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Boston University Medical Center Annual Report: 1962-1963

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Boston University

BOSTON UNIVERSITY MEDICAL CENTER



Annual Report

JULY 1, 1962 — JUNE 30, 1963

BOSTON UNIVERSITY MEDICAL CENTER

BOSTON, MASSACHUSETTS



Annual Report

BOSTON UNIVERSITY MEDICAL CENTER

REPORT OF THE CHAIRMAN

THE BOSTON UNIVERSITY MEDICAL CENTER TRUSTEE COUNCIL

THE formation of the Boston University Medical Center on July 1, 1962 was the natural result of a long period of cooperation between the Boston University School of Medicine and the Massachusetts Memorial Hospitals in education, patient care, and related research.

The agreement establishing the Center provided for a Trustee Council made up of four members appointed by the Trustees of Boston University, three by the Trustees of Massachusetts Memorial Hospitals and not more than thirteen nominated by the Council and confirmed by the parent boards. The University's first nominees were John S. Perkins, Hans H. Estin, and James B. McIntosh. The Hospitals nominated Boone Gross, Judge Bailey Aldrich, and Louis J. Hunter. Additional members selected by the Council were Bradley Gaylord, Dr. James M. Faulkner, Richard P. Chapman, Sidney R. Rabb, and Jerome Preston.

The first year, under the leadership of Lewis H. Rohrbaugh, formerly Vice President for Academic Affairs at Boston University, has been devoted to assessment of resources, consolidation of services, improvement in communications and planning.



The Trustees are gratified by the vigor and success with which the objectives of the Center are being pursued. They are particularly pleased by the strengthening of relations with the Boston City Hospital, an affiliate of the Center and of major importance to its teaching program. The Trustees record their appreciation to the Director and his associates, to the Administrator of the Hospitals, and to the Acting Dean of the School of Medicine.

JEROME PRESTON

REPORT OF THE DIRECTOR

THE publication of the first Annual Report of the Boston University Medical Center is a signal achievement. It comes at the end of a year fraught with problems, to be sure, but a year replete with plans, ideas, and far-reaching actions. Many areas were considered; many structures were planned; many dreams were envisaged. But the groundwork has been laid, the organization has been formed, and activity goes forward.

At the beginning of the first year, the administrative staff of the Medical Center consisted of the Director and Administrative Secretary. Shortly thereafter, an Assistant Director in charge of development and public relations, Denholm M. Jacobs, was appointed, followed a few months later by a Public Relations Officer, William D. Brown.

In keeping with the intent of the basic Agreement creating the Medical Center, the Plant operations for the Medical School and Massachusetts Memorial Hospitals were placed under the supervision of Herbert D. Klein, who was named Plant Superintendent for the Medical Center. Great strides were made in consolidating such areas as business administration and related services. Much remains to be done, but there is every indication that our goals in these areas will be realized.

During the year Dr. Sydney S. Gellis was appointed Acting Dean of the School of Medicine upon my resignation from that post.

Physical development of the Medical Center was given high priority, as indicated by the appointment of committees dealing with Site Plan, Instructional Building, Residential Building, and Patient Care and Related Health



Facilities. Architects were engaged, and great progress was made in the development of plans.

There has been much concentration on the development of future goals—goals that will embrace not only physical development but a philosophy on which the Medical Center can function. Part of such a philosophy is implicit in the agreement establishing the Center: that the education and training of persons in the health professions can be accomplished most effectively through a medical center which is an integral part of a university complex. The Boston University Medical Center is striving to develop a teamwork approach to the common concerns of the health professions which will be unique in this country.

To achieve such a goal requires augmentation of the size and qualifications of faculty and staff, improvement in physical plant, and expansion of financial resources. The kind of a medical center we are building needs all of these things in good measure, but the fundamental importance of medical education cannot be overemphasized, and the quality of its staff will have a more direct bearing on the future of BUMC than any other single factor.

Implementing such broad plans will require the interest, time, energy, and resources of every member of the Medical Center and of every friend whom we can attract. Because of its well planned, thoughtful program aimed at addressing itself to some of today's major health care needs, the Medical Center merits such interest and attention. It represents a concern for people, a partnership with patients in the pursuit of health. With the continued support of Boston University and Massachusetts Memorial Hospitals and their component parts; with the strong participation of faculty, staff, and students; and with the combined efforts of those whose energies have been and are devoted to our purposes, success can and will be achieved.

LEWIS H. ROHRBAUGH, PH.D.

**REPORT OF THE ACTING DEAN
BOSTON UNIVERSITY SCHOOL OF MEDICINE**

A MAJOR step forward was taken in the area of radiology with the appointment of Dr. Jerome H. Shapiro as Professor of Radiology and Chairman of the Department. This new appointment places Dr. Shapiro in charge of radiology at Massachusetts Memorial Hospitals and Boston City Hospital.

Previously the Chairman was in charge solely of the Massachusetts Memorial Hospitals' Service. The Trustees of the Boston City Hospital agreed to the establishment of approximately 20 positions for full-time radiologists as well as the purchase of \$1,250,000 worth of new equipment. In addition, an annual expenditure of \$250,000 for the next 5 years for equipment renewal has been approved. A joint training program utilizing all of the resources of the Boston University Medical Center including Boston City Hospital is contemplated.

During the school year, Dr. John W. Strieder was appointed Director of Thoracic Surgery at Boston City Hospital; Dr. Thomas F. Boyd was appointed Assistant Director.

Also during this year, contracts strengthening the ties between the Medical School and the Trustees of Boston City Hospital were signed for the departments of Surgery, Medicine, Radiology, Pediatrics, Pediatric Surgery, Urology, and Thoracic Surgery.

THE SIX-YEAR PROGRAM The first class of this combined degree program has successfully completed its first two calendar years at the College of Liberal Arts and begins its first year at the Boston University School of Medicine in September 1963. This group's performance has been exceptional and its spirit and motivation outstanding. To the medical faculty, the program's chief value appears to be that a number of students are continuing into medicine who under standard college curricula might have been lost to other fields. All medical schools will continue to observe with interest the progress of this group.

THE MEDICAL SCHOOL CURRICULUM Under the guidance of a Curriculum Committee, headed by Dr. Arnold S. Relman, a number of important changes in the teaching program have been initiated. These have been concerned primarily with the integration of material previously taught.

On June 30, 1963, Dr. Chester S. Keefer retired as Wade Professor of Medicine and as of July 1, 1963 was appointed Special Consultant to the Six-year Program. This new position was made possible by a three-year grant from the National Fund for Medical Education. With his knowledge and skill devoted to this important area, Dr. Keefer's suggestions should prove most valuable.

RESEARCH The total figure for sponsored research at the Medical School for the reporting year was \$2,983,239.79. Not included in this figure is the sum of \$1,750,000 awarded to the Pediatrics Department for the establishment of a Clinical Research Center at Boston City Hospital.



It is still too early to discern the full impact of the Boston University Medical Center on the School of Medicine. However, it is already clear that overall planning made possible by the Center provides a tremendous increase in efficiency; today, no long-term plans for a medical school can proceed independently from those of a hospital — the dependence of one upon the other is indisputable. The smooth functioning and interaction of two previously independent but closely related units such as the Boston University School of Medicine and the Massachusetts Memorial Hospitals are greatly enhanced by a central administration. Furthermore, the establishment of a Center with its own Director and staff permits the Dean to concentrate his attention on academic matters.

SYDNEY S. GELLIS, M.D.

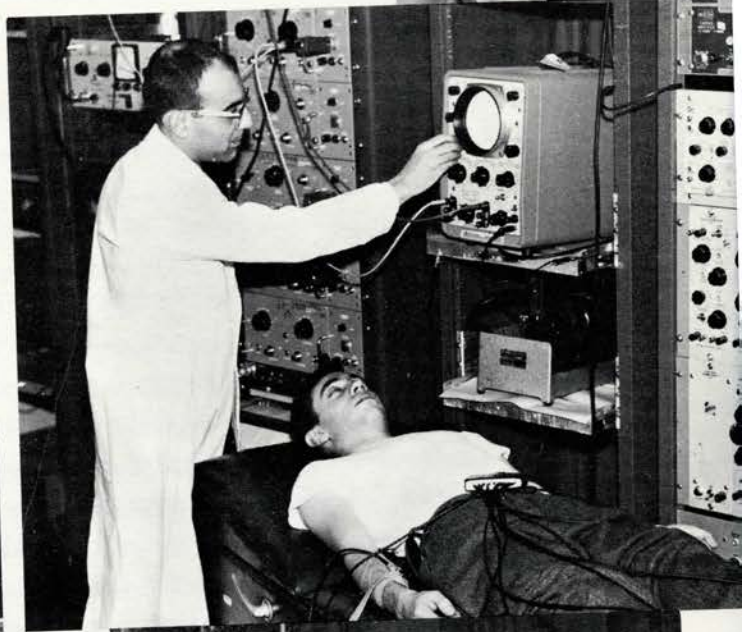
REPORT OF THE ADMINISTRATOR, MASSACHUSETTS MEMORIAL HOSPITALS

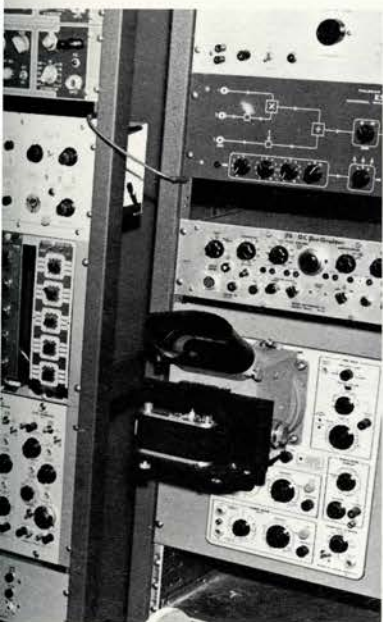
FOR the first time, a Hospital Report is being made for the same year as the Medical School to symbolize the reality of Boston University Medical Center and to make possible a single report for each Clinical Department with its unified but tripartite function of education, research, and patient care.

The patients who have come to the Hospitals seeking care and treatment for sickness or injury have been served with skill and dedication by physicians, nurses, and the many technical specialists which modern medicine and the modern hospital require. Many patients have taken the trouble to send notes of appreciation and gratitude. They have commended the kindness and personal attention given them in addition to the fine services of physicians and nurses. There have been complaints, also, but fewer in number. Each criticism is acknowledged after an investigation has been made and care has been taken to prevent a recurrence of the same problem.

The Medical Staff members have been faithful in the performance of their demanding and complex duties, maintaining high standards of patient care, expanding research activities and strengthening their educational programs. They have practiced and taught the "art of Medicine", in addition to keeping up with the rapid advances in medical science.







Nursing remains the most perplexing problem in the modern hospital as the demand for nursing services continues to grow and increase in complexity faster than the supply of nurses. As a step toward improving the nursing service, the Hospital has undertaken to work with the Boston University School of Nursing in the development of new programs of nursing service and education. During the year, the last class was graduated from the Hospitals' School of Nursing, a major break in tradition which the Alumnae have accepted with courageous and understanding loyalty. Miss Florence Flores, Director of Nursing, has been a pillar of strength during a difficult transition.

The Hospital is cooperating in the development of the Medical Center by making available personnel and services to the whole enterprise, the most significant of which has been the consolidation of Plant Operation and Maintenance under Mr. Herbert D. Klein.

The financial position of the Hospital has improved markedly as a result of economical operation and a continued level of good occupancy. Such a result bespeaks the effective teamwork of the many people who make the Hospital what it is.

Dr. Chester S. Keefer, to whom we are all greatly indebted, was advanced to the Consulting Staff at the end of the year and will continue to be actively engaged in the educational program of the Medical Center. Other staff changes include the resignation of Dr. Langdon Parsons as Head of the Division of Obstetrics and Gynecology, the appointments of Dr. Jerome H. Shapiro as Director of Radiology and Dr. Seymour A. Kaufman as Chief of the Radiology Service.

The Trustees, Incorporators, Aid Association members, and Volunteers have contributed much time and effort to the advancement of the Hospital. As we look forward to the creation of a new physical plant for the whole Medical Center, we trust that we shall continue to merit their confidence, their assistance and their support.

PHILIP D. BONNET, M.D.

EXCERPTS FROM REPORTS OF MAJOR PROFESSIONAL DIVISIONS

YEARS of research and planning by the Division of Surgery culminated in the opening in March, 1962 of the new Intensive Care Unit adjacent to the recovery and operating rooms on Evans 7. It has accommodations for nine

patients in full view of the central nursing station and contains the special equipment necessary to cope with any postoperative complication.

The Division of Surgery continues to participate intensively in the teaching of medical students and the training of interns and residents in postgraduate education. The new curriculum of the Boston University School of Medicine will place still greater demands upon the time of the Division and will necessitate increasing the number of faculty members.

REGINALD H. SMITHWICK, M.D.
Chairman, Department of Surgery, BUSM
Surgeon-in-Chief, MMH

The establishment by the Division of Medicine of the new Cardiological Laboratories with the latest electronic equipment on Evans 8 marks the beginning of a bio-medical unit for the Hospitals. Preliminary consideration has been given to the possible erection of a new building as an expansion of the facilities of Evans.

The close collaboration in teaching and training at Massachusetts Memorial Hospitals and Boston City Hospital services has been further refined. New courses in second-year medicine at the Boston University School of Medicine and an adaptation of third-year medicine to the new six-year program have been initiated. In addition to their work in the Outpatient Department, third-year students gain experience on the private service at Massachusetts Memorial Hospitals as well as on the open wards at Boston City Hospital.

ROBERT W. WILKINS, M.D.
Chairman, Department of Medicine, BUSM
Physician-in-Chief, MMH

The establishment by the Medical School of the Division of Health Conservation, which includes the Departments of Preventive Medicine, Rehabilitation Medicine and Industrial Medicine parallels the pattern established by the Hospitals in 1960. This reorganization has made possible greater emphasis on and expansion of research activities and graduate education.

The department has continued to utilize the Home Care Program as one of its essential teaching aids in undergraduate medical education. With the development of the six-year curriculum, the Departments of Preventive Medicine and Psychiatry have worked with the Departments of Sociology and Anthropology to evolve a new educational experience by linking the behavioral sciences in the liberal arts years with preventive medicine and psychiatry in the medical curriculum.

HENRY J. BAKST, M.D.

Chairman, Division of Health Conservation, BUSM
Director, Division of Health Conservation, MMH

The many projects of the Division of Psychiatry indicate steady progress on many fronts, including an increase of admissions to Robinson 3 and an earlier discharge of these inpatients. The Medical School teaching program and the residency training program were under constant review and many changes were made which improved their educational effectiveness. A major step towards the creation of the Mental Health Center was taken with the acquisition of the Armory by the State's Department of Mental Health.

BERNARD BANDLER, M.D.

Chairman, Division of Psychiatry, BUSM
Psychiatrist-in-Chief, MMH

The Department of Stomatology's activities included the widely-recognized and successful program of graduate and postgraduate dental education carried on by the staff in the expanding specialties of dentistry such as Periodontics, Orthodontics, Endodontics and Oral Surgery. This presaged the establishment at Boston University of the first School of Graduate Dentistry in the United States.

HENRY M. GOLDMAN, D.M.D.

Chairman, Department of Stomatology, BUSM
Chief, Department of Stomatology, MMH

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*Resigned as of January 1963

BOSTON UNIVERSITY MEDICAL CENTER

STATEMENT OF ANNUAL INCOME AND EXPENSE*

INCOME	MMH	BUSM ²	BUMC	TOTAL
Tuition — Patients' fees	\$4,800,063	\$ 437,627	\$	\$5,237,690
Less Patient Free Care and Adjustment	(1,202,405)	(—)		(1,202,405)
Net Tuition — Patients' fees	\$3,597,658	\$ 437,627		\$4,035,285
Endowment Income	413,209	115,517		528,726
Subsidy from Boston University		480,103		480,103
Gifts — Grants — Contracts	1,395,836	3,072,656		4,468,492
Other Income	308,000	14,521	107,825 ⁴	430,346
Transfer	(67,292) ¹			(67,292)
TOTAL INCOME	\$5,647,411	\$4,120,424	\$107,825	\$9,875,660
EXPENSE				
Administration and General	\$ 672,119	\$ 119,235	\$107,825 ⁴	\$ 899,179
Education and (Library)	7,892	674,036		681,928
Dietary — Buildings and Grounds	1,214,309	250,580		1,464,889
Patients	2,384,339			2,384,339
Research	1,257,854	3,034,859		4,292,713
TOTAL EXPENSE	\$5,536,513	\$4,078,710	\$107,825	\$9,723,048
<i>Net Before Depreciation</i>	\$ 110,898	\$ 41,714	—	\$ 152,612
Depreciation	(110,551)	—	—	(110,551)
Net Gain or (Loss)	\$ 347	\$ 41,714³	—	\$ 42,061

¹ Medical Center Costs of which \$13,380 was paid in MMH FY — 63, incurred in BU FY — 64

² Figures do not reflect final audit adjustments

³ Transferred to Six-Year Scholarship Fund

⁴ 50% MMH — 50% Boston University

* MMH Fiscal Year 10/1/62 — 9/30/63

BU Fiscal Year 7/1/62 — 6/30/63

February 10, 1964

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February 1964

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*Deceased February 11, 1964

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