

Boston University

OpenBU

<http://open.bu.edu>

BU Publications

BUMC Annual Reports

1964

Boston University Medical Center Annual Report: 1964-1965

<https://hdl.handle.net/2144/22237>

Boston University

“

a citadel of
healing, teaching
and research . . .

”

1964-65

Boston University Medical Center

“

We must make of our Medical Center
a citadel of healing, teaching, research,
and community responsibility, built on
the foundation of our present strengths.

”

LEWIS H. ROHRBAUGH

Director, Boston University Medical Center

Annual Report

1964-1965

BOSTON UNIVERSITY
MEDICAL CENTER

Boston University School of Medicine
Boston University School of Graduate Dentistry
University Hospital

The Boston University Medical Center embodies a three-pronged effort to prevent and to conquer disease through the highest level of care for patients both in and out of the hospital, through the training of doctors, nurses and others in allied health professions, and through wide-ranging medical research which seeks to unlock the mysteries of mankind's illnesses.

The Center was established in 1962, and its creation formalized close ties of long standing between two of its members — the Boston University School of Medicine and University Hospital (formerly Massachusetts Memorial Hospitals). In 1963 the Center expanded to include the new Boston University School of Graduate Dentistry, the first such school in the nation.

A mid-twentieth century phenomenon, a medical center seeks to bring into closer and more effective relation the interlocking activities of its members in a period of rising medical costs and increasingly specialized and technical medical practice and research.

Though the Center is in its infancy, two of its members lay proud claim to long traditions of service in medicine. The Boston University School of Medicine traces its origins to 1848, and has long been a courageous innovator in both raising the standards of medical education and adapting training to changing needs. University Hospital was established in 1855 and is known throughout the world, particularly for its work in cardiovascular diseases and in surgery. Its many highly specialized units and the skill of its trained personnel do not prevent the Hospital from concerning itself with the total needs of the patient. Hospital workers at all levels join nurses, doctors, social workers, and the Hospital chaplain to ensure the most pleasant as well as medically beneficial hospital experience possible. "Our attention to the patient," says one of the Hospital's leading physicians, "is an adventure in teamwork."

A major university can make no more serious commitment than its obligation to the health needs of mankind.

Boston University is understandably proud of its School of Medicine for its many years of dedication to the highest standards of medical education. Our School of Graduate Dentistry is making significant contributions to advanced professional training in its field. The uniting of the University Hospital with the School of Medicine and the School of Graduate Dentistry and the affiliation of other important hospitals are in the best tradition of medical affairs and provide increasing opportunity for education, research, and health services.

Boston University is proud of its contributions in this vital area of man's exploration and concern.

HAROLD C. CASE
President, Boston University

In my first year as Chairman of the Trustee Council of the Medical Center I have been singularly impressed with the enthusiasm and commitment of the Center family.

A medical center is charged with the highest human responsibility — healing the sick, training tomorrow's doctors and nurses, and waging an endless battle against disease. Our Center's achievements are impressive, and we may be justly proud of University Hospital and the Boston University School of Medicine for their long record of service to the community and their contributions to medical knowledge. We take pride too in our School of Graduate Dentistry which is creating new patterns in graduate dental education and providing highly skilled dental care through outpatient clinics.

In the reports that follow you may review some of the events that distinguished the 1964-65 year at the Center. It has been a good year, and I feel certain you believe with me that the Center has charted a firm course for its future.

GERHARD D. BLEICKEN

**Report from
the Chairman —
Trustee Council,
Boston University
Medical Center**

Mr. Bleicken is Executive Vice President of the John Hancock Insurance Company, and a Trustee of Boston University and the New England Economic Research Foundation.



**Report from
the Director,
Boston University
Medical Center**

This has been a pivotal year for the Medical Center, for it saw not only the continued successful operation of all Center programs, but the formulation and public announcement of our \$56 million Development Plan, outlining and providing for the Center's growth in the ten years ahead.

With each succeeding year of its operation, the Medical Center's programs become more clearly defined and its goals more readily attainable. We formally launched our campaign for development funds with an impressive press conference resulting in front-page coverage in the local newspapers. We prepared an attractive brochure for general distribution; appointed a campaign chairman, Mr. Hans H. Estin, and formed a Development Board; discussed our needs with a number of foundations, corporations, and individuals, and raised over \$2 million.

Concurrently, and generated by the successful launching of the development campaign, plans for the new programs and physical facilities moved forward rapidly. The assurance of a \$3.5 million matching grant from the federal government for a new Instructional Building, and \$850,000 for three additional floors to the Research Building for an Institute of Developmental Biology, stimulated the committees concerned with these structures to work closely with the architects in making final plans. Simultaneously efforts to provide a new structure for the School of Graduate Dentistry progress rapidly, and hopefully we shall soon be able to report on ground-breaking and construction activities.

Keeping pace with these developments, the Trustees of the Massachusetts Memorial Hospitals took the necessary steps to change the name of this institution to University Hospital, and followed with similar farsighted actions by approving early construction of a professional building to house doctors' offices, food services, motel accommodations, and parking; a new Evans building, and renovation of the present structure as a surgical wing for University Hospital; and erection of a temporary building to house programs and activities about to be dispossessed by construction, as well as research programs for which no space had been available.

Plans are in the final stages for a new Mental Health Center, to be located on Stoughton Street, financed by the Commonwealth of Massachusetts, and administered jointly by the State Department of Mental Health and the Medical Center's Division of Psychiatry.

Our Division of Psychiatry is also administering, with

Action for Boston Community Development and the Massachusetts Department of Public Health, a new nonresident center offering help and rehabilitation for the unattached homeless people of the South End. Special emphasis at this new center, for which a permanent location will be provided by the city's proposed urban renewal plan, will be placed on the alcoholic and the alienated, with attention to others with multiple social and physical problems.

Our Development Program also calls for the construction of a new Cancer Therapy and Radiation Research Center. A recent \$500,000 grant from the American Cancer Society will make possible the acquisition of a 42 Million Energy Volt Betatron, one of two in the world and the only one in the United States. We must raise \$350,000 for the Cancer Center's construction, and the funds may then be matched by the federal government.

Our building program has been carefully discussed with the Boston Redevelopment Authority, charged with the responsibility of administering the nation's second largest urban renewal program, and dovetails with the urban renewal plans in the South End. Since concern for our immediate neighborhood, as well as patients who come to us from around the world, plays a major role in our programs, we welcome the opportunity to aid the South End as we move forward.

During the year the Center formalized two new affiliations — Chelsea Naval Hospital and the United States Public Health Service Hospital in Brighton — thereby increasing the number of teaching facilities for our students, and bringing to our teaching areas able clinicians and investigators. The Affiliate Board held its second annual meeting in December, 1964, and the attendance and participation of representatives demonstrated a continuing and strengthened interest in the Medical Center.

Other Center programs have continued successfully. We provide on our campus for the education of those interested in fundamental research and in the teaching of the basic sciences. Boston University awards A.M. and Ph.D. degrees to these students enrolled in our Graduate Division of Medical Sciences.

Training in para-medical schools is also offered at the Medical Center, and programs are available for Dental Assistants, X-Ray Technicians, and Medical Technicians.

Our Center has close ties with many schools of Boston University, some of whose graduate and undergraduate

students receive part of their training on our campus. These include the Boston University School of Nursing, the School of Social Work, School of Theology, Sargent College, School of Education, and the School of Public Communication.

Thus the Center benefits not only from the integration of the facilities necessary for the practice and teaching of medicine, but as well from our close relations with a major university.

Mr. Jerome Preston, who served as Chairman of the Medical Center Trustee Council during its first two years of existence, this year resigned from that post, but continued his active participation as a Vice Chairman. His successor, Mr. Gerhard D. Bleicken, quickly manifested an enthusiasm for and an understanding of the Medical Center's programs and activities, and stimulated the participation of his fellow Trustee Council members. Mr. Henry W. Harding was elected a member of the Council.

This report is too brief even to summarize the manifold activities of Trustees, faculty, and staff who are moving forward steadily and thoughtfully to attain the goals laid down for the Medical Center; or to do more than gratefully acknowledge the loyalty and devotion of hundreds of employees, students, and volunteers who, by their day-to-day tasks, make possible warm and efficient care of our patients. Recognition must also be given to the hundreds of contributors whose generosity enables us to expand and strengthen our programs and facilities.

The forward thrust originating with the Center's creation in 1962 has brought us now to the threshold of an exciting new chapter in the 100-year histories of our hospital and medical school, and to a most promising beginning for our unique new School of Graduate Dentistry. By matching the excellence of its faculty, students, and staff with well-equipped modern facilities, the Boston University Medical Center will achieve its goal of the creation of a citadel of healing, teaching, research, and community responsibility, built on the foundation of our present strengths.



LEWIS H. ROHRBAUGH
*Director, Boston University Medical Center
Provost for Medical Affairs, Boston University
Executive Vice President, University Hospital*

It was with some trepidation and a deep sense of personal conviction that I accepted the Trustee Council's invitation to lead the Center's Development Campaign. The commitment the Center has made to its future is commendable and deserving of the widest possible community support; the time is now for the Medical Center's expansion and replacement of its aging physical facilities.

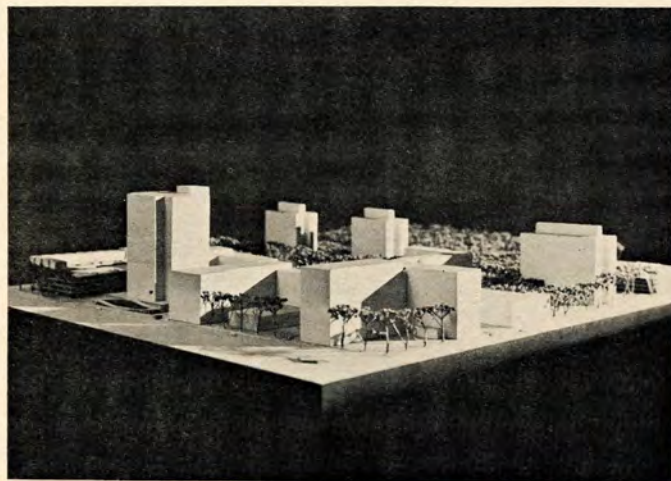
The architectural plans for the Center's growth are imaginative and have been designed with the utmost care. It is for us, members of the community which has for so long benefited from the Center's century of service, to ensure that this vital institution can continue to provide medical services of the highest quality.

Our initial efforts to tell the story of the Center's needs to the community have met with success, and we have enlisted the enthusiastic support of a number of distinguished leaders in the Greater Boston area and beyond.

To work with us in the task of interpreting the Center's needs to the community, we have formed a Development Board of medical and lay leaders.

Thus have we begun to attack the problem before us, and gratifying interest and support have resulted. I deem it a privilege to work for the future of this great Medical Center. I am confident that the community, which has taken so much from the Boston University Medical Center, will not fail now to rally to its support.

HANS H. ESTIN



**Report from
the General Chairman,
Development Council,
Boston University
Medical Center.**

Mr. Estin, a Boston investment specialist, is a Trustee of Boston University, Children's Hospital Medical Center, the Brookwood School, and the Institute of Contemporary Art, and a member of the Board of Overseers of the Boys' Clubs of Boston.



**Report from the Dean,
Boston University
School of Medicine**

In my first year as Dean I have been proud to share in the excitement generated here, for while the Boston University School of Medicine traces its origins to 1848, it is today witnessing what is possibly the most exciting period in its development.

We have this year made two outstanding additions to our faculty; announced plans for a badly-needed instructional building which will allow us to enlarge our classes from 72 to 96 students; named a distinguished physician, teacher, and administrator as Associate Dean to aid us in planning for our future needs; and seen our Six-Year Program students complete their fourth year with academic performance equivalent to that of students in our traditional program.

Two new appointments have been made which will add significantly to our faculty strength. Dr. Denis F. Hawkins was named as our first full-time Professor of Obstetrics and Gynecology to assume his duties as of July 1, 1965. A British physician with an extensive background in investigation and a Ph.D. as well as medical training, Dr. Hawkins will also serve as Chairman of this Division. Dr. Ephraim Friedman was appointed Professor of Ophthalmology and Chairman of the Department, and has already formulated plans for the expansion and renovation of our Eye Clinic, extending services to a 24-hour emergency basis. I have confidence that Dr. Friedman will provide for us a first-rate department in the teaching of medical students, training of house staff, and the conduct of an exciting research program in diseases of the eye.

We have this year established the position of a full-time Associate Dean and have been fortunate in enlisting the services of Dr. Henry J. Bakst, currently Chairman of the Division of Health Conservation. Dr. Bakst's intimate knowledge of our School's problems and potentialities and his concern that we maximize our opportunities make him an invaluable aid in this significant period in the School's history.

Dr. Leonard D. Osler, the British neurologist noted for his teaching, writing, and research, was named Assistant Dean of our School of Medicine, in charge of students. Dr. Osler is serving on a part-time basis, and has continued his activities in the Department of Neurology.

The inadequacy of our aging classrooms and laboratories will at last be remedied with the construction of the new Instructional Building and three additional floors for

the Research Building. The federal government has assured us of \$4.35 million which we must match with private funds; \$1.3 million of this was raised by July, 1965, but the remainder must be provided to match the government funds. We are confident that we shall soon reach our goal and see the breaking of ground for our long-needed classroom facility.

Our efforts this year have received support not only from the federal government, but from private foundations as well. The Richard King Mellon Foundation and the Avalon Foundation of New York each have awarded grants totaling \$200,000 to Boston University for the expansion of the Medical School faculty, and their assistance has made possible the establishment of full-time departments in Obstetrics and Gynecology and in Ophthalmology.

A number of problems are yet unsolved. When the new Instructional Building and the additional three floors to the Medical Research Building are constructed, we shall then have adequate classroom and laboratory space for our students, but our physical facilities will not be complete without the addition of a new library and a 500-seat auditorium. In the area of faculty, we must continually add to our strength, and we are proceeding to make new appointments in the Basic Science Departments, Pediatrics, and Preventive Medicine.

In the period ahead we must also find ways to provide more adequate financial aid for our students. Our limited resources make it difficult for us to continue to attract top-quality students who may be offered full or partial merit scholarships elsewhere, and it forces nearly two-thirds of our students to find night jobs to support themselves through their Medical School years. This is a highly undesirable situation, and must be remedied as quickly as possible by the development of adequate student scholarship funds.

This has been a significant year for the School of Medicine. We are confident as we move forward that the construction of new facilities and the continued addition of talented faculty members will allow us to maintain our place among the nation's leading schools of medicine.

FRANKLIN G. EBAUGH, JR., M.D.



**Report from the Dean,
Boston University
School of
Graduate Dentistry**

The School of Graduate Dentistry shares with the other members of the Medical Center a desire to establish a major health complex in the South End, ministering to the needs of all.

A major step toward making this goal a reality was the inclusion of a \$1,000,000 new building for the School of Graduate Dentistry among the list of priorities for the first phase of the Center's expansion program. By July, 1965 over \$300,000 has been raised through private contributions toward the fulfillment of this goal.

This new facility is sorely needed and will replace the present outmoded and inadequate classrooms, clinics and laboratories.

The School of Graduate Dentistry can look upon the present facilities, however, with a deep sense of pride and satisfaction, despite their inadequacies. The Outpatient Dental Clinic of University Hospital, staffed by students, faculty, and dental assistants of the School of Graduate Dentistry, handled over 15,000 patient visits during the past year. Housed in Talbot, a building over 100 years old, the Clinic is open to all, and sees every aspect of dentistry practiced within the narrow confines of its walls. The number of patients treated under these conditions is a fitting testimony to the dedication and competence of our faculty and students.

The School also utilizes the facilities of the Brookline Health Department, the Pediatric and Dental Sections of Beth Israel Hospital, and the Joseph P. Kennedy, Jr. Memorial Hospital for Crippled Children.

While in existence for only three years, the School of Graduate Dentistry, the only school of its kind in the nation, has enrolled students from across the country and from abroad. Fifty-four graduate dentists from 24 dental schools in 16 states and three countries entered the first-year class in September, 1965; they represent one-fifth of the applicants seeking admission.

A new building for the School of Graduate Dentistry is an important requirement if the School is to fulfill its aim to attract and teach more of the finest students, to heal all who are in need, to contribute to the increasing body of dental knowledge through research, and to continue to gather a distinguished faculty.



HENRY M. GOLDMAN, D.M.D.

**Report from
the Administrator,
University Hospital**

A year of transition and substantial progress has been completed, which promises that the second century in the history of the Hospital will be one of great and significant accomplishment. The record of the Hospital has been a fine one and the future looks even brighter than the past. Probably the most significant event during the past year was the legal change of name from Massachusetts Memorial Hospitals to University Hospital, a change ratified by the Secretary of the Commonwealth, Mr. Kevin White, on March 11, 1965. The decision to change the name was made only after the most careful and thorough consideration by the Trustees of the potential benefits and possible risks. Events have sustained the wisdom of the decision. Reactions have been uniformly favorable and the new name has become rapidly established. The title "University Hospital" identifies the long and close cooperation with Boston University in the care of patients, in research and in the education of physicians, nurses and other health service personnel, and more recently as a partner in Boston University Medical Center.

Plans for enlarging and modernizing the physical plant, a long recognized need, have advanced and matured substantially during the year, in large part because of the stimulation, enthusiasm and vision of Dr. Wilkins, Physician-in-Chief, Dr. Egdahl, the new Surgeon-in-Chief and Dr. Ebaugh, the new Dean. The architectural firm of Anderson Beckwith & Haible has been chosen to prepare plans for a new Evans Building which will for the first time provide a direct connection with Medical School buildings and a Physicians' Office Building. An exchange of equal parcels of land with the Department of Mental Health has been worked out to improve the siting of the Mental Health Center and to permit the new Evans building to be added at right angles to the end of the present Evans. This exchange of land will eliminate Stoughton Hall and the Power Plant. After careful consideration of current and future costs of steam and electricity, it has been decided to discontinue the Power Plant and purchase steam from Boston Edison in the Spring of 1966, as soon as a steam main can be brought to the Medical Center area.

When this first stage of development of Hospital facilities has been completed simultaneously with the construction of a new Instructional Building by the Medical School and enlargement of its Research Building, a new ambulatory patient building to replace the old Talbot, and a Radiation Research and Treatment Center will be

constructed. In addition, as part of the total plan of the Medical Center, there will be new buildings for the School of Graduate Dentistry, a medical library and auditorium, student and staff residences, and a new In-Patient Building. There are some omissions from the present over-all plan which should be overcome: namely, 1) a faculty-medical staff lounge and dining room, centrally located, for informal gatherings, entertainment of visitors, and social events; 2) a student union in close proximity to the "Faculty Club"; and 3) recreational facilities such as tennis courts, squash courts and swimming pool. The availability of recreational facilities would create opportunities for closer ties with people living in the neighborhood, by making it possible for neighbors to share the facilities.

In the meantime, until additional space becomes available, extensive efforts have been made to maximize the use of existing space and improve services. A new Radiation Therapy Unit was completed during the year and has been fully utilized since it opened. It appears that it may become necessary soon to operate two shifts each day — daytime and evening — to accommodate the demand. The Trustees authorized the modernization and automation of the two Collamore elevators. New offices have been created for the Surgical Department. Plans have been made to increase the number of beds on Collamore 6 and modernize that patient unit. Enlargement and improvements in the Diagnostic Radiology Department have been initiated. An enlarged Recovery Room is being created, and improved facilities for the Ophthalmology Department are in process.

The Joint Commission on Accreditation of Hospitals reviewed the Hospital's work in the Fall of 1964 and granted full accreditation for the maximum period of three years. Certain recommendations for improvement of services were made which are being studied and implemented by the Medical Staff Executive Committee.

Explorations of the development of a Computer Center were undertaken under the leadership of Dr. Wilkins, Physician-in-Chief. An application has been made for a grant to support the research use of a shared research and administrative computer program. An initial staff has been recruited to develop the appropriate computer programs and to assist in the orientation of personnel to computer use. Dr. Charles Nagy was appointed as the Director of the prospective Computer Center and, with his assistants, has already made substantial progress in preparing programs for use as soon as the computer itself is installed.

Problems of shortage of qualified personnel in many fields persist. Although an increased number of nurses is now on the staff, the Nursing Department continues to be understaffed in relation to the reasonable expectations of both patients and physicians. This is the area of greatest sensitivity and public awareness, but the same problem exists though in lesser degree in all positions requiring special qualifications. In an effort to overcome the shortages, recruitment has been intensified; salaries, wages, fringe benefits and working conditions have all been improved. The limitations of space, however, have prevented certain desirable improvements in working conditions and personnel facilities. The nurses and dietitians are especially to be commended for their courageous loyalty and dedication despite the handicaps of limited space.

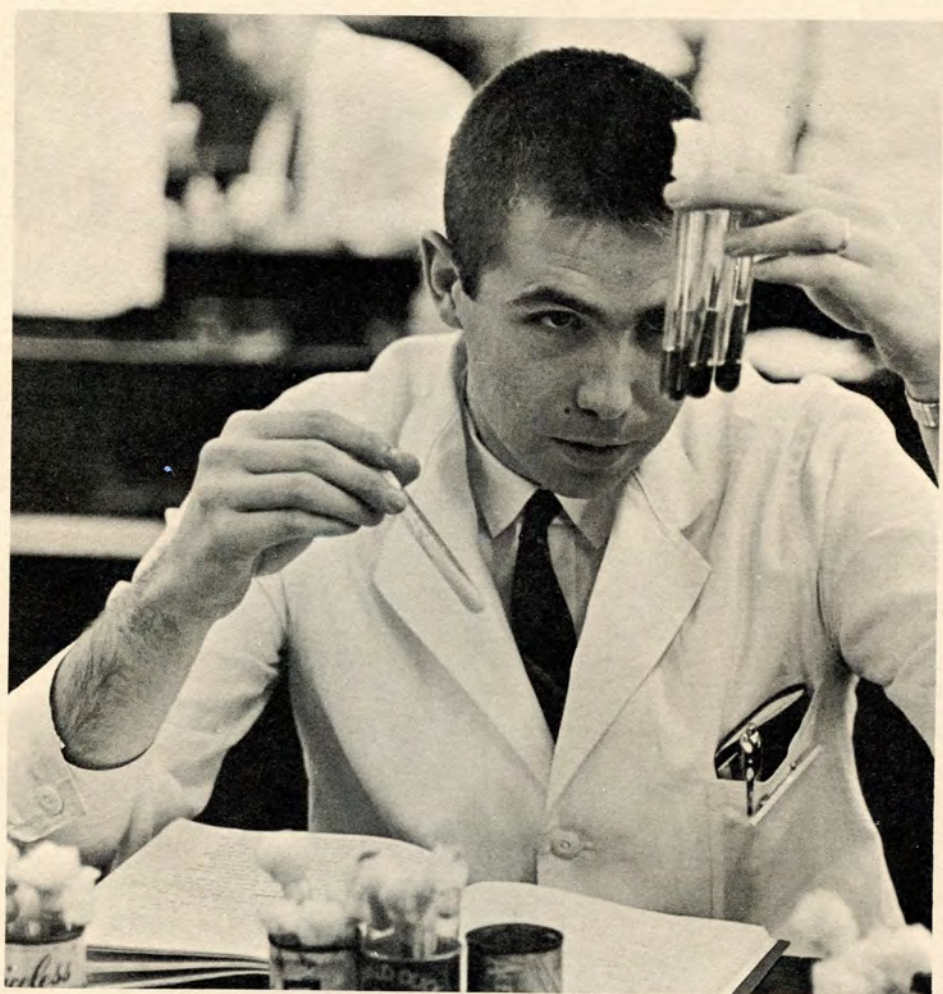
This annual report is necessarily limited only to the highlights of a very busy year of dedicated care of patients, hard work, major planning, expanding research and increasingly effective teaching. Every member of the medical staff, the Hospital departments, the Trustees, the volunteers, and the many other friends of the Hospital deserve recognition and commendation for their support and generous expenditure of energy on behalf of the Hospital and the Medical Center. I am especially grateful to Mr. Preston, the President; Mr. Hunter, the Treasurer; the Clinical Division Heads, and the members of the administrative staff.

The Hospital and I were honored by my being selected to serve as President-Elect of the American Hospital Association during the year past and as President in the coming year. This will be a demanding and challenging opportunity, especially in light of legislation to provide National Health Insurance for the Aged (Medicare), an important milestone in the evolution of our society.

Although change and progress are not always synonymous, the changes which have occurred during the past year have represented very major progress. It is anticipated that the coming year will see an acceleration of that progress and the initial realization of a new physical plant, worthy of the dedicated people who have served and are serving the Hospital and facilitating the fulfillment of the promise of the University Hospital of Boston University Medical Center.

PHILLIP D. BONNET, M.D.







**Highlights from
Medicine and
Surgery . . .**

**Report from the
Physician-in-Chief**

This year has been one of consolidation of the Division of Medicine and of planning for the new Evans Building, as well as continuation of research programs in a wide range of investigative areas. Founded in 1912, University Hospital's Evans Department of Clinical Research has been a pioneer institution in American medicine, and one of the first to conduct clinical investigations through a separate and distinct department. It now consists of 17 Sections, each addressed to a different categorical area of interest.

Among our new facilities this year is a four-bed Metabolic Research Unit with specialized dietary and nursing management. The unit is under the joint supervision of the Renal and Endocrinology Sections. Our new Section on Adult Infectious Diseases is now in its second year, and its research laboratory has been completely rebuilt and restaffed. The clinical usefulness of the Radioisotope Section in studying iron metabolism and body potassium has been increased by improvements of monitoring equipment in the "iron room." A joint study of emotion and pulmonary function in asthma is being conducted by a team composed of a psychiatrist, a pulmonary physiologist, and a biochemist. A new neuropathology laboratory has been established, and a program of original neurologic research has been launched.

Research has continued on experimental and clinical forms of hypertension and atherosclerosis, on heart metabolism and function, on kidney disease and endocrine function, and on gastrointestinal function and disease. Hematology has been relocated and re-equipped, and Dermatology and Arthritis Research have continued their strong investigative programs.

This year two of our doctors have been honored with posts of national and international importance: Dr. Franz J. Ingelfinger was elected President of the Inter-American Gastroenterological Association, and Dr. Charles A. Kane was elected President of the American Academy of Neurology.

Planning for the future focuses on the new Evans Building, and the architects are now interviewing the various Section Heads as to their needs. This new building undoubtedly will usher in a new era for the Division of Medicine and the Evans Memorial.

ROBERT W. WILKINS, M.D.
*Chairman, Division of Medicine
Boston University School of Medicine
Physician-in-Chief, University Hospital*

**Report from
The Surgeon-in-Chief**

We have continued this year the responsibility for the Boston University Surgical Services at both University Hospital and Boston City Hospital, and the existing training programs at these hospitals and at the Veteran's Administration Hospitals in Providence and Boston. We have extended our teaching programs to the Public Health Service Hospital, Brighton, and to the Chelsea Naval Hospital with excellent results.

Our surgical Grand Rounds are held weekly at Boston City Hospital and are attended by personnel from all of these hospitals. Grand Rounds have become a rallying point for the Surgical Division as a whole, and emphasis has been given to quality presentations.

The addition of several faculty members to the Division of Surgery has markedly enhanced our strength during the past year. We have been fortunate in the addition of Dr. John A. Mannick and Dr. Benjamin T. Jackson, two surgeons with wide experience in organ transplantation and surgery in the fetus, and Dr. James A. Bougas, an experienced cardiac surgeon. We anticipate expanding our efforts rapidly in the Boston area in both clinical surgery and research. Surgeons will work with Medical Center kidney specialists in the artificial kidney program for treating patients with severe kidney damage, and with the cardiac group in developing a program of cardiac surgery.

It is vital for our continued growth and development that we have expansion of our surgical facilities, both clinical and research, in the next few years. Our major problem in the immediate future will be stabilization of faculty positions and firming up of building plans so that we may develop and maintain a surgical program of major significance.

RICHARD H. EDGAHL, M.D.
*Chairman, Division of Surgery,
Boston University School of Medicine
Surgeon-in-Chief, University Hospital*

**Report from
the President,
University Hospital
Trustees**

Instead of a formal report let me this year turn to some of the questions I have been asked as a Hospital and Medical Center officer since the Medical Center was created formally in 1962.

“What is a ‘Medical Center’? Is it just another name for University Hospital and the Medical School? Why call it a Center? Is there really an identity for this complex?”

These are not frivolous questions, for a medical center defies easy explanation.

SERVING THE PATIENT

Let's begin with the patient. Most of our patients know the Medical Center's University Hospital as an institution offering the best of care with a great reserve of skills and equipment to meet the complicated and the unexpected. This year we admitted 7,250 patients in 14 services. Some have come to us from distant points, such as the recent dramatic flight of a youngster from Athens for open-heart surgery.

Patients know the Medical Center, too, through the Hospital's more than thirty Outpatient Clinics, designed to serve those needing medical care without hospitalization at a fee varying with the patient's ability to pay, with none turned away.

Each clinic is approaching its problems with imagination and consideration. The Psychiatric Clinic has eliminated lengthy waiting periods before patients can see a doctor by introducing flexibility into the scheduling of appointments. The traditional “fifty-minute hour” has given way to shorter appointments spaced perhaps at longer intervals to permit the physician to increase his patient load.

More than 55,000 patient visits were recorded this year in 34 Outpatient Clinics, and future expansion of physical facilities will enable the Clinics to extend even further their vital services.

Some of the Medical Center's neighbors in Boston's South End know it best through the Center's pioneering Home Medical Service, established more than 90 years ago. One of the Medical Center's most important programs, the Home Medical Service allows young doctors-to-be to gain vital experience in treating patients in their own environment. The service is also one of the Center's major contributions to the welfare of its immediate neighbors. More than 10,000 home visits were recorded during the 1964-65 year, all without charge to the patient.

Medical Center doctors are active also at neighboring Boston City Hospital, where our physicians are involved in a number of the hospital's services, and are responsible for more than 500 beds in that large 1,000-bed metropolitan hospital. More than 12,000 patients were admitted in Boston University Medical Center services during the year, and 19,618 outpatient visits were recorded during that period. A municipal facility, Boston City Hospital's services are run by the Medical Schools of Boston University, Harvard and Tufts, with each responsible for assigned medical and surgical services.

NURSING

Nursing care is of prime importance in our Hospital, for it is the nurse who works closely with the patient. In addition to their traditional responsibilities today's highly trained nurses are faced with the difficult task of keeping abreast of extremely sophisticated medical and technological innovations. Our specialized units contain a dizzying array of electronic equipment which must be monitored and interpreted largely by the nurse — who somehow manages to function as a junior engineer while providing the reassurance and warmth which is her strength. Around the clock her starched gentleness communicates to the patient that someone is close at hand who understands, who can help, who cares.

TRAINING TOMORROW'S DOCTORS

For the 280 medical students at the Boston University School of Medicine, the Center is a world in microcosm; not only a school, but a way of life. The student's education begins in the classroom and the laboratory, but is given the urgency of life itself when, in his third year, his training moves to the wards of University and Boston City Hospitals or one or more of the other affiliated hospitals. It has been said that medical students enter medical school interested in patients and emerge interested in disease; this accusation, often justified, is not made of Boston University Medical Center. Here the patient is viewed as a human being in need of medical treatment, and every effort is made to ensure that the patient's emotional as well as physical needs are met by his contact with Center personnel. Through the stimulus of an outstanding faculty, the student is encouraged to dig into problems and learn for himself as he will continue to do for the rest of his life. The Center's medical students are hard-working —

many must take night jobs to support themselves while in school — but their dedication to their chosen field, with its intellectual excitement and richly rewarding human contact, sustains them on their “36-hour shifts” and “8-day weeks.” Their education is central to the Medical Center’s existence; to it they bring the questioning vigor of youth, responding to and drawing out the best in their teachers.

The awarding of the M.D. degree is a milestone of course, but not an end. To the Medical Center each year come 130 interns, residents, and fellows to begin the next phase of their training. They become an essential part of University Hospital and Boston City Hospital, and under staff supervision begin the practice of medicine in the hospital’s wards. It is their devotion and energy which provide the essential 24-hour medical care throughout our Hospital.

PIONEERING IN GRADUATE DENTISTRY

Our Center is deeply rooted in tradition, yet constantly innovating on the frontiers of the health sciences. Our School of Graduate Dentistry is an integral part of the Center; its people are pioneers working in an area yet to be thoroughly developed by medical science — the inter-related disciplines concerned with the oral cavity in its entirety. This School’s students are dentists who come to us to gain further rigorous training to equip them to practice one of dentistry’s six specialties, to enter dental research, or to teach. In their crowded clinic, where highly specialized techniques are practiced literally in one room, the vitality and enthusiasm of these young doctors gives another dimension to the activities of our Center.

THE SEARCH FOR ANSWERS

Through medical research it is our responsibility not only to help those who suffer today, but to prevent in every way possible others from suffering tomorrow. Research is carried on throughout the Center by interdisciplinary teams in a wide variety of specialties.

Through their efforts we may one day prevent some forms of mental retardation, eliminate certain congenital heart conditions, learn to diagnose earlier many crippling illnesses, understand better the influence of the mother’s personality on juvenile development and adjustment, understand the process of aging. Our strong research programs create the exciting environment that attracts good teachers and good students, and helps to produce good doctors.

THE DOCTOR

It is the mature physician who shapes the character of the Medical Center. To the patient, he is the healer; to the student and house staff, the teacher. He is also a seeker after new knowledge, and his contributions to medicine often include those of the researcher as well. The Medical Center doctor is a man enamored of his profession and deeply involved with his patients and their medical problems. In contrast to the rest of us, he continues to work a week that has not shrunk noticeably in a generation.

As a healer, the doctor's home is the Hospital and Clinic. As a teacher, he moves through the Center's classrooms and laboratories and the Hospital wards. As a researcher — and the great teachers are invariably explorers of medicine's frontiers — he will be found in laboratories scattered through the Hospital and Medical School. Here we see the real meaning of our Center — its literal "centering" of the whole spectrum of medical activities — next door, across the street, around the corner. This "centering" achieves not only efficiency and communication, but also direction and discipline for the common purposes.

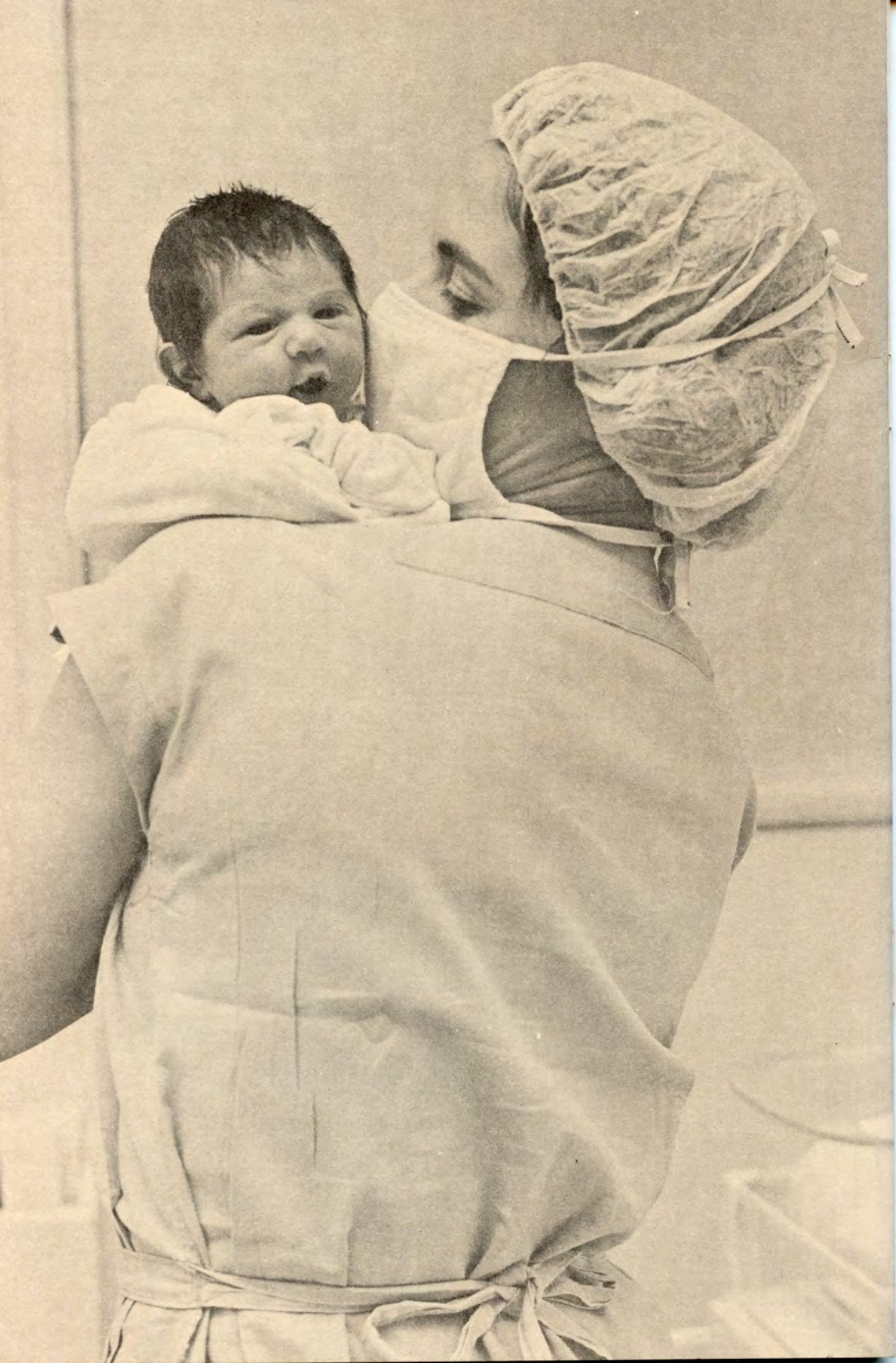
This is a long answer to a short question. It perhaps can be summed up as the hard breathing of a layman trying to keep up with the dedicated, wise, enthusiastic, and imaginative professionals who make up the Medical Center.

JEROME PRESTON



Jerome Preston, a Trustee of University Hospital for nearly forty years, is an investment manager in Boston. He is a Trustee of Boston University and of the World Peace Foundation, and a Vice President and Trustee of the Home Savings Bank. Mr. Preston assumed the Presidency of the Trustees of Massachusetts Memorial Hospitals in 1946, and served as Chairman of the Medical Center's Trustee Council when the Center was formed in 1962.





AFFILIATES

Boston City Hospital
Boston State Hospital
Robert Breck Brigham Hospital
Carney Hospital
Framingham Union Hospital
Huggins Hospital
Medfield State Hospital
Monadnock Community Hospital
Lemuel Shattuck Hospital
Douglas A. Thom Clinic for Children
United States Naval Hospital, Chelsea
United States Public Health Service Hospital
(Brighton Marine)
Veterans Administration Hospital, Boston
Veterans Administration Hospital, Brockton
Veterans Administration Hospital, Providence, R. I.

THE BOSTON UNIVERSITY MEDICAL CENTER

Lewis H. Rohrbaugh, Ph.D., *Director*
Elizabeth R. Carson, *Assistant to the Director*
Milton Kosen, *Development Officer*
William D. Brown, *Public Relations Officer*
Robert N. Jordan, *Business Officer*
Herbert D. Klein, *Plant Superintendent*

BOSTON UNIVERSITY SCHOOL OF MEDICINE

Franklin G. Ebaugh, Jr., M.D., *Dean*
Henry J. Bakst, M.D., *Associate Dean*
Leonard D. Osler, M.D., *Assistant Dean*

DEPARTMENTS OF INSTRUCTION

<i>Anatomy</i>	William C. Barrett, Jr., Ph.D.
<i>Biochemistry</i>	F. Marott Sinex, Ph.D.
<i>Dermatology</i>	Herbert Mescon, M.D.
<i>Medicine</i>	Robert W. Wilkins, M.D.
<i>Microbiology</i>	Edgar E. Baker, Ph.D.
<i>Neurology</i>	Charles A. Kane, M.D.
<i>Obstetrics & Gynecology</i>	
	Denis F. Hawkins, Ph.D., M.B., B.S.
<i>Ophthalmology</i>	Ephraim Friedman, M.D.
<i>Orthopedic & Fracture Surgery</i>	
	Kenneth Christophe, M.D.
<i>Otolaryngology</i>	M. Stuart Strong, M.D.
<i>Pathology</i>	Stanley L. Robbins, M.D.
<i>Pediatrics</i>	Robert Klein, M.D.
<i>Pharmacology & Experimental Therapeutics</i>	
	Edward W. Pelikan, M.D.
<i>Physiology</i>	Earl R. Loew, Ph.D.
<i>Preventive Medicine</i>	Henry J. Bakst, M.D.
<i>Psychiatry</i>	Bernard Bandler, M.D.
<i>Radiology</i>	Jerome H. Shapiro, M.D.
<i>Stomatology</i>	Henry M. Goldman, D.M.D.
<i>Surgery</i>	Richard H. Egdahl, M.D.
<i>Urology</i>	George Austen, Jr., M.D.

BOSTON UNIVERSITY SCHOOL OF GRADUATE DENTISTRY

Henry M. Goldman, D.M.D., *Dean*

<i>Endodontics</i>	Herbert Schilder, D.D.S.
<i>Oral Pathology</i>	Henry M. Goldman, D.M.D.
<i>Oral Radiology</i>	Merrill I. Feldman, D.M.D., M.D.
<i>Oral Surgery</i>	Kurt H. Thoma, D.M.D.
<i>Orthodontics</i>	Herbert I. Margolis, D.M.D.
<i>Pedodontics</i>	Spencer N. Frankl, D.D.S.
<i>Periodontics</i>	Bernard S. Chaikin, D.M.D.
<i>Prosthetic Dentistry</i>	Leo Talkov, D.M.D.

As of January, 1966

UNIVERSITY HOSPITAL

Nelson F. Evans, *Administrator*
John F. Mullett, *Assistant Administrator*
Geoffrey G. Jackson, *Assistant Administrator*

CHIEFS OF SERVICE

<i>Medicine</i>	Robert W. Wilkins, M.D.
<i>Surgery</i>	Richard H. Egdahl, M.D.
<i>Thoracic Surgery</i>	John W. Strieder, M.D.
<i>Obstetrics and Gynecology</i>	
	Denis F. Hawkins, Ph.D., M.B., B.S.
<i>Psychiatry</i>	Bernard Bandler, M.D.
<i>Health Conservation</i>	Henry J. Bakst, M.D.
<i>Anesthesiology</i>	Ernest A. Sneddon, M.D.
<i>Dermatology & Genito-Infectious Diseases</i>	
	Herbert Mescon, M.D.
<i>Neurology</i>	Charles A. Kane, M.D.
<i>Obstetrics</i>	Archie A. Abrams, M.D.
<i>Ophthalmology</i>	Ephraim Friedman, M.D.
<i>Orthopedics</i>	Kenneth Christophe, M.D.
<i>Otolaryngology</i>	M. Stuart Strong, M.D.
<i>Outpatient Services</i>	Edward G. Dreyfus, M.D.
<i>Pathology</i>	Ira Gore, M.D.
<i>Rehabilitation & Physical Medicine</i>	
	Murray M. Freed, M.D.
<i>Radiology</i>	Jerome H. Shapiro, M.D.
<i>Stomatology</i>	Henry M. Goldman, D.M.D.
<i>Urology</i>	David B. Stearns, M.D.
	George Austen, Jr., M.D. (Director)

As of January, 1966

BOSTON UNIVERSITY TRUSTEES

Shields Warren, *Chairman*

J. Mark Hiebert, *Vice Chairman*

Vincent P. Clarke, *Secretary*

Hans H. Estin, *Assistant Secretary*

Margaret H. Merry, *Assistant Secretary*

H. Frederick Hagemann, Jr., *Treasurer*

Robert N. Jordan, *Assistant Treasurer*

Robert F. Moser, *Assistant Treasurer*

Harold C. Case, *President*

Thomas Allsopp

O. Kelley Anderson

J. Lee Bausher

Gerhard D. Bleicken

Edward W. Brooke

Paul F. Clark

Prescott C. Crafts, Jr.

Albert V. Danielsen

Deane C. Davis

J. Newton Esdaile

Jose A. Ferré

Daniel J. Finn

Peter Fuller

William E. Hamilton

Ernest Henderson

Robert C. Johnson

Edward M. Kennedy

Harold Krensky

Robert C. Linnell

Richard B. Lombard

Augustus P. Loring

Daniel L. Marsh

James K. Mathews

James B. McIntosh

Arthur G. B. Metcalf

Stephen P. Mugar

Arthur R. Murphy, Jr.

Katherine B. Oettinger

Thomas A. Pappas

John S. Perkins

Jerome Preston

George Sherman

William B. Snow

Dewey D. Stone

H. Hughes Wagner

Esther Z. Weltman

Mark C. Wheeler

Vincent C. Ziegler

HONORARY TRUSTEES

Howard D. Brewer

F. Nelson Bridgham

Augusta F. Clark

Francis C. Gray

Harold D. Hodgkinson

Ralph Lowell

Joseph Earl Perry

Emma Fall Schofield

George F. Wright

As of January, 1966

UNIVERSITY HOSPITAL TRUSTEES

Jerome Preston, *President*

Lewis H. Rohrbaugh, *Executive Vice President*

Paul F. Hellmuth, *Vice President*

Louis J. Hunter, *Treasurer*

Elwood T. Dickinson, *Assistant Treasurer*

Bailey Aldrich, *Secretary*

Nelson F. Evans, *Assistant Secretary*

*Herbert A. Abramson

Henry J. Bakst

Bernard Bandler

Benjamin H. Bristol

Daniel L. Brown

John F. Cogan, Jr.

*Charles E. Dockser

Clifton H. Eaton

Richard H. Egdahl

Denis F. Hawkins

James F. Hunnewell

*Louis Mastrangelo

James W. Moss

*John T. Padden

Stephen Paine

Wallace L. Pierce

Jerome Preston, Jr.

George Sherman

Benjamin J. Shoolman

*A. Raymond Tye

Ernest F. Stockwell, Jr.

Mrs. Harborne W. Stuart

Mrs. Peter A. Wick

Robert W. Wilkins

* State Trustees (Appointed by Governor, 3-year terms.)

BOSTON UNIVERSITY MEDICAL CENTER

Lewis H. Rohrbaugh, *Director*

TRUSTEE COUNCIL AND BOARD OF TRUSTEES

BOSTON UNIVERSITY MEDICAL CENTER

BOSTON UNIVERSITY MEDICAL CENTER, INC.

Gerhard D. Bleicken, *Chairman*

John S. Perkins, *Vice Chairman*

Jerome Preston, *Vice Chairman*

Hans H. Estin, *Secretary*

Louis J. Hunter, *Treasurer*

Elwood T. Dickinson, *Assistant Treasurer**

Robert F. Moser, *Assistant Treasurer**

Bailey Aldrich

Richard P. Chapman

Bradley Gaylord

Eli Goldston

Henry W. Harding

Paul F. Hellmuth

James B. McIntosh

Sidney R. Rabb

George Sherman

Vincent C. Ziegler

* For Boston University Medical Center, Inc. only

As of January, 1966

BOSTON UNIVERSITY MEDICAL CENTER
STATEMENT OF ANNUAL INCOME AND EXPENSE*

<i>Income</i>	UH	BUSGD	BUSM	BUMC	TOTAL
Tuition — Patient Fees	\$5,762,795	\$137,609	\$ 486,689	\$	\$ 6,387,093
Less Patient Free Care and Adjustment	1,295,181)	(—0—)	(—0—)		(1,295,181)
Net Tuition — Patient Fees	\$4,467,614	\$137,609	\$ 486,689		\$5,091,912
Endowment Income	489,646	—0—	125,248		614,894
Subsidy from Boston University		—0—	510,000 ³		510,000
Gifts — Grants — Contracts	1,985,034	83,565	3,605,339		5,673,938
Other Income	510,603	—0—	12,308	135,483 ⁴	658,394
Total Income	\$7,452,897	\$221,174	\$4,739,584	\$135,483	\$12,549,138
 <i>Expense</i>					
Administration and General	\$ 794,631	\$ 42,709	\$ 187,266	\$135,483 ⁴	\$1,160,089
Education and Library	9,111	74,102	744,226		827,439
Dietary — Buildings and Grounds	1,523,038	482	221,393		1,744,913
Patients	3,126,407	—	—		3,126,407
Research	1,765,958	83,565	3,513,458		5,362,981
Medical Center	66,264 ¹	—	—		66,264
Total Expense	\$7,285,409	\$200,858	\$4,666,343	\$135,483	\$12,288,093
Net Before Depreciation	\$ 167,488	\$ 20,316	\$ 73,241	\$ —0—	\$ 261,045
Depreciation	(166,669)	—0—	—0—	—0—	(166,669)
Net Gain (Loss)	\$ 819	\$ 20,316²	\$ 73,241²	\$ —0—	\$ 94,376

* BU Fiscal Year 7/1/64—6/30/65.
UH Fiscal Year 10/1/64—9/30/65.

¹ BUMC costs paid in UH FY-65.

² Transferred to Dean's Reserve Account.

³ Adjusted from \$525,000 due to transfer of Income and Expense of Graduate Division of Medical Sciences.

⁴ 50% Boston University — 50% University Hospital.

