."

She added that 70 per cent of the graduating doctors this year "want family planning and general practice, not specialties. The emphasis in their training is one of treating the whole person. This is a revolution."

Doug Buffone, Chicago Bear football player, was grateful for the Sports Medicine Program at IMMC when he checked into the hospital after being hurt in a Bears football game in San Francisco. "I never thought I would get hurt," he told a *Chicago Sun Times* reporter. "Then I get my Achilles torn down and I'm feeling sorry for myself. Then when I get in here I thought it could be a heart transplant or a kidney operation or lung cancer." He thought of hundreds of others in Illinois Masonic beds. "And I realized how silly it was to be brooding about a torn Achilles tendon."

A few days later, Bill Veeck, White Sox President "resplendent in a comfortable old robe over a backless hospital gown, sat in a wheelchair in the seventh floor lobby at Illinois Masonic Hospital," according to Joe Goddard of the *Sun Times*, and announced "Paul Richards, age 67, was out as manager. We've asked Bob Lemon to join us," Veeck said.

White Sox pitcher Wilbur Wood got help at IMMC to repair a fractured knee cap. The *Chicago Daily News* reported that, "Drs. William Meltzer, Sid Shafer and Mike Lewis formed the surgical team. Wood suffered the injury when he was struck by a line drive off of the bat of Ron LeFlore of the Tigers at Detroit." After his recovery, Wood kept on pitching effectively.

The hospital census dropped in July, the first month of the year showing no profit. The August census averaged 403, with admissions higher than the year before, but length of stay dropped from 8.8 to 8.2 days. The gain for the year to date amounted to \$136,000.

The Symphony Benefit, "A Special Saturday in September," featuring the Buffalo Philharmonic Orchestra, on September 18 at Orchestra Hall, was a resounding success. More than 1,400 benefit tickets were sold and \$80,000 was grossed from ticket sales and program agreements. "The net revenue," Mr. Mungerson reported, "was between \$55,000 and \$60,000," making a "total of \$200,000 in the Specific Purpose Fund for the body scanner. We have paid \$150,000 and will be able to finance the balance." Much credit was due the Honorable W. Russell Arrington, Honorary Chairman, and committee members, Mrs.

Caring Community

James C. Corbett, Jr., Dr. Anthony D. Ivankovich, John F. Briggs and Hayes Robertson.

As the year drew toward its close, it was obvious that Illinois Masonic was on the march. So, too, was Jimmy Carter, Democratic candidate for President. He was running against Gerald Ford and the Washington establishment. In November, Carter was elected. The mood of the nation had changed. The New Left movement had evaporated and the "me" generation emerged. Selfish attitudes of, "I'm aboard, so pull up the ladder," became the in thing. College students, who had been on a rampage through the late Sixties and early Seventies, retreated into themselves and began to study and to plan careers in industry, so recently despised as The Establishment.

"The Winner By Seconds" was the caption under a picture of Chaz Jami Smith and her mother, Diana, in the *Sun Times* of January 1, 1977. The infant, a five-pound-11 ounce girl, arrived simultaneously with the New Year, according to Dr. John Garbaciak, Jr., who delivered the child at Illinois Masonic Hospital. "All the clocks were hands on 12 when the baby was born," Dr. Garbaciak said, adding "that the delivery room clock was synchronized with radio time." Chaz was the winner of the 1977 baby derby.

The Barr Pavilion Nursing Home, under the able administration of Wetzel McCormick, was confronted with the necessity for major renovation and change, the three-year cost estimated at close to \$1 million. The operations loss in December, as reported in January, was \$145,000, but Mr. Mungerson anticipated breaking even in August. Mr. Obrieht indicated a probable loss of \$700,000 for the year which, he added, had been budgeted. Anxiety was obvious, but Nursing Home Chairman Gambill commented there was a long haul ahead, "but with careful planning and hard work to increase the census and bring more private patients to the facility, we should develop an institution that would be profitable and provide a greatly needed service." He was right, as the years to come were to prove.

The Katherine Wright Psychiatric Clinic of IMMC celebrated its 30th anniversary April 23, 1977 at the Blackstone Hotel, with Katherine Wright as the honored guest. Speakers included Dr. Francis Gerty, the state's first Mental Health Director; Warren Barr; Dr. Robert de Vito, then Director of the

Illinois Mental Health Department, and Congressman Thomas Corcoran. In an interview reported in the *Sun Times*, Dr. Wright said she determined to be a doctor like her father when she was six years old. "The fact that there were very few female doctors at the turn of the century did not deter her . . . Both of her parents were what she called 'progressive.' . . . 'It is rather awesome to think one can help a person become better adjusted in life,' she said."

Trustees reelected at the Annual Meeting in May were: Warren N. Barr, Jr., Walter E. Bischoff, John F. Briggs, Robert L. Giesel, James D. Green, Harold Blake Walker and W. Clement Stone. Dr. Ainsworth, Medical Director, gave a slide presentation on IMMC and the Barr Pavilion for the delegates at the Scottish Rite Cathedral.

As inflation moved toward 13 per cent in June, the Trustees voted to increase hospital room rates 10 per cent. President Carter had called for a limit of nine per cent in all hospital costs. Mr. Obrieht reported that, "If the President's proposal goes into effect, we will be limited to increases of 9 per cent. We would be wise, therefore, to put our 10 per cent increase in effect immediately." The Administration resolved to make every effort to reduce costs without reducing the quality of care for patients.

In September, the *Chicago Tribune* reported in a two-column piece that IMMC had cut costs in an economy drive. "The last man leaving a room flicks off the lights, just as the notice on every switch in the hospital urges," the *Tribune* said. "Unseen timers throughout the buildings do the same, cutting power to appliances automatically as night falls, all doing their part for an economy drive estimated to be saving \$1 million annually for the Illinois Masonic Medical Center.

"That works out to \$6 a day for each patient at Illinois Masonic. It may seem small in comparison to the average patient bill of \$3,000, but the hospital administrators say that containing costs isn't just a catch phrase any more—it's a matter of survival . . . Health planning officials estimate that across the state, perhaps one out of every five hospital beds in Illinois is unneeded. Weary of criticisms that hospitals don't care about costs, Gerald Mungerson, IMMC Administrator, ordered his staff to document the cost containing measures taken at Illinois Masonic 'to prove that we aren't excessively fat.'"

Mr. Mungerson noted that "there is a growing concern over costs on the part of insurance companies and the large employers who pay premiums. This puts a lot of pressure on the individual physician. He is being identified as the individual who controls what happens with hospital admissions." 'I think,' he added, 'that utilization review and PSRO are having an effect.' PSRO stands for Professional Standards Review Organization and refers to federally mandated programs to monitor the length of hospital stays and to discourage needlessly long stays or admission to a hospital for questionable reasons.

With the census in June and July down and inflationary costs up, Mr. Mungerson reported that there had been a cutback in expenses of \$125,000 a month. He added that Dr. Anton Pantone had signed a contract to become Chief of the Department of Radiology. It had been clear for some time that there was a need for a Special Procedures Room in the Radiology Department, and since the arrival of Dr. Pantone it was decided to proceed with the facility. The Trustees voted to spend \$300,000 to equip the Procedures Room, also to approve the appointment of Dr. Douglas Rhone as Chairman of the Department of Pathology.

Stanley Howard, long-time member of the Board of Trustees, resigned for health reasons and was named a Life Trustee. L. Sheldon Brown was elected to fill Mr. Howard's unexpired term.

Dorothy Hyland, a Lake View resident, retired in September as Director of Volunteers at IMMC. During her 10-year tenure, Ms. Hyland was instrumental in overseeing the growth of the Service League, the hospital's umbrella volunteer organization. Before joining IMMC, she already had distinguished herself as a histologic technician at Harvard and Tulane universities. A picture in the *Chicago Tribune* carried the caption, "Mayor Bilandic played the role of choking victim to help Dr. Edward Winslow demonstrate how to save someone who is choking on food. The doctor first hit the mayor on the back four times, then hugged him. 'My mother used to do this to me all the time,' the Mayor quipped."

The *Chicago Daily News* of September 3, called attention to the fact that golf has its hazards, not just from Gerald Ford's faulty swings. "Swinging a golf club requires flexibility," Dr. Theodore Fox of Illinois Masonic Medical Center observed, "and unfortunately this ability declines as we grow older . . . Older

golfers can't make the same big turn as when they were younger. They get what we call a spinal stenosis, a syndrome in which the nerve is pinched much like it is when you incur a slipped disk."

A grant of \$1.2 million from H.E.W. was received for the education of primary care physicians in October, \$120,000 to come the first year and the remainder over the next four years. The grant went to the University of Illinois, but IMMC was the primary contractor and received the funds to increase the number of primary care physicians. IMMC was obligated to pay the stipend of the men and women in training, but all other costs were paid through the grant. Happily, the hospital broke even financially in September and October because of increased census and cost containment programs. A five per cent increase in rates was scheduled to take effect on January 1, 1978.

As malpractice and liability insurance rates continued to rise, the Trustees began a self-insurance program for primary and excess professional coverage and placed a \$10 million general liability coverage program with Lloyds of London. The initial deposit into the self-insurance trust fund was set at \$100,000. Acknowledging there was some risk involved, the Trustees pointed to the record of the past 10 years which Trustee Hayes Robertson, Chairman of the Insurance Committee, noted would "very soon build up a trust fund large enough so that the interest would take care of claims." Happily, Medicare and Medicaid agreed that "a self-insurance program is a reimbursable cost." The decision of the Trustees proved in the years to come to be wise and cost effective.

Plans for the Center Court Building for Supportive Services were developed during 1976-77, and a campaign for \$25 million was announced. In December, 1977, the Walter Olson Foundation awarded a \$1,500,000 grant to IMMC, the money to be used for the \$10.5 million Walter Olson Center for Supportive Services building, to include a cafeteria, auditorium, classrooms, administrative offices, physical medicine and rehabilitation facilities. President Barr commented that, "Our Dietary Department, MUST expand physically. Designed to serve hundreds, it now serves thousands daily.

"Consider Physical Rehabilitation," Mr. Barr added. "The orthopedist can provide a man with a new hip joint, but only patient, expert therapy can teach him to walk again. Physical

Medicine and Rehabilitation is a superb supportive service, increasingly called upon in this age of crippling accidents to restore the disabled to usefulness. It urgently needs space, new equipment, more staff." The Walter Olson Center marked another "giant step" for Illinois Masonic.

The growth of the hospital was emphasized when Mr. Munger reported, "Illinois Masonic Medical Center is big business. Our gross revenue for the year 1977 was in excess of \$55 million and is expected to be \$63 million in 1978. We own buildings, land and property conservatively valued at \$51 million. All of this places us in the top 100 of all businesses in the City of Chicago according to the Chicago Chamber of Commerce." Trudy Gorecki, R.N., Associate Administrator-Nursing, commented that, "The major challenge facing nurses today is to demonstrate the ability to join together with other disciplines in a creative and constructive manner to improve patient care." Harvey Morowitz, Associate Administrator, added, "The first and foremost planning responsibility of IMMC is to provide our future patients with technologically up-to-date equipment and facilities." With hundreds of thousands of dollars being spent the past decade, IMMC was in the vanguard of technologically proficient hospitals.

President Barr presented a citation to Allan J. Good, Treasurer, for his 25 years of service as a Trustee of IMMC. Stanley Howard, Sr., was given a Life Trustee Plaque, both presentations at the Annual Meeting of May 9. Trustees elected or reelected were: L. Sheldon Brown, Charles F. Gambill, George S. George, Marlin W. Johnson, Thomas F. Seay, Sid John Shafer, Charles Stout and Richard H. Prugh. Following the election, Trustee Robertson presented the Citizen of the Year Award to Mrs. Brian Baldwin for her participation as President of the Service League, which resulted in the establishment of the Lake View Child Care Center.

In June, IMMC opened the first Alternative Birthing Center in Chicago. Combining the atmosphere and psychological advantages of home delivery with the instant availability of hospital resources in an emergency, the Center offers the significant alternative to traditional labor/delivery room birth. The center consists of two large bedrooms and a sitting room. The bedrooms are furnished with queen-size beds, tables, chairs, stereo, and live plants. There is no hint of the traditional

setting. "We encourage family centered birth experiences if the parents choose it," Dr. John Barton, Chief of Obstetrics, commented.

In response to the news that former First Lady, Betty Ford, was receiving care in a drug rehabilitation center, the result of over-medicating herself for osteoarthritis, Dr. George C. Liang of IMMC commented that, "The drugs used to treat arthritis—aspirin, Naproxen, Phenylbutazone, Cortisone, Prednisone—may have side effects, upset stomach, liver and kidney ailments, anemia or dizziness, but they are not habit forming or addicting. The danger lies in drugs that are habit forming."

After the resignation of Dr. Ainsworth and a three-month search, the Executive Committee of the Board of Trustees recommended Dr. Edwin Feldman to be Medical Director. The Trustees concurred unanimously in the recommendation in June.

At the end of the fiscal year in September, Mr. Obrieht reported, "The hospital gained \$450,000 profit from operations but there was an \$830,000 loss from operations at Barr Pavilion. The budgeted loss for Barr Pavilion operations next year is \$450,000. With the receipt of the Olson gift and other contributions, the nonoperating income was approximately \$2,200,000, making a net income in excess of \$1,800,000." Mr. Barr added that, "We have \$5,300,000 in funds for the Center Court building."

The *Scottish Rite Magazine* reported that, "For the fourth consecutive year Illinois Masonic Medical Center presented one of the most glittering cultural events, its annual 'Special Saturday in September' benefit concert at Orchestra Hall. The concert, planned to benefit the Warren N. Barr Pavilion, resulted in a profit of \$20,000." Trustee Prugh reported that, "The Medical Center received a degree of publicity which will be useful as we go on into our fund raising campaign."

The *Chicago Sun Times* of September 22 contained the comments of Dr. Feldman, relative to the prolongation of the lives of loved ones with the heroic efforts made possible by modern medical technology. The real issue, Dr. Feldman wrote, is "when to let go," and that is central. "It is a deeply painful decision for the family, especially in sudden illness or injury when there is little time to weigh alternatives." In discussing

a specific case of a man unhappy over heroic measures used in his mother's death, Dr. Feldman noted that "the family elected to give her one last chance that surgery represented. 'She had found life sweet,' the man wrote. 'Who were we to say life should end?' This is the gut reaction of most relatives and is the premise on which the profession of medicine is based.

"We are indeed in a battle, but it is not as simple as the technological versus the humane. It is how to reconcile our growing capabilities to prolong life with the patient's right to fulfillment and dignity. And it is not the fight of medicine alone. All of us, doctors and patients, clergymen and relatives, philosophers and critics, must struggle toward enlightenment through the confusion of a world in which old guidelines no longer fit new situations." Dr. Feldman touched on a problem that would engage the thought of many for years to come.

The Medical Center was honored when Dr. Lawrence Hirsch, Chairman of the Chicago Medical School's Department of Family Practice and a member of the Senior Attending Staff of IMMC, was elected and inaugurated President of the Chicago Medical Society. Dr. Hirsch, a former President of the Lake View Citizen's Council and a Trustee of the Illinois State Medical Society, was at one time head of the Family Practice Department of the Medical Center.

With an increasing Latino population in Chicago, IMMC presented a "Preparation for Parenthood" course in Spanish during the summer, taught by Velma Colon and Jo Ann Verzi. Topics discussed were physical changes during pregnancy emotional preparation for childbirth, breathing and abdominal exercises, bathing and feeding the baby, and pediatric health care essentials. The course proved popular and was well-attended for four consecutive Monday nights.

In November, IMMC received the Blue Cross and Blue Shield Health Care Achievement Award for outstanding achievements in the private health sector. The Medical Center, according to the *Daily Calumet*, "was selected as the award recipient in the category for teaching hospitals . . . Illinois Masonic developed and implemented an alternative birthing center . . . It permits carefully screened normal pregnancies to be managed in a natural, homelike setting." The *Chicago Tribune* had noted in July that, "Five national medical organizations endorsed a new concept in childbirth which replaces the tra-

ditional labor rooms, delivery rooms, and recovery rooms with 'birthing rooms' . . . In Chicago, only Illinois Masonic Hospital has birthing rooms . . . Miss Helen Burst, of the nurse midwives group said, 'It is the refusal of so many hospitals to provide homelike atmospheres that has caused so many families to have their children at home.' "

The problem of child abuse had come to the fore in the early Seventies largely through the efforts of Donna Stone, who organized the National Committee for Child Abuse and gave support to a program at IMMC. Joan Beck, writing in the *Chicago Tribune* on November 9, 1978, urged, "We must develop support systems for victims who cannot rely on their fathers, and usually not on their mothers for help . . . We must do more research on helping strategies for abused children, such as those pioneered by the Child Sexual Abuse Treatment Program in Santa Clara, Cal., and by Illinois Masonic Medical Center in Chicago." Senator Charles Percy, urging federal help in dealing with the problem, was presented with a picture called "Future of a Child," donated by the Department of Pediatrics at Illinois Masonic and the Child Abuse Unit for Studies, Education and Services, in honor of his efforts on behalf of prevention of child abuse.

The death of Gradie Oakes, long-time member of the Board of Trustees occurred in November, and Robert Stuart, District Governor of Rotary International, was elected to the unexpired term of the deceased Trustee. The Medical Staff elected Dr. Paul Schimert, President, and Dr. Jose L. Salazar, Secretary.

The Annual Report for 1978 noted proudly that, "A full service Arthritis Center, which concentrates on research, treatment and prevention of the nation's number one crippling disease, was opened at IMMC last year. Directing the Arthritis Center is Dr. George Liang, a Board certified rheumatologist. The combined services of internists, orthopedists, psychiatrists, occupational therapists, social workers, and a half dozen other specialists are utilized in the treatment of patients, making it the most complete arthritis clinic in the Chicago area."

The prevention of stroke, the third largest cause of death in the nation, was the purpose of IMMC's Stroke Program, begun by Dr. Jose Salazar. Search for the underlying causes of stroke and the correction of the causes marked the two basic concepts behind the program. Hyperalimentation, a major advance in

nutrition support therapy, was another new service begun in 1978. The Hyperalimentation Team, under the direction of Dr. Sheldon M. Kahn, Chief of the Section of Nephronology, consists of doctors, nurses, IV therapists, a pharmacist and a dietician. The team assists the attending physician in initiating a program of intensive intravenous feeding for a patient who cannot get enough nutrients to improve his health.

When the Trustees met in March, 1979, Trustee Allan J. Good, who had served on the Board for 26 years, submitted his resignation, having decided to move to Arizona. He was elected a Life Trustee, and Richard F. Rogers was elected to replace Good. Dr. Frederick Berlinger was elected Chairman of the Department of Medicine. Tuition for the Nurses School was raised from \$3,200 to \$4,000.

By April, the financial situation of the hospital and Barr Pavilion improved. The results from March operations were the best so far, Mr. Obrieht reported. The net gain from hospital operations was \$81,000 and there was less than a \$50,000 loss at Barr Pavilion, leaving an overall profit of \$30,000. The self-insurance trust fund contained \$1,725,000 and by the end of the year, would be more than \$2 million. Mr. Mungerson added that at some point in the near future, the fund will be large enough so that interest will cover claims. Meanwhile, improvements at Barr Pavilion had made it possible to increase the number of private pay patients and reduce the Medicaid load. As evidence of progress, Barr Pavilion was one of only four nursing homes in the country to receive a two-year accreditation from the Joint Commission. Dr. Feldman noted that the Medical Staff offices in Barr Pavilion would include a dentist, primary care physicians, ophthalmologist, and a podiatrist, all of whom would serve patients in the institution.

At the opposite end of the spectrum, was the Well Baby Program of Dr. Hedi Lerner, Director of the Pediatric Center. Confronted by too many young patients who had not been immunized against diseases such as diphtheria, smallpox, tetanus and whooping cough, she persuaded IMMC to establish the Well Baby Program, an effort to provide comprehensive vaccinations and health checkups for infants at reasonable costs. The *Lerner-Belmont Booster* commented, "Illinois Masonic's program really includes all kinds of care most parents seek for their younger children on an episodic basis. 'What we're doing

is making it easier and less expensive for them to get that care,' Dr. Lerner said."

Dr. Hugo Muriel, member of the Internal Medicine Staff, was named Commissioner of Health by Mayor Jane Byrne in April. Called "a brilliant man" by Byrne, Dr. Muriel joined the IMMC Staff after serving his internship and residency in the hospital. Following his residency, Dr. Muriel became a member of the faculty of the Abraham Lincoln School of Medicine at the University of Illinois. Announcement of Dr. Muriel's appointment was made at the Annual Meeting on May 8 when Mayor Byrne visited the Women's Athletic Club where the Trustees were meeting preceding dinner.

Appointment of Hugh Hallgren as Administrator was announced in June. Hallgren was graduated from the University of Chicago in 1972 and had seven years of experience, four years with the Illinois Hospital Association and three years at St. Josephs' Hospital in Ann Arbor, Mich. The Trustees reaffirmed their commitment "to the program of the Illinois State Cost Containment Committee," and pledged to continue "in the spirit of voluntarism and self determination . . . to use all reasonable means to keep operating expenditures and capital budgets at the lowest level on a continuing basis consistent with sound medical practice."

In collaboration with four other hospitals on the North Side, Illinois Masonic helped to train 60 volunteers to participate in the Rape Victim Advocate Program, which places a trained volunteer at one of the hospitals each time a rape victim comes to the Emergency Room. "We feel it is crucial to give supportive services to a woman as soon as possible after a rape has occurred," Susan Irion, Co-Director of the program, told Bonita Brodt of the *Chicago Tribune*. "With the victim's permission, the advocate is by her side throughout the medical examination, explaining the doctor's procedure, counseling the victim . . . and talking over alternatives to a possible pregnancy," the article noted.

An application to establish a Hospice was submitted to the State Health Planning Board in October, and a request was made to the Retirement Research Foundation for funds. Response to the request was favorable and the Hospice Program began.

A study at IMMC indicated that, "Hospitals serving substantial numbers of Medicare and Medicaid patients must boost rates charged to private patients to meet expenses," according to the *Chicago Tribune*, November 22. "Because the federally financed programs refuse to pay the full cost of caring for Medicare and Medicaid patients, the average private patient at Illinois Masonic was charged \$110 a day more than it cost to provide care for him, the hospital report found."

"The main reason for the inequities," James Obrieht said, "is that Medicare and Medicaid refuse to pay anything to a hospital to cover its free care and bad debts, although the government does require hospitals to provide a certain amount of care to persons unable to pay for it . . . The private paying patients at Illinois Masonic not only pay for their own care, but must pay for all free care and bad debts as well."

Dr. Ronald Pawl was appointed a member of the Board of Trustees, also in November, to replace John Briggs, who resigned because he planned to establish legal residence in Colorado. Thanks to the efforts of Robert Giesel, the Hospital Laundry Service was functioning excellently, and he was reappointed to the Board of the Laundry Services by the Trustees of IMMC. Trustee Richard Rogers resigned in December to become Construction Manager for the Center Court Building. Vincent Dimiceli was appointed to fill the unexpired term of Rogers.

An interesting letter from Stanley Howard, Sr. was read by President Barr, in which Mr. Howard said, "I am again privileged to assist IMMC, which I consider to be the 'Number One Hospital in the United States.' If you note you will see that my check is No. 1111 and dated 11/11/1979. The reason why I have dated the check November 11, is that it was a big day in my life. I was up on the line in France on November 11, waiting for the hour of 11 a.m. when World War I was at an end. The amount of this check—1111, and the date 11/11/1979 adding up to 17 ones personifies my thoughts that we are the Number One Hospital.

"I am enclosing a back-up check for \$100,000. These two checks in addition to the check of \$100,000 that I gave a couple of months ago, plus my other contributions, directly or indirectly, from 1930 amounting to approximately \$200,000 brings the total to \$500,000 to the Hospital."

As the year came to a close, Trustee Stout, Treasurer, reported that for the first time, Barr Pavilion was in the black. The combined income from Barr Pavilion and the hospital was \$123,000. Happily, the Nursing School received a \$35,000 grant from the Helene Lund Foundation for an audio visual studio. A portion of the Student Lounge was converted to a Nursing Skills Laboratory at a cost of \$60,000.

Just before Christmas, President Barr received a vicious crank letter, stating that his car, his home, and the hospital were going to be bombed. When he was in Florida, a second letter came, and a third letter was received referring to W. Clement Stone. Being deeply concerned, he reported the letters to the police and they, in turn, reported the letters to the postal authorities. Happily, nothing came of the threats.

With the approach of the New Year, plans for the Olson Center, another "giant step," were well on the way to completion. And the hospital family looked forward to the building that would bring all elements of the hospital together.

PAST IS PROLOGUE

When Shakespeare wrote in "The Tempest," "What's past is prologue," he might well have been speaking of Illinois Masonic Medical Center. The labors of innumerable men and women of yesterday laid foundations for the promising future. Each generation of hospital leaders stood on the shoulders of giants of the past, whose vision and dedication in good times and bad made the present possible. Building on the progress of the past, the future is bright with promise, the past only a hint of what is yet to come.

As the 1980s began, architects were meeting with members of the Board of Trustees, and builders were asked to submit bids for construction of the Walter E. Olson Center for Supportive Services. There was a feeling of urgency to proceed rapidly on construction because of double-digit inflation. The Jimmy Carter years had come to an end with the election of Ronald Reagan whose supply side economic theories were expected to reduce the runaway inflation of the Carter years. That result, however, was yet to be proved.

President Barr, spending most of his time raising funds, was optimistic. The daily census of the hospital was up in January, and the combined operations of the hospital and Barr Pavilion resulted in a net gain of \$791,000 against a budgeted gain of \$28,000. Working capital included \$6,878,000 in the Olson Building Fund, and all funds amounted to \$8,072,000 invested at good rates of interest. The *Chicago Sun Times* reported, "Hospital costs can be paid under a new 'Health Charge' system adopted by Illinois Masonic Medical Center. Under the plan, a Health Charge Card is issued that can be used as a credit card by qualified patients." Mr. Mungerson reported that with the advent of the Health Charge Cards, collections had been doubled.

The hospital assumed control of the Lake View Child Care

Center, a project it had founded jointly with the Lake View Community three years previously. "It's a good way of recruiting nurses," said Patricia Read, Associate Administrator of Ambulatory Care, and a Director of the day care center. The 30-child facility is open five days a week in a building owned by the hospital at 900 W. Oakdale Avenue.

Dentistry for the handicapped at IMMC began in 1970 with the sponsorship of the Humanitarian Foundation of the Grottoes of North America, a Masonic philanthropic organization, and the assistance of the College of Dentistry of the University of Illinois. *Hospitals* magazine reported that, "From modest beginnings, the program has been incorporated into the general practice dental residency program at the medical center and many of the patients are children." The article, written by Dr. Steven Randell, Director of Dental Services, and Dr. Lawrence Cohen, Chairman of the Department of Dentistry at IMMC, commented that, "Although the program is among the largest in the country, any hospital with an operating room, an outpatient dental chair, and a desire to help an unserved segment of the population can provide clinical dentistry as good as that in large hospital facilities."

The forward thrust of the hospital continued with the opening of the city's first comprehensive Pain Treatment Center in February. According to Dr. Ronald Pawl, "The clinic will specialize in patients suffering from chronic or long lasting pain such as low back problems or headaches. The clinic staff will include a nurse coordinator, psychologist, surgeon, internist, anesthesiologist, orthopedic specialist, physical therapist, and specialist in rheumatism and arthritis." Dr. Pawl's book, *Chronic Pain Primer*, a well-written study of the problem of pain was appreciatively reviewed.

At the same time, IMMC announced a new program to train medical students and doctors to deal with the special problems of elderly patients. The new Clinical Gerontology Program, headed by Dr. Bertram B. Moss, is based at the Barr Pavilion. Dr. Moss, former Chief of Geriatric Services for the Illinois Department of Public Health, served as Director of IMMC's Family Practice Residence Program.

After three years of service as President, Vice-President and Secretary of the Medical Staff, Dr. Paul Schimert received a plaque of appreciation from the Medical Staff, presented by Dr.

Jose Salazar, newly elected Staff President, and Dr. Ira Piel, Secretary-Treasurer at the Staff's Annual Dinner.

Jazz King William "Count" Basie was admitted to the hospital in June, "suffering from intense fatigue," the *Chicago Tribune* reported. "Basie, a jazz pianist loved by millions of fans . . . has been playing for nearly 65 years and has headed his band for the last 45 years." The 75-year-old "Count" was released from the hospital after being treated for exhaustion and a viral infection and was able to go on with his scheduled appearances.

Construction of the Olson Center got under way in March when heavy electric cables were rerouted. Demolition work off Wellington Avenue was completed and caisson work was begun. Trustee Green reported that from now on, "it should move fairly fast." With nurses salaries being increased throughout the city, the Trustees voted a minimum \$8 per hour, the rate to be implemented July 1. Malpractice self-insurance funds exceeded \$3 million in May.

Elected Trustees to succeed themselves at the Annual Meeting in May were: Warren N. Barr, Sr., Dr. Ronald P. Pawl, Walter Bischoff, Robert L. Giesel, James D. Green, Vincent Dimiceli and Harold Blake Walker. Charles Gambill gave an encouraging report concerning fund raising and urged those at the Scottish Rite Cathedral meeting to increase their giving. Dr. Sidney C. Kahn was presented a "Length of Service Plaque" for his 30 years of service on the Medical Staff. Mr. Mungerson detailed many of the accomplishments of the Medical Center and spoke of future plans. As usual, preceeding the meeting, a dinner was held at the Women's Athletic Club for Trustees and Citizen Board members and their wives.

The death of Hayes Robertson was noted with sadness in May. His long and distinguished career received commendation and also his great contributions to the Medical Center. John W. Ladd was appointed to fill the unexpired term of the deceased. President Barr reported that Trustee Klafter had been honored by the Chicago Armed Forces Council at a dinner attended by more than 2,000 people. The citation was included in the minutes. Trustee Gambill, Chairman of the Nursing Home Committee, reported that the magic number of 300 residents at Barr Pavilion had been reached, about 93 per cent occupancy, "which puts us in a profit making position."

In June, a group of volunteers learning to provide services for the terminally ill finished training at IMMC. "Hospice services for the terminally ill and their families have been offered for 15 years in Britain," according to Dr. Ira Piel, Director of IMMC Hospice Services. "But the movement to provide such services in this country is relatively new. IMMC is the first Chicago hospital to initiate a hospice program. Helping patients to remain at home in comfortable, familiar surroundings, if possible, to the point of death is one of the goals of the program."

As the Hospice Program moved ahead, a completely renovated psychiatric unit was opened, providing 40 per cent more living and treatment space for patients. The *Chicago Tribune* reported, "Illinois Masonic, which is affiliated with the University of Illinois College of Medicine, has a strong reputation for its psychiatric treatment programs. Its Katharine Wright Clinic was one of the first psychiatric outpatient clinics to be fully accredited. During the past fiscal year, the hospital recorded 1,194 psychiatric admissions, with an average stay of about 15 days."

Mr. Mungerson commented enthusiastically on the Cardiology Program, noting a "broad based program, including open heart surgery. That commitment," he said, "required the acquisition of hardware and people necessary to meeting the growing number of unusual standards being externally imposed on us. The most visible measure of success, but by no means the only one, is the fact that this planning and hard work resulted in the performance of well over 200 open heart surgical operations for the fiscal year."

"Congratulations to the Warren Barr Pavilion on Oak Street, celebrating its fourth anniversary," the *Chicago Tribune* said when the staff enjoyed a picnic in the Newberry Library courtyard. The *Tribune* added, "It is a marvelous home for senior residents." Organizers of the party were Charles Gambill, Chairman of the Nursing Home Committee, and Kris Nickel, Director of Community Relations for the Pavilion.

IMMC employees sponsored a sock hop dance, a la 1950s and 60s to raise money for the Olson Center on September 12 in the St. Sebastian School gym. "We felt that since all employees and our patients will benefit from the new cafeteria, kitchen and physical medicine facilities in the new building," an em-

ployee spokesman said, "We wanted to do something big to make a contribution."

Trudy Gorecki, Director of Nursing, commented in December that IMMC has "no shortage of nurses." She added, "It doesn't pay the highest wages in Chicago, either. In fact, right across town there are hospitals that pay more and yet can't find enough nurses. Illinois Masonic Medical Center doesn't spend tons of money advertising for nurses like so many other hospitals find themselves doing. If there's a position open, most likely someone already has asked for it." Nurses say they like working at Illinois Masonic. They work "straight shifts," so there's no upsetting rotation of working nights and then switching to days. They get every other weekend off, almost unheard of at hospitals. There's a free taxi service for nurses leaving or coming to work in the dark. And there's a progressive program called 'horizontal promotion' which allows a nurse to get ahead, make more money and specialize without having to become an administrator.

Fire severely damaged the hospital warehouse at 1001 W. Wellington Avenue on January 8, 1981. The structure was used to store records, old equipment, and the upholstery shop. Unhappily, many important records were lost. One fireman was slightly injured. He was treated and released at the Medical Center. Mr. Mungerson reported the original cost of the building was \$45,000. The building and land were sold after the fire for \$58,000.

Having served on the Board of Trustees since 1967, Alvah Martin resigned in March, and his firm, Righeimer, Righeimer & Martin, was retained as General Counsel for the hospital. Mr. Martin's resignation was accepted with regret and he was "commended for his outstanding contributions over the years."

A distinguished guest entered the Barr Pavilion in March. Dr. Preston Bradley, a long-time friend of the hospital, and for more than 65 years, pastor of the People's Church of Chicago, needed the comfort and security of the nursing home. His inspirational messages, heard twice daily on WLOO-FM 100, brought hope and courage to thousands through the many years of the broadcasts. The Barr Pavilion, remodeled and redecorated, reached a census of 305. One-third of the census was from Medicaid. Mr. Gambill reported, adding that, "the Nursing Home has one of the top social and recreational programs in

the area. The doctors offices are going very well. Other nursing home directors are coming to the Barr Pavilion for ideas." The Pavilion had a \$7,000 profit for the month.

A bequest from the estate of Richard Hoffman amounting to approximately \$350,000 provided funds for a new Board Room and Administration Offices on the seventh floor of the Jonas Pavilion to be named in honor of the donor. The Center Court Building was two or three months behind schedule, but on target as to costs. Mr. Gambill reported in March that funds for the building were in hand.

Dr. Maurice H. Cottle, 83, internationally known authority on nose ailments and nose surgery, died at IMMC in May. He "had been honored for his work by numerous medical establishments in the United States, as well as in Mexico, Israel, Japan and European countries," the *Chicago Tribune* reported. He had been a member of the Staff for many years.

Elected Trustees at the Annual Meeting in May were: L. Sheldon Brown, Charles F. Gambill, Dr. George S. George, Marlin W. Johnson, Allin W. Proudfoot, Thomas F. Seay, Raymond Crawford and John W. Ladd. Trustee Green presented the "Citizen of the Year" award to Mrs. Fran Mueller, and a plaque to Dr. Adolph A. Smolen, a member of the Medical Staff for 30 years. Others on the Staff for 30 years included Dr. Irvin S. Belgrade, Dr. Donald J. Boles, Dr. Theodore A. Fox, Dr. William A. Marshall, Dr. E. Nittis, Dr. Raymond S. Rowlette and Dr. Sid John Shafer.

After long study, beginning in 1980, the second ambulatory care facility, The Center for Family Medicine, opened. The Center, located to Naragansett and Diversey, on Chicago's West Side, was an immediate success, and by April family physicians were seeing an average of 200 patients each month and had begun a series of health education programs for area residents. The first Center for Family Medicine at the Barr Pavilion had grown rapidly and had proved its importance both for the Pavilion and for residents of the area.

With the government paying increasing amounts for health care, bureaucrats and legislators were clamoring for assurance they were getting their money's worth. PSROs were mandated by the government in 1973. IMMC received delegated review status, allowing the Medical Center to provide its own review

committee. The plan seemed to be working well, but the Chicago Foundation Board voted to discontinue IMMC's delegated review and announced the Chicago Foundation would do its own reviewing. After extended discussions, the Trustees filed suit to prevent PSRO review by outsiders. The suit was lost, and the reviewers came to the hospital. The Foundation, appointed committee found little to complain about in their review and, along with most other Chicago hospitals, IMMC reluctantly accepted the mandated PSRO program.

After five years the CAT scanner had been used on 12,000 patients effectively and helpfully. New developments, however, made it apparent that a new CAT was needed. The old machine did not work as rapidly as the new ones and was unable to examine some parts of the body, especially the spine. The Trustees, after hearing reports from the doctors involved in use of the CAT scanner, agreed to purchase a new CAT from Toshiba Medical Systems for \$800,000. Dr. Pawl, through the Pain Clinic, was involved in a clinical study, "Chymopopain in Patients with Herniated Lumbar Discs," and needed Evoked Potential Equipment costing \$17,000. The Trustees approved purchase of the equipment. Dr. Arthur Haebich, President of the Medical Staff, and Dr. Joseph H. Robbins, Secretary, were presented to the Board.

Illinois Masonic continued to train and attract excellent clinicians and faculty in various disciplines. "A cardiology fellowship under the direction of Dr. Rimgaudas Nemickas, Chairman of Cardiology, has been established," Dr. Feldman reported, "reflecting the quality and academic standing of the cardiology section and the more than 300 open heart operative cases performed last year . . . In 1981 we welcomed Dr. M. Ramez Salem, Chairman, Anesthesiology, and Dr. Daniel Barr, Chairman, Family Medicine; and we already have seen the results of their energy and leadership." Dr. M. J. Danon opened a Neuromuscular Disease Center serving the entire city; and Dr. Donna Johnson, with a grant from the Knights Templar was conducting a research and treatment program in childhood eye diseases.

"In August, the Polish immigrant's son who grew up to become a brain surgeon, officially retired from a 33-year career with the University of Illinois College of Medicine," according to *Scope* magazine of the University of Illinois College of Med-

icine. "It's not that Oscar Sugar is giving up neurosurgery. He will maintain his private practice as attending neurological surgeon and chief of neurosurgery at Illinois Masonic Medical Center. And he will remain editor of the neurological section of the Yearbook of Neurology and Neurosurgery, as he has been since 1956."

Dr. Sugar's career as a neurosurgeon included several landmark cases. He is one of the few surgeons in the world to attempt to separate Siamese twins joined at the head. In 1952, an operation on one such set of twins was the first in which either child survived. One twin lived 34 days, the other 11 years. In 1953, Dr. Sugar performed a newly developed operation called hemispherectomy on a Chicago boy suffering from uncontrollable seizures. Dr. Sugar removed the left half of his brain, and the boy grew into a man of above normal intelligence.

Anite Sebel, a resident at Barr Pavilion, selected the winning name for the Pavilion's new sidewalk cafe. "Cafe Le Barr" opened with the Pavilion's "Take a Resident to Lunch" program, during which the staff invited residents to be their guests for lunch on the new patio. The setting is an ideal place from which to hear the Washington Square Concerts, a highlight of the summer.

Chicago Medicine magazine reported in August, 1981, that the first recipient of the George Award in Clinical Pediatrics was given to Dr. Eugene F. Diamond. The award, presented annually by the Illinois Masonic Medical Center Department of Pediatrics, recognizes excellence in practice and service to the children of the community. The award commemorated the long service of Dr. George George to the Department of Pediatrics.

After long negotiations, the Katherine Wright Clinic became a formal part of IMMC. The merger was announced by Mr. Barr at a luncheon ceremony at the University Club. "This merger was something both the clinic and the hospital had in mind from the beginning," Dr. S. Dale Loomis, Chairman of Psychiatry at IMMC, said. "While the clinic will keep its own name, the relationship of its program and staff to the Medical Center now will be more formalized than in the past."

The increasing burden of Medicare and Medicaid and the rising cost of health care in general inspired the concept of

prepaid medical care, emphasizing preventative care. The revolutionary Health Maintenance Organization plan, proposed first by Dr. Paul M. Ellwood in 1971, took effect under the Nixon administration in 1973. In the late Seventies, HMOs began to be popular and by 1982 10.5 million people were enrolled in plans across the nation. In August, 1981, IMMC began consideration of an HMO. Dr. Feldman reported that, "IMMC should provide HMO services on site and that the site should be staffed with a group of our primary physicians based at the Medical Center." He added, "The Medical Center may decide the next step of HMO development is to organize and operate our own HMO." That development took place in subsequent years.

In an effort to help women in the community to become more active in their health care, IMMC opened a Women's Health Center with a conference on "Women and Health: Every Age, Every State" on December 4. The Center, located at a nearby apartment building, includes a resource center and library, meeting rooms for educational programs and workshops, and clinical space for a primary care center. Sally Rynne, Director of the Center, commented that, "The services of the center will be geared toward the well woman who wants to stay healthy and enrich her health and sense of well-being through the reinforcement of positive health habits."

Dr. Daniel M. Barr was appointed Chairman of the Department of Family Medicine in December. Dr. Barr, former Associate Director of the Family Practice Residency Program of the Rockford School of Medicine, is a diplomate of the National Board of Medical Examiners. At the same time, Dr. Bertram B. Moss, Director of Clinical Gerontology at IMMC, was named Medical Director of the Barr Pavilion. Dr. Moss, who joined the IMMC Staff in 1978, set up the city's only nursing-home-based training program for doctors planning to specialize in the treatment of the aging.

Another distinguished guest died at the Barr Pavilion. Rear Admiral William O. Gallery, 77, was a former Director of the United Republican Fund of Illinois and hosted VIP get-togethers weekly at the Chicago Press Club. He had served as an aviator and as commander of a task force that destroyed Japanese shipping in World War II. During the Korean War, he commanded the aircraft carrier Princeton. He held the Distinguished Flying Cross and two Legion of Merit awards.

With the beginning of the New Year, the patient census at the hospital continued to deteriorate. The census had begun to fall in the summer months, and by the beginning of January, it was clear that the census would not improve at least in the immediate future. Further inadequate payments for Medicaid patients added to the financial problem, and layoffs of employees began. Medicaid allowed only \$316 per patient day, but hospital costs were \$460. One hundred fifty employees were dismissed at a savings to IMMC of \$13 million. Other costs were reduced to balance the budget.

Explosion of medical costs continued to be a major concern of government. When Medicare and Medicaid began, federal officials anticipated programs would add \$2 billion a year to the budget. In 1982, the government spent nearly \$80 billion on the two programs. Three major factors accounted for the increased costs: inflation, population growth and the development of new and more expensive technological equipment. It should be added that expectation of free medical care vastly increased the use of medical facilities. The Health Care Financing Administration estimated that Medicare would go broke between 1986 and 1990.

In response to the cost-cutting efforts of the government and the resultant census reductions of most hospitals, competition between hospitals emerged. Adding to the competitive urge was the recession of 1982 and growing unemployment. Mr. Mungeron commented concerning these two factors that they were "enough to produce drastic changes in utilization patterns. But when you add to them the intensification of interest in HMOs and Preferred Provider Organizations, the signals are clear: hospital use is changing—it is rapidly being reduced." He added in an interview reported in the *Medical Tribune* of March, "I have mixed feelings about the procompetition approach as a whole. Intellectually, I applaud the notion of hospitals becoming more competitive, but I am troubled by the commercial approach that competition might bring."

Others were concerned that by creating a system in which people shop for less expensive care, they would not go to expensive teaching hospitals, but rather try to make their money go as far as possible without consideration of quality of care. Obviously, the poor suffered most as hospitals shunned Medicaid patients, transferring them whenever possible to Cook

County Hospital, the institution of last resort, where 29 per cent of patients were on Medicaid and the other 71 per cent had no private insurance and were unable to pay for their care. The State of Illinois was paying 30 per cent less than costs for Medicaid patients at IMMC.

Despite the problems, IMMC had an operating profit of \$41,000 in April, the result of a surprising increase in the census to an average of 350 compared with 342 for February and expense cuts implemented in March. Barr Pavilion had a good month with an average daily census of 300. With the resignation of Administrator Hugh Halgren, Harvey Morowitz was appointed to the position. After 40 years of service, Dr. Fred Tworoger retired and was presented a plaque by the Trustees.

In recognition of tough economic times, IMMC cut its basic Emergency Room fees in half in June. "The basic charge dropped to \$17 from \$35 for each visit," Mr. Mungerson told the *Chicago Tribune*. "This isn't a gimmick," he said, "It is just a reduction in a fee we feel could be a barrier to care for some patients, especially those who are unemployed and without medical insurance."

Mrs. Anne Smail, a resident of Barr Pavilion, was awarded the Good Citizenship Award at the Annual Meeting at the Scottish Rite Cathedral in May. In response, she told the gathering she was "very happy" at the Pavilion and planned to make an unrestricted gift of \$75,000 to the hospital in gratitude for her care.

Trustees whose terms expired all were reelected to the Board. Progress on the development of the Olson Center was reported by James Green. He noted that the Center Court area, 18,000 square feet, was enclosed on four sides. He added that the cost of the completed building would be \$11,700,000 and that all of the money "is in hand." Including \$1 million from W. Clement Stone, whose challenge gift inspired innumerable gifts, Mr. Stone was honored at a luncheon at the Mid-America Club, hosted by Warren Barr in November. Kup's Column in the *Sun Times* described the affair by saying, "Many of our Town's VIPs attended a 'million dollar' luncheon at the Mid-America Club the other day. The luncheon was hosted by Warren Barr, President of Illinois Masonic Medical Center, to observe W. Clement Stone's 80th birthday and his \$1 million contribution to the hospital."

A new program for senior citizens, Adult Day Services, began at the Barr Pavilion in July. The service allowed participants to spend the day at the Pavilion, returning to their homes in the evening. The program included weekday medical attention, hot meals, social activities and transportation for persons over 60. "The needs of this population are different from those in institutions," said Barbara Berg, Coordinator of the new program. "They may need some medical care and therapy, but they still live at home and want to maintain some control over their own lives."

Warren Barr was honored by the Institute of Medicine with a "Citizenship Fellowship," in recognition of his contributions to the welfare of Chicago in the field of health care. As President of IMMC, he had raised more than \$50 million for the hospital. Emily Straka, R.N., was honored for 40 years of service to IMMC at an Employee Recognition Dinner. A graduate of the hospital's School of Nursing, she served as Nursing Instructor and Director of Nursing and Nursing Education. She was presented with a gold hospital insignia, a certificate and a plaque in recognition of her years of service.

Bertram R. Moss, Director of Clinical Gerontology at IMMC and Medical Director of Barr Pavilion was elected Vice-Chairman of the Board of the American Association of Senior Physicians, and Dr. Carl Jackson was named Director of Inpatient Psychiatric Services at the hospital. Before joining the hospital Staff, he held a similar position at the University of Illinois Medical Center. At the same time, Dr. John A. Garbaciak was named Director of Obstetrics after returning to IMMC following a two-year fellowship in Maternal-Fetal Medicine at the University of Tennessee.

As the Olson Center neared completion, Thomas F. Seay gave the hospital a one-half interest in the Hometown Shopping Center, Homewood, Ill., valued at more than \$1 million for the development of a Ruth M. Seay Center for Women and Infants. Mr. Seay, long a member of the Board of Trustees and a benefactor of the hospital, was President of the Commercial Bank of Chicago and a real estate and construction operator of distinction in the city.

Indicative of ethical concerns facing hospitals was the case of Werner Hirschmann, 28, who was brought to IMMC's Emergency Room in a condition which appeared to be drug overdose.

His E.K.G. indicated he might be dead, but he was resuscitated. He was examined by a Neurologist and a Neurosurgeon. After a review of the patient's medical record and numerous tests performed to determine if the patient's brain was still functioning, both confirmed the patient's brain was irreversibly dead. Discussions were held between the family (his mother and common law wife) and Administration, relative to the findings, and the life support system was removed. The mother and common law wife insisted on keeping the man alive. Unfortunately, there was no legal definition of death in Illinois. When IMMC took the case to court, Chief Judge Dahl indicated he would hear the case, but before the case could be settled, Mr. Hirschmann died and the case was declared moot.

Dr. Feldman reported that Dr. Vera Morkovin had been appointed Chairman of the Department of Emergency Medicine. Dr. Haebich informed the Board of Trustees that he was completing two years as President of the Medical Staff and that Dr. Robbins would assume the office January 1.

The Administrative offices and the new Board Room were available in February, and on the 22, the Board held its first meeting in the new facility. Due to the absence of Mr. Barr because of illness, Vice-President Gambill presided and expressed gratitude to Trustee Prugh, whose family contributed a substantial portion of the funds for the Board Room. The Rev. Dr. Harold Blake Walker resigned from the Board and was elected a Life Trustee. Dr. Arthur Haebich was elected to fill the unexpired term.

Costly technological equipment was purchased, a Laser for \$70,000, a Mammography Unit for \$75,000 and a Digital Subtraction Angiography Unit costing \$175,000, despite the fact that the census was down in March and the state was threatening again to reduce Medicaid payments. Trustee Brown, Chairman of the Legal Committee, reported that Frederick Rieth died, leaving a substantial amount to the hospital, and the William Berry estate, worth in the neighborhood of \$2 million, would be coming to the hospital as soon as a suit filed by two nephews of the deceased could be settled. Mr. Brown indicated there were no grounds for the suit.

In the fall of 1982, HHS Secretary Richard Schweiker outlined the basic ingredients of what came to be known as the Prospective Payment System. By April, the PPS was law, as

part of the Social Security Amendments of 1983, and so was the accompanying Diagnostic Group Plan. PPS abandoned the Medicare practice of reimbursing hospitals on the basis of actual charges. Instead, DRGs established fixed Medicare reimbursement rates for hospital services. In addition, Congress directed HHS to report back on the feasibility of applying PPS to physician services.

"The theory behind PPS," *Medical World News* reported, "is that paying hospitals fixed amounts for specific types of patients will provide an incentive to eliminate unnecessary care. Under the system, a hospital that provides care for less than the DRG allowance can keep the difference. A hospital that doesn't stay within a particular allowance has to absorb the loss." Predictions as to the consequences of the new system were varied. Most doctors and hospital administrators were fearful that the program would result in inadequate care, with hospitals seeking to dismiss patients too soon.

Besides the PPSs, the HMOs and the DRGs, came the PPOs (Preferred Provider Organization), which provided medical services to groups on a bid basis. Unions and businesses were interested in the PPOs as a way to cut costs, but hospitals were confronted with competition in bidding for patients. Hospitals everywhere were in something of a tizzy trying to cope with the various alphabetical programs and to adjust to new ways of doing business. Nevertheless, despite the changes inaugurated, IMMC managed to stay ahead financially, a tribute to the administration and the doctors.

Dr. Janet S. Cudahy was named Medical Director and Internist of Women's Health Resources. Dr. Cudahy, a graduate of Columbia University, received her medical degree from the Medical College of Wisconsin. Dr. Karen Johnson, a psychiatrist, and Kathleen Johnson, a Family Nurse Practitioner, were added to the Staff of the Resources clinic. The clinic offers comprehensive primary health care and medical services to women of all ages. Dr. Hilde Ostro was elected President of the Medical Staff. Dr. Feldman announced that Barr Pavilion had entered into a formal relationship with the University of Illinois Medical School for teaching Gerontology, the first such formal arrangement of its kind in the city.

Following the Annual Meeting, held for the first time in the auditorium of the Olson Center, the newly completed facility

was dedicated. Senator Robert Dole, Chairman of the Senate Finance Committee, was the honored speaker. He reiterated his frequent call for a short-term program of state and federal health benefits for the unemployed.

Reporting the address, the *Sun Times* quoted the speaker as saying, "Again we're not seeking to create some bold new entitlement program that's going to go on and on forever. But there are about 368,000 unemployed in Illinois, many of whom have lost health insurance." Dole also attacked the rising costs of health care and Medicare and "praised Illinois Masonic's cost efficient program and called for similar cost cutting nationwide."

The 275 delegates to the Annual Meeting were given a tour of the Walter E. Olson Center for Supportive Services and were served refreshments following the tour. The Olson Center, linking all parts of the hospital, provided a Dietary Department, a cafeteria, coffee shop and auditorium, along with a magnificent Physical Therapy Department.

There was a decline in hospital census in the spring and continuing through the summer. The Chicago Hospital Council report, comparing May 1982-83 statistics, showed IMMC's decline in admissions was 4.4 per cent, Metropolitan Chicago, 4.8 per cent, and the suburbs, 6.8 per cent; decline in patient days, IMMC, 6.1 per cent, Metropolitan Chicago, 7.2 per cent and suburbs, 4.8 per cent. Mr. Mungerson commented that IMMC's record is not as bad as most of the Chicago hospitals. Mr. Dimiceli reported that June was a good month financially for the Medical Center and for Barr Pavilion, the combined net income for the nine months ending June 30 was \$460,000, 60 per cent better than budgeted.

A newly developed Angiorex, made by Toshiba, was installed in the X-ray Department directed by Dr. Robert P. Cavallino. A multi-purpose angiography system, it is equipped with a constant potential type 2000 mA X-ray generator completely controlled by a microprocessor developed by Toshiba. The Department of Dentistry received \$8,500 from the Service Club of Chicago to purchase portable dentistry equipment to help in the care of homebound patients. Using portable equipment such procedures as preventive dental care, temporary and permanent fillings, uncomplicated tooth extractions, and denture work are available to the patient.

Dr. Hugo Muriel, who served for a time as Commissioner of Health under former Mayor Jane Byrne, returned to the hospital and was appointed Director of Physical Development. Associated with IMMC since 1970, Dr. Muriel combined his duties with a resumption of his private practice in Internal Medicine and Endocrinology. Dr. John Philipp was appointed Director of the Center for Family Medicine in December. "I accepted this full scale responsibility," Dr. Phillip said, "because it presented such a great opportunity to provide the kind of medicine I believe in, family practice, in a setting uniquely geared to provide it conveniently and cost effectively."

Physicians were hard hit during the year when the Reagan administration announced that physicians fees for services provided to Medicare patients would be frozen for 15 months. The freeze divided physicians into participating and non-participating groups. Those participating agreed to accept whatever Medicare pays for all their patients. Non-participants retain the right to balance-bill their patients for whatever Medicare doesn't cover. The American Medical Association filed suit in federal court to overthrow the freeze.

Illinois Masonic startled the hospitals of Chicago in March, 1984, with an announcement of a 25 per cent cut in the rates for semi-private rooms. Mr. Mungerson explained that semi-private rooms would cost \$259 and a self-care unit would become available with room rates \$100 below the semi-private room rate. He added that, "Ninety percent of our rooms are semi-private, and the intent also is to reduce private room rates by 22 percent, or \$45." It was a dramatic step and was proposed for a number of reasons; the census was holding firm; the change in patient mix, due to strict Public Aid ceilings placed on the departments; additional \$1 million in Medicaid payments expected, a result of a recent court decision; reduction in the labor force over the last two years, 150 employees, mainly through attrition; Malpractice Trust Funds are at \$7 million, so that further funding was not needed; and finally, HMOs, insurance companies, etc., were becoming more price sensitive, requesting discounts ranging from 10 per cent to 40 per cent.

A *Chicago Tribune* piece quoted Mr. Mungerson as saying, "We simply have to acknowledge the problems society has in paying for health care. We've gotten the message here that people are serious about health care costs. That message is no

longer coming just from the federal government. It's coming from private insurance companies, from private employers and from our private patients themselves. It's time for us to get in step with society."

There were critics of the IMMC cost-cutting as other hospitals scrambled to meet the competition. According to the *Sun Times*, Hospital Consultant Jeff Goldsmith, of Health Futures, Inc., said, "Discounted room rates are a road to ruin for the hospital industry. It will be no more effective than discounts were for the airlines." Nevertheless, it worked for IMMC in succeeding months and resulted in much favorable publicity.

After three years of operation of the Hospice Unit at Barr Pavilion, the federal government approved payment for hospice services in an organized, certified Medicare provider, licensed unit. Barr Pavilion was inspected and the Unit was given certification and licensure. Kathleen Woods was appointed Director of the Program and Dr. Ira J. Piel, Medical Director of the Program. Trustee Scheel, now Chairman of the Nursing Home Committee, reported that March was the best all around month ever with an average of 307.5 residents per day. Dr. Feldman announced the appointment of Dr. Roger Hand as Chairman of the Department of Medicine had been approved by the Trustees.

Curiously, while the Reagan Administration was pushing for deregulation of business, it was putting the regulation squeeze on hospitals and doctors. The Deficit Reduction Act of 1984 stipulated that a hospital can't receive Medicare payments unless its services are reviewed by a Peer Review Organization. The old PSROs had no enforcement authority, but the new PROs are nonprofit groups that contract with the government, business or third-party payers, and have a vigorous concern for cost containment.

The changes in medicine, rapidly taking place, had been anticipated by the Administration, and plans were in the works to meet developments. In February, IMMC and a number of its physicians contracted with SHARE, a Minneapolis-based HMO, which was in the process of enrolling individuals in the Chicago area. The hospital also was affiliated with the HMO of Illinois Blue Cross and MaxiCare. HMO coverage was offered to IMMC employees and 300 opted for the coverage. Public Aid offered the option to develop an HMO to provide medical ser-

vices to Public Aid recipients, and IMMC's plan was selected and resulted in receiving a Public Aid contract for up to 10,000 recipients, primarily mothers and children. In addition, IMMC's Masonicare HMO Medicare Supplement for Masons was approved by the State Board of Insurance. Viewing the changes occurring in health care, Dr. William L. Hughes of Oklahoma City, remarked, "Government intervention has taken some of the pleasure out of Medicine."

The *Chicago Tribune* reported in June that as a result of the various changes in health care, "The doctor in solo practice is almost as extinct as the house call. Doctors are joining groups and moving out to shopping centers, giving rise to the 'Doc-in-The-Box' trend patterned after the fast food chains. Less care will be provided in hospitals. Free standing 'emergicenters,' 'surgicenters,' and wellness centers are taking a big bite out of traditional hospital practice. Hospitals are fighting back by establishing their own out-patient services."

Changes in technology also were evident. Dr. Elliot Levine, commenting on the new surgical laser at IMMC, spoke of it as "sort of a space age device." He added, "It can be used as a 'light knife' to cut tissue. It can vaporize abnormal tissue, leaving the normal tissue around it only minimally affected. By changing the power setting and the beam diameter, the surgeon also can use the laser to combine cutting and vaporizing, thus greatly reducing blood loss by cutting and sealing small blood vessels at the same time."

After serving the Board of Trustees for 22 years, and becoming President three years later, President Barr announced his resignation as President at the Annual Meeting in May. The nominating committee presented the names of L. Sheldon Brown, Charles F. Gambill, George S. George, Marlin W. Johnson, Allin W. Proudfoot, Walter C. Scheel and Thomas F. Seay, all incumbents, to carry on as Trustees. They were duly elected.

When the Trustees met in July, Mr. Barr reiterated his announcement that he would be unable to continue to serve as President because of ill health. He added that he had appointed a special committee, chaired by Trustee Dimiceli, to recommend a slate of officers for 1984-85. The committee, having met, recommended the election of James D. Green, to serve through September 30, 1984; Charles F. Gambill, 1st Vice-President, until September 30, Marlin W. Johnson, 2nd Vice-

President, Vincent Dimiceli, Treasurer, and Melvin L. Klafter, Secretary. On October 1, 1984, Charles F. Gambill would assume the Office of President, and James Green the Office of 1st Vice-President. The Board confirmed the recommendation of the nominating committee.

Following the election, the Trustees passed the following resolution:

"Whereas Warren N. Barr, Sr., has served the Medical Center since 1962 and in that time has contributed greatly of his time and talents to oversee the successful development of the Medical Center; and

"Whereas the Medical Center wishes to recognize his contributions and to continue to profit from his association

"Be it therefore resolved that the Board unanimously elects Warren N. Barr, Sr., a Life Trustee with all the attendant rights and privileges and President Emeritus; and

"Further wishes to retain Warren N. Barr, Sr., as a consultant, the terms and conditions to be developed and approved by a committee to be appointed by the President of the Board."

President Barr thanked the committee members and reviewed the careers of Messrs. Green and Gambill and their successful participation in Board matters. He also commended Mr. Mungerson and announced that Mrs. Frances Mueller, Recording Secretary, would be leaving in August. He commented that she had been an invaluable asset to the institution over the years of her service to the hospital. Dr. Feldman announced that Dr. Oscar Sugar retired as of July 1, and offered a resolution acknowledging his achievements and contributions to the Medical Center.

The Elston Plaza Family Physicians opened at 3502 N. Kedzie Avenue in September. Three Family Physicians joined the facility, offering care for persons of all ages from infants to senior citizens. Treatment for minor emergencies and illnesses was offered on a walk-in basis. Laboratory and X-ray facilities were made available at the site. The Center had arranged affiliation with several HMOs in the Chicago area. It was the third ambulatory care unit to be opened by IMMC.

It seemed clear in September that hospital room rates would have to be increased after a year of experiment with the 25 percent decrease of the year previous. Even with the 10 percent

increase proposed the Hospital still would be in an advantageous competitive position with other hospitals. President Gambill noted that over the last two years hospital costs had increased 17.5 percent, and that with a 10 percent increase "we still are keeping rates down."

Trustee Dimiceli reported that at the September 30 conclusion of the fiscal year, the Medical Center "had one of the best years ever from a financial standpoint. The net income from hospital operations was \$2,007,000; the Barr Pavilion net operating income was \$254,000; restricted and unrestricted contributions were \$1,068,000, a total net income for the year of \$5,388,000. This is a record high for the Medical Center." The result was a tribute to the Medical Staff, the Administration, the Trustees and the employees.

As Mr. Mungerson considered the 1984 results, he commented that, "The revolution continues and Illinois Masonic Medical Center is weathering the upheaval quite well. That would seem to characterize 1984 and, while it has not been easy or without considerable sacrifices on the part of Staff and patients, it appears that we are well positioned to cope." Dr. Feldman observed that, "We can do more than ever before, but at greater cost. Each new technique carries a price tag, some phenomenally high. And the introduction of new basic technologies (for example, microchips and fiberoptics) leads to rapid development of whole new fields." He added that, "Malpractice insurance in many specialties now cost \$40 to \$50 thousand per year. Doctors often pay one third of their income for insurance." Dr. Hilde Osto was elected President of the Medical Staff to follow Dr. Joseph Robbins, who was commended for his work. Ralph Bogan, Jr., was elected to succeed Mr. Barr on the Board.

With ethical matters an increasing concern, the Trustees appointed an Ethics Committee to oversee ethical policies, removal of life-support, abortion, in-vitro fertilization, surrogate mothers, and other matters which might present themselves in the future. Trustee Robert Stuart was named Chairman of the Committee. The *Chicago Tribune* reported that, "High technology medicine exists in an ethical void, groping for answers to fundamental questions that touch the core of our moral nature: not only who will live and who will die, but who will be given sophisticated care and who will be denied it." Need for an ethical committee was obvious.

Recognizing the increasing significance of Barr Pavilion and IMMC's work with the aged, the Geriatrics Society of Chicago elected Dr. Bertram Moss its President. Dr. Moss, Director of the Clinical Gerontology Program at IMMC and Medical Director of Barr Pavilion, also is Chairman of the long Term Care Advisory Board of the Chicago Health Department. Dr. Roger Hand was named Chairman of the Department of Medicine, coming here from the McGill Cancer Center at Montreal, Canada, and Suzanne Sullivan was named Administrator of the Ambulatory Care Division.

Bill Veeck was back in the hospital again in November. Doctors at IMMC removed a malignant tumor from Veeck's right lung. Kathleen Kampwirth of IMMC commented that, "The surgeon did what they call a segmented resection of the right lower lobe and at this point there were no signs of its spreading to any other places."

In November and December, the census was down and the length of stay was reduced, resulting in a loss of \$100,000 each month. The trend was reversed in January, but not significantly. Contingency plans were made to reduce expense if the down trend continued. Mr. Mungerson reported that the Department of Public Aid was seeking to obtain bids from hospitals for days of service, "and that since we are in the city we cannot ignore that social obligation even without a contract." Mr. Obrieht indicated that studies suggested IMMC should bid \$358 per day based on 25,000 days. At the same time, Blue Cross was in the process of developing a Preferred Provider Organization, hoping hospitals would bid competitively so that they would be able to market the service to businesses in the community. More and more, hospitals were feeling the pinch of reduced revenue. Happily, the Berry Estate was settled, giving the hospital \$2,000,000 to cushion operating deficits.

Development of the Eye Center during the winter months occurred because of a series of events, according to Dr. Feldman. "First, there had been such tremendous technological advances in ophthalmologic diagnosis and treatment in recent years that we felt it was time to bring them all together in one location and offer the whole spectrum of services. The opportunity arose to add a number of outstanding ophthalmologists to our already fine staff. And the area on 5 Center Court was available, thanks to the farsightedness of our Board members who, when plan-

ning the Center Court Building decided to add two extra floors for future expansion."

Dr. Osvaldo Lopez joined the Medical Center because IMMC made a commitment to develop a private first class eye center. "To my knowledge, the Eye Center is the only one of its kind in the city." Dr. Lopez observed, "The already strong staff at IMMC included Doctors Kohn, Trisch, Gerstein, Stein, Johnson, Iser and Russman, vigorously encouraged the development and attracted the talents of several new physicians, Dr. Allen Putterman, Dr. Gerald Horn, Dr. David Tresley, Dr. Michael Korey and Dr. James Green.

"In addition to these fine doctors," Dr. Lopez said, "we have superb support personnel, the best state-of-the-art equipment and a commitment for research, all ingredients we are enormously proud of." His comments were echoed by Dr. Burton Russman, who had served on the IMMC Staff since 1960. He called the new Eye Center "a great boon to all ophthalmologists and their patients. The Hospital has spared no expense in setting up the Eye Center. I can't imagine how it could be better."

Speaking to the delegates at the Annual Meeting in May, Mr. Mungerson deplored continual cost cutting by government agencies and the competition between hospitals for patients and doctors. "Now . . . the only way that we as hospitals and doctors are being measured is by price, cost and the bottom line and letting the invisible hand of Adam Smith's free market dictate the outcome," Mungerson asserted. "We seem as a society to be losing sight of the fact that those of us on the end of the delivery system, those of us actually taking care of patients, must still face the patient or his family, no matter what we are being paid.

"Ladies and gentlemen, there is no bureaucrat, no benefits manager, no governor, no health and human services secretary, no HMO manager, who could face a patient and see the anguish on his face and return to his or her office and continue on the course of further reductions of benefits for mankind."

President Gambill introduced Stanley F. Maxwell, Sovereign Grand Commander of the Supreme Council 33 A.A.S.R., and an Honorary Trustee, who stated he just had toured the hospital and was inspired by what he saw. Election of Ralph A. L. Bogan, Jr., to the Board of Trustees and of Robert Williams was confirmed. Others reelected were: Crump, Day, Dimiceli, Klafter,

Ladd, Prugh and Stuart. Raymond H. Bachman, Past Grand Master of the Grand Lodge of Illinois was elected an Honorary Life Trustee. L. Sheldon Brown resigned because of illness, and Ray L. Crawford, also in ill health, resigned and both were elected Honorary Life Trustees.

Dr. Carl Steinhoff, 90, retired brigadier general in the U.S. Army Reserves, died in March. He had served on the IMMC Staff for more than 50 years and as Staff President in 1946. Dr. Steinhoff was a private in World War I, interrupting his medical studies at Northwestern University Medical School to join the Army. He was graduated in 1919 and took his internship at St. Alexis Hospital in Bismark, N. D. He joined the Staff at Illinois Masonic in 1921.

The Chairman of the Department of Pediatrics, Dr. George F. Smith, was honored for his work on the causes of mental retardation and congenital abnormalities in children by the International Association for the Scientific Study of Mental Deficiency in May. He was presented its Distinguished Achievement Award at the Congress in New Delhi, India. Dr. Jacob Moise delivered a prize-winning paper at the 33rd Annual Clinical Meeting of the American College of Obstetricians and Gynecologists in Washington, D.C. The award of \$1,000, plus travel expenses was given for having presented one of the best Junior Fellow papers at the 1984 District meetings. In July, he became Director of the Division of Infertility and Reproductive Endocrinology at IMMC.

Dr. Andrew J. Griffin joined the Staff of IMMC as Chief of Pediatric Cardiology and Director of Pediatric Intensive Care, and John DeMichele was appointed Director of Development. He "will be putting together a total fund-raising program that involves annual giving, planned giving, foundation and corporation solicitations," according to President Gambill.

Constantly looking toward the future, the Trustees implemented a plan to provide working capital for continuing improvements in and around the Medical Center. The hospital issued \$30 million in non-taxable bonds at an average rate of 10.21 per cent over a 30 year maturity period. "The issue, the first in Illinois Masonic history," Mr. Obrieht said, "has been in the works for some time and was a practical vehicle for borrowing money.

More than \$15 million from the issue was earmarked for three major projects: construction for a 490 space parking garage west of the hospital; providing professional office space on floors three through six in Jonas Pavilion; and purchasing a Linear Accelerator to be used as a replacement for cobalt treatment on cancer patients. Another \$11 million will be used to pay off mortgages on the hospital and Barr Pavilion. The remainder will go to a Debt Reserve Fund, required under the bond indenture, and issuance and underwriter's expenses.

The successful bond issue with an "A" rating, Mr. Obrieht said, "shows that Illinois Masonic is considered by banks and other leading financial institutions as a worthy borrower with a solid financial position."

The hospital family was saddened in August by the death of Trustee James Green, 78, retired Senior Vice-President of the Northern Trust Company. Vice-President of the Board of Trustees and long a servant of the hospital, Mr. Green also was a Trustee of the University Church of the Disciples from 1955 to 1962. He also had served on the city's Community Conservation Board and the Urban Renewal Board. He had been a member of IMMC's Board of Trustees since 1966. Nels L. Pier-son was elected to succeed Mr. Green.

During the year it had become obvious that new quarters would have to be found for the Center for Family Medicine at Diversey and Narraganset. The Trustees purchased property at Diversey and Melvina and arranged for construction of a building designed for the purpose of the Clinic. It was completed in October, and on October 23, the Center for Family Medicine moved into its new building. In December, President Gambill reported, "The volume of visits to the Center has significantly passed projections made when the original Center was opened."

Through the years, quality of care had been a primary concern of the hospital family. In December, Dr. Feldman commented that "the quality assurance activities at the Medical Center do not just focus on medical services but on all facets of Hospital operations. While there are many elements to the monitoring of activities, they are under two general areas. The first consists of quality studies which include monitoring of the Medical Staff by means of the credentialling process, peer review, staff planning guidelines, institutional and departmental criteria, and ongoing educational activities."

Turning to the second area of quality assurance, Dr. Feldman pointed to monitoring the quality of services provided. A Quality Assurance Board, meeting on a quarterly basis, is composed of members of a Management Council, the Director of the Quality Assurance Program, and the Chairmen of the Medical Audit Utilization Review Board and Medical Records Committees. Reports then are submitted to the Board of Trustees each quarter. "The task of monitoring the quality of services is an arduous one," Dr. Feldman noted, "but the end result is that the Medical Center has a high level quality assurance process."

After long study and regretfully, Marlin Johnson, Chairman of the Nursing School Committee, recommended phasing out the Nursing School, a significant part of the tradition of IMMC. Three reasons were cited for the closing recommendation: first, Medicare will no longer pay as in the past for education costs; second, the movement away from diploma programs and toward an academic setting with the state recognizing only baccalaureate and associate degrees; and third, the market has been saturated with diploma nurses and the need for diploma nurses continues to decrease as nursing becomes more specialized.

The Medical Center has no choice but to phase out the School of Nursing," Mr. Johnson said, "and to seek other ways to continue a nursing program." Vigorous discussion followed before the Trustees accepted the judgment of the Nursing School Committee and voted to phase out the School by 1988.

With the hospital in stable financial condition, capital expenditures of \$498,848, were approved to continue the state-of-the-art purchase of the best available medical facilities characteristic of past years. In February, Dr. Andrew Griffin, a Critical Care Specialist, was appointed Chairman of the Department of Pediatrics.

Legislation passed by the state required the conversion of the Illinois Masonic Community Health Plan and the Public Aid HMO from a trust to a corporate entity. The Department of Insurance of the state demanded that IMMC assume financial responsibility until the Plans become financially self-sufficient and that funds be transferred from the trust to the corporation. The Trustees passed the required resolutions.

After long service to the Board of Trustees, Walter E. Bis-

choff, having moved to Sun City, Ariz., resigned. His resignation was accepted with regret, Kenneth J. James, President of the James Investment Corporation, was named to succeed Mr. Bischoff. Trustee Giesel, Chairman of the Building and Grounds Committee, reported that the City of Chicago would not approve opening of the Seay Center unless the hospital upgraded its emergency generators, a project previously approved at a cost of more than \$1 million. With the upgrading moving slowly, and consequently not finished by the May 10 Seay Center opening, the City nevertheless approved occupancy of the Seay Center as planned.

The Women's Health Resources satellite on campus, which provides medical care and health and education programs for women, has received approximately 10,000 patient visits per year, Mr. Mungerson reported. "The program has attracted a large number of working women. This has proven to be a program with a lot of growth potential," said Mr. Mungerson.

Trustee Dimiceli reported that from a financial standpoint, the year 1985 was a very good year for the Medical Center. At the Annual Meeting he noted that, "The combined excess of revenue over expenses was \$6,094,000 for the year, consisting of \$1,885,000 in net income from operations, \$2,832,000 in unrestricted gifts and bequests, and \$1,377,000 in interest income on unrestricted funds. In addition, the Medical Center received \$1,826,00 in restricted contributions and grants and \$267,000 in interest income on restricted funds. As a result, the Medical Center's equity increased from \$51,256,000 to \$58,055,000 during the year. Operations for the first six months of 1986 resulted in a combined net income of \$2,694,000 which is \$250,000 better than budgeted."

Three events of major importance occurred in the early months of 1986. First, in May, IMMC was designated a Trauma Center by the Chicago Department of Health, one of nine Level I Trauma Centers in the city. The Trauma Center is important because it represents a radical departure from the way the emergency health care system in Chicago has been operating. Under the new system, patients suffering from injuries such as gunshot wounds to the chest or abdomen, severe head injury, a partial or totally amputated limb, or a penetrating wound to the neck will be sent to the nearest designated Trauma Center, even if it means bypassing a closer hospital. As one of the new

Trauma Centers, IMMC has the equipment and personnel, including surgeons, neurosurgeons, and other trauma specialists, on duty or readily available around the clock.

"With the prestige also comes responsibility," Mr. Munger-son noted. "The trauma center is a new concept in Chicago and the State of Illinois . . . So probably for the next couple of years, or until the system has been proven effective, IMMC and the other designated hospitals will be under the media microscope."

The second major development was the dedication of the Ruth M. Seay Center for Women and Infants, a milestone for the hospital, and one of the many "firsts" in IMMC's history as a leader in obstetrical services. In the 1960s, IMMC established what is now Chicago's largest certified midwifery service. In the early 1970s, the "rooming in" concept for mothers and babies began. In 1978, the Midwest's first Alternative Birthing Center was opened. The new Seay Center introduced the labor-delivery-recovery room concept that allows women (except those with high risk births) to spend most of their hospital stay in a single room. The rooms are homelike, two adult family members are welcome throughout the birth process. New telemetry systems allow doctors and nurses to monitor some mothers during labor without confining them to bed. In case of medical problems, technology's most sophisticated equipment and highly trained specialists are only moments away.

The Seay Center not only allows for the care of "average" births, but also provides back-up high technology for those who need it. The Pediatric areas include a Neonatal Intensive Care Unit and Nursery in which each high risk infant has a self-contained total life support system. Thanks to the new Seay Center, IMMC is the only hospital on Chicago's North Side equally capable of caring for healthy mothers and their babies and those in need of maximum support.

In the dedication address, Dr. Harold Blake Walker said, "A hospital at its best is a caring community dedicated to a ministry of healing, medical, surgical or psychological. It is a caring community of doctors and nurses, technicians and orderlies, administrators and trustees, benefactors and volunteers, combining their efforts to heal the sick. As Halford Luccock remarked in another connection 'No one can whistle a symphony. It takes an orchestra to play it.' It takes a caring community to heal the ills of humankind."

Dr. Walker paid tribute to Mr. Seay for his generosity to the hospital and to Ruth, his wife, for her dedication to charitable causes and to the Masonic Fraternity. Mr. Seay, a 33° Mason was Imperial Potentate of North America in 1967. He always felt a responsibility for the worthy use of his wealth.

The third significant development was the establishment of a \$2 million Magnetic Resonance Imager on the property of the hospital. It was not possible for IMMC to get approval for purchase of the MRI from the Illinois Health Facilities Planning Board, but 50 doctors from IMMC got together with a publicly held company based in New Jersey, called NMR of America, to bring the facility to IMMC. The imager, with the use of a giant magnet, generates a strong magnetic field that causes the body's atoms to vibrate and become tiny radio transmitters. A computer collects the signals and assembles them into clear cross-sectional images of the body's internal tissues and organs, allowing doctors to spot tumors, multiple sclerosis and other difficult to diagnose conditions.

IMMC leased the land to the New Jersey company with the proviso that when permission from the state becomes available, the hospital can purchase the imager.

After a long search, Dr. Yosef H. Pilch, internationally known authority on breast cancer, was appointed Chairman of the Department of Surgery to develop a multi-disciplinary breast cancer program and a breast cancer screening and treatment center in conjunction with other oncologic specialists. Previously, Dr. Pilch was the head of the Surgical Oncology Service and Professor of Surgery at the University of California.

Looking again to the future, the Trustees envision development of a new adjunct to the Barr Pavilion to be known as Ogden House after William B. Ogden, industrialist and the first Mayor of Chicago. It is a development specifically designed as a residence for seniors who want independent living but wish to have meals available and planned social and recreational activities as well as health care.

Plans for the long needed parking structure, filed with the Illinois Health Planning Board, were accepted in May. The structure, to be located on the current visitor's parking lot next to the El tracks, will provide 541 parking spaces. The lower

level of the garage will house a loading dock, general stores and warehousing and provide for other clinical activities. There will be a connecting tunnel to the hospital from the lower level and a separate connecting walkway above ground. The cost of the project, estimated at \$9 million includes, in addition, the necessary structural support to accommodate a future heliport. "Construction," Mr. Mungerson reported, "should be complete by April, 1987."

Looking back across the years to the beginnings of the hospital in 1901, when one old house, part of the Andrew Bolter Estate, became the Union Hospital, purchased and supported by the Steadfast Bible Class of the Belden Baptist Church, progress has been enormous. From 1921, when the hospital was purchased by the Illinois Masonic Hospital Association, to the present, the hospital has grown into a major Medical Center in Chicago. It traveled through the Depression of the Thirties, when its very existence was threatened, on to a period of growth and development, keeping pace with state-of-the-art medical technology and moving to the forefront in innovation, with a Medical Staff second to none in the area. Its progress is a tribute to the generosity of Masons, to successive administrations, Boards of Trustees, doctors, nurses and volunteers. Nevertheless, all that is past, still is only prologue.

	President of the Board of Trustees	Superintendent
--	---	-----------------------

Union Hospital	1901— Dr. Elmer Vaughan	Dr. Rosamund Warren
Gil W. Barnard Hospital Association and Illinois Masonic Hospital Association (name changed in 1915) (which bought Union Hospital in 1921)	1909— James B. McPatrick 1910–1911 Brother N. Engle 1912–1922 Dr. William R. Buehler	
Illinois Masonic Hospital Association	1921–1922 Dr. William R. Buehler	1922–1925 T. M. Avery
	1922— Edward L. Johnson	1925— Ray L. Smith
	1928–1965 Judge Edgar A. Jonas	1928–1930 Dr. Theodore Pontner
Illinois Masonic Medical Center	1965–1984 Warren N. Barr, Sr.	1930 Miss Lillie Nelson (Acting Superintendent)
	1984 James D. Green	1930–1931 Dr. Stephen N. Smith
	1984–Present Charles F. Gambill	1931–1937 Dr. James B. Griffin 1937–1963 William H. Tenney 1963–1972 Allen M. Hicks (Administrator) 1972–Present Gerald W. Mungerson (Executive Director)

PRESIDENTS OF THE MEDICAL STAFF

(Prior to 1930)

Harold W. Miller	Sigmund Krumholz
Hugh N. Mackechnie	William Branis
Raymond E. McNeally	Ira Davenport
Karl Meyer	John Weatherson

1930 John R. Harger	1958 Lawrence W. Peterson
1931 Robert H. Hayes	1959 Maurice Golstein
1932 J. Roscoe Harry	1960 C. Otis Ritch
1933 Clifton Timmons	1961 Mildred R. Jackson
1934 Edward W. White	1962 L. L. Braun
1935 John Davis	1963 Sidney C. Kahn
1936 Thomas G. Wallis	1964 Oscar Sugar
1937 Walter R. Fischer	1965 Allen Hrejsa
1938 Alva Sowers	1966 Ella E. Deutsch
1939 Lester E. Bower	1967 George S. George
1940 Maurice H. Cottle	1968 Lawrence W. Peterson
1941 Arthur Geiger	1969 Lawrence L. Hirsch
1941 Fred O. Bower	1970 Arthur T. Haebich
1942 Clarence L. Wheaton	1971 Arthur T. Haebich
1942 Walter C. Bornemeier	1972 Edwin Feldman
1943 Charles J. Drueck, Sr.	1973 Sid John Shafer
1944 C. Otis Ritch	1974 Sid John Shafer
1945 Arthur C. Taylor	1975 Ronald P. Pawl
1946 Otto Schwartz	1976 Paul Naffah
1947 Allen H. Ferguson	1977 Paul Naffah
1948 Carl F. Steinhoff	1978 Paul Naffah
1949 Wilbur E. Keesey	1979 Paul Schimert
1950 Walter C. Bornemeier	1980 Jose Salazar
1951 William H. Gehl	1981 Arthur T. Haebich
1951 Paul H. Wosika	1982 Arthur T. Haebich
1952 John H. Gilmore	1983 Joseph H. Robbins
1953 Reuben B. Gaines	1984 Joseph H. Robbins
1954 Philip Shambaugh	1985 Hilde Osto
1955 Frederick J. Roos	1986 Hilde Osto
1956 Frederick J. Roos	1987 Branko Pavlovich
1957 Roland M. Loring	

1987 IMMC BOARD OF TRUSTEES

OFFICERS

Charles F. Gambill	<i>President</i>
John W. Ladd	<i>1st Vice President</i>
Richard A. Day	<i>2nd Vice President</i>
Vincent Dimiceli	<i>Treasurer</i>
Nels L. Pierson	<i>Assistant Treasurer</i>
Melvin L. Klafter	<i>Secretary</i>
Robert B. Williams	<i>Assistant Secretary</i>

TRUSTEES

Ralph A. L. Bogan, Jr.	Marlin W. Johnson
L. L. Braun, MD	Ronald P. Pawl, MD
Alvin L. Crump	Richard H. Prugh
Robert L. Giesel	Walter C. Scheel
Arthur R. Gottschalk	Thomas F. Seay
Arthur T. Haebich, MD	W. Clement Stone
Kenneth J. James	Robert Stuart

LIFE TRUSTEES

Warren N. Barr, Sr.
President Emeritus

Walter E. Bischoff	Stanley N. Howard, Sr.
George G. Fischer, MD	Charles Stout
George S. George, MD	Harold Blake Walker

HONORARY LIFE TRUSTEES

Raymond H. Bachman	Norman R. Buecker
Hon. L. Sheldon Brown	Leonard M. Japp, Sr.

HONORARY TRUSTEES

Albin R. Anderson	George M. Keane
G. Wilbur Bell	Henry G. Walter
Louis L. Williams	

Executive Director
Gerald W. Mungerson

Medical Director
Edwin Feldman, MD