



*William Tate Graham, M.D.  
Founder*

# Crippled Children's Hospital

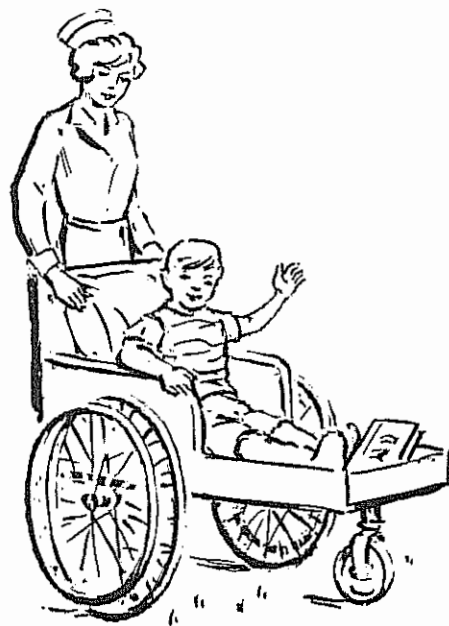
Richmond, Virginia

*The First Sixty Years*

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by MARJORIE BRANNER ADAMS

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*Published by  
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Richmond, Virginia  
through the generosity of  
Kappa Delta Sorority  
1979*

## DEDICATION

**T**HIS HISTORY IS DEDICATED

- to . . . the memory of Dr. William Tate Graham, Virginia's pioneer orthopedic surgeon, whose medical skill and compassion made possible the beginning and growth of the Crippled Children's Hospital;
- to . . . Major and Mrs. James H. Dooley who provided the original buildings for this institution and a large portion of its endowment; and
- to . . . the veritable army of physicians, benefactors, volunteers, and staff who have given of themselves to make this hospital a haven of hope for physically handicapped children.

## FOREWORD

AT the annual meeting of the Board of Managers of Crippled Children's Hospital in February, 1970, Mrs. Belle H. Ullman, a member of the Board, asked, "Just exactly how old is Crippled Children's Hospital, anyway?" (On several occasions, Mrs. Ullman had stated that she had been active in work with crippled children for over fifty years.) As recording secretary, I volunteered to find the answer to her question. Some investigation would be required, since the several brief historical accounts I had seen from time to time had a number of discrepancies, including the dates of the beginning of the work.

I had served as Kappa Delta Sorority's representative to the Board of Managers from 1946-1953 and had been elected to membership on the Board in 1948. Through the years, I had served in various capacities including that of president from 1953-1955. This was not the first time that my curiosity had been aroused regarding details of the hospital's origins.

An investigation revealed that the Certificate of Incorporation of Crippled Children's Hospital was signed on April 28, 1920. Since several years elapsed between the beginning of free care for needy crippled children in Virginia and the incorporation of the hospital, Mrs. Ullman, an early volunteer in this field, undoubtedly had been involved for over fifty years. The golden anniversary of the official founding of the hospital was at hand. Without Mrs. Ullman's question, that milestone would probably have passed without observation, and this history would not have been written.

Delving into the minutes and early records of the first secretary, Miss Hattie Belle Gresham, and examining the brief historical accounts written from time to time prompted the thought that perhaps the appropriate time had arrived not only to look in some detail at the past, but also to bring the history up to date. Heretofore this information could be found only by searching the records and mementos tucked away in a closet at the hospital.

Therefore, the following history was started in 1970 in commemoration of the golden anniversary—fifty years since the incorporation of Crippled Children’s Hospital in 1920 and fifty-three years since the first free clinic for polio victims held by Dr. William Tate Graham in 1917. The publication date attests that the writing has been spasmodic, being set aside for long periods, until the span of time included in this history has stretched to sixty years (1917-1977). The manuscript was completed in 1978—fifty years since the formal opening of Crippled Children’s Hospital at the 2924 Brook Road location in 1928.

A valuable resource was a pamphlet printed in 1924 and entitled: “History of the Beginning, Activities, and Needs of the Crippled Children’s Hospital—Richmond, Virginia.” Additional facts and biographical material concerning Dr. Graham, founder of the hospital, were taken from the address delivered by Dr. James T. Tucker at the presentation of Dr. Graham’s portrait on March 19, 1953. Other information was gathered primarily from the minutes and reports of the Board of Trustees and the Board of Managers. A debt of gratitude is owed to all the secretaries of these two Boards who so faithfully recorded their minutes.

I wish to thank Mr. Clarence F. Cauble, administrator, for his complete cooperation, and Mrs. H. Godwin Jones, Mrs. Robert L. Rand, Jr., Mrs. Virgil R. Goode, and Mrs. Martin Markowitz, presidents of the Board of Managers, for their patience and persistent encouragement. I am grateful to Mrs. Goode for additional help; to the many members of the staff who had a part in bringing this project to completion; and particularly, to Mr. Stan Barnhill, administrative assistant, for his extremely helpful editorial advice. But most of all, I am indebted to my husband, Edward Reeves Adams, for his sympathetic support of my endeavor. I am also extremely grateful to my sorority, Kappa Delta, which financed this publication.

The impossibility of including the names of all those who have contributed substantially to this hospital is a source of real regret. However, I have recorded some early donations which helped to establish the hospital and subsequent support from organizations which have aided consistently in the work. I also have recorded other gifts which I felt were particularly generous or appealing and a sprinkling of the activities of volunteers and hospital personnel. These, I hope, will represent all the contributions of the past and will inspire others in the future.

M. B. A.

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*Chapter I*  
**THE EARLY YEARS**

**A**N institution does not suddenly materialize, but rather, it evolves through the influence of specific circumstances and needs. So it was with the Crippled Children's Hospital in Richmond, Virginia.

One of the circumstances influencing this hospital's development was the budding of orthopedic surgery. Before the advent of operative orthopedics, only manipulative procedures, splints and braces, lent support to weak and twisted bodies. But early in the twentieth century at the medical center in Boston, Massachusetts, pioneers were blazing trails using orthopedic surgery to correct many crippling conditions. (At that time, "orthopaedic" was the preferred spelling of this word derived from the Greek words for "straight" and "child".)

Any consideration of work with crippled children in Virginia must begin with Dr. William Tate Graham, the first physician in the state to devote himself completely to orthopedic surgery.

Born on July 30, 1873 at Cedar Run near Graham's Forge in Wythe County, Virginia, Dr. Graham attended Hampden-Sydney College and the University of Virginia where he received his doctorate and where he remained for a few years as associate professor of anatomy. He acquired a wealth of skill in the dissecting room, and his knowledge of human anatomy was a source of inspiration to those who studied under him. However, he was compelled to interrupt his career and return to his home when his father died in 1896. But a decade later, he could be found in Boston, Massachusetts, specializing in orthopedic surgery. Dr. Graham returned to Virginia in 1913, armed with the knowledge gained through his experiences and associations in Boston. He established himself in Richmond with his residence in the Westmoreland Club at Sixth and Grace Streets and his office at 214 East Franklin Street.

At about this time, a crisis developed when a dread disease raged in epidemic proportions. Even today the mention of the word "epi-

demio" generates fear. In 1916 the fear of poliomyelitis, the "great crippler", spread throughout the eastern United States. In Virginia the number of cases mounted steadily in late summer, leaving a toll of dead or crippled victims, most of them children, and so the disease was also called infantile paralysis. Scientists believe that people have suffered from poliomyelitis since ancient times. An epidemic of polio occurred in some region of the United States almost every year after the beginning of the twentieth century until the disease was brought under control in mid-century by the Salk and later the Sabin vaccines.

Records of the State Department of Health reveal that in Virginia, "the epidemic" occurred in 1916 and 1917. An average of 41 deaths resulted from polio during the years 1913, 1914, and 1915, but in 1916, (the fiscal year running from October, 1915 through September, 1916) 68 deaths and 222 cases were recorded. In the following year, 1917, the disease raged again, leaving 66 dead in the state and many invalid, but the toll diminished to 19 deaths in 1918. The epidemic, which had begun in New York and spread along the eastern seaboard during the first half of the decade, had subsided, but polio was to remain a threat for many years to come.

What of the hundreds of victims left handicapped by this disease? And what was the hope of other children crippled by birth defects, accidents, or other diseases? The families of many of them knew nothing of orthopedic surgery and could not have afforded the long and costly treatment if they had known of it. And so, during the epidemic years, nurses of the Instructive Visiting Nurses' Association (I.V.N.A.) on their daily rounds encountered an ever increasing number of afflicted children. Their situation seemed hopeless.

These then were the circumstances, and the need for help or even hope was very real when in April of 1917 Miss Nannie J. Minor, superintendent of the I.V.N.A., decided to call on Dr. William Tate Graham for advice. Instead of advice, she received the dedicated services of Dr. Graham himself and all the resources he could muster to meet the crisis.

Dr. Graham volunteered the use of the basement of 214 East Franklin Street for an outpatient clinic and donated his professional services. Within a week the clinic was in operation, furnished with

two plain pine tables, a few chairs, and three patients. A short time later a visitor to the clinic wrote the following description:

"I never saw anything so democratic as that clinic in Dr. Graham's office. Mothers, white and colored, brought their children and sat together side by side while the children were placed on the table for treatment, literally foot to foot, so crowded was the space. It seemed as if the day of miracles had returned, for many a child brought in its father's arms, never having walked, was 'ere long, with the aid of braces, walking everywhere. Behind Dr. Graham and Miss Minor stood and worked, day in and day out, the I.V.N.A. nurses. What a wonderful subject was this for the brush of some artist, this little clinic in a basement, knowing neither race, religion nor creed, and open to every mother, every father, every little afflicted child, without money and without price."

Mrs. William Waller Morton, president of the I.V.N.A., appointed Mrs. Henry P. Carrington of that Board as chairman of a committee to coordinate the work of the I.V.N.A. nurses assisting with the clinic.

In less than six months, the little clinic was caring for more than eighty children, and it was clear that larger quarters were imperative. Arrangements were made to accommodate the work in the outpatient department of the Medical College of Virginia. Surgery was done at the old Memorial Hospital at Twelfth and Broad Streets, and patients requiring hospital care were treated there. Sheltering Arms Hospital and Retreat for the Sick, both located at that time in the vicinity, also opened their doors to these patients.

In the meantime, the second year of the epidemic, 1917, had taken its toll, and letters of distress were received from parents of afflicted children in other parts of the state. They had heard of the work being done in Richmond and were asking if help might be available to them. Additional measures were clearly necessary to meet the emergency.

Therefore, in 1918 the aid of Captain W. W. Baker, member of the House of Delegates from Chesterfield County, was enlisted to introduce in the General Assembly a bill appropriating \$10,000 annually for two years to the Virginia State Board of Health for the treatment of crippled children. Dr. Ennion G. Williams, Commissioner of the State Department of Health, Dr. Graham, and Miss Minor appeared before the committee appointed to consider the

bill. The committee unanimously endorsed the bill which was subsequently adopted by the General Assembly. Certainly the fact that Dr. Graham had agreed to donate his professional services swayed a committee of the State Board of Health to expend the appropriation in Richmond, and thus assist in the work already established at Memorial Hospital, rather than accept a proposal from the University of Virginia. This was the beginning of the continuing liaison between the State Board of Health, the State Department of Health, and the work which was to grow and become the Crippled Children's Hospital.

The appropriation encouraged all involved, including Mrs. W. W. Morton, president of the I.V.N.A., who conveyed her feelings to Dr. Graham. He replied as follows:

April 24, 1918

Mrs. W. W. Morton  
920 W. Franklin Street  
Richmond, Va.

Dear Mrs. Morton:

I wish to thank you for your note about the orthopedic hospital. I am very glad that the State Board of Health decided to locate it in Richmond, and I am very much gratified that I am to be connected with it. Your interest, and that of the other good women who are interested in work of this kind, is certainly a very desirable and very valuable asset. We want all the help and encouragement we can possibly get, and I am sure that before long we may be calling on you for help and advice in many ways. It is very kind of you to offer your services and those of the I.V.N.A. I feel that too much credit cannot be given the I.V.N.A. for the accomplishment of this purpose here in the state of Virginia. Without their help the establishment of a clinic here in Richmond would have been long delayed, slow of development, and much more difficult of management. Their generous cooperation, advice, and help along many lines did much toward making it possible at this time, and I am very grateful to every one connected with it for what has been accomplished through this organization.

With best wishes, I remain

Very sincerely yours,



With the assurance of financial support, two wards in Memorial Hospital were devoted to crippled children. The first patients were admitted to these special wards in July, 1918.

During that year there were 93 patients treated, 72 white and 21 colored. Patients able to do so paid one dollar a day for hospital service. There were 461 such days paid for out of a total of 7,293 hospital days. During the same period there were 200 surgical operations performed by Dr. Graham. Free medical service was rendered these children by Dr. McGuire Newton, and X-ray work was done by Dr. A. L. Gray. The outpatient work was continued as formerly. No doctor would accept compensation for service.

It was soon apparent that the appropriation from the legislature was quite inadequate to meet the need. Therefore, a meeting was called on June 27, 1919 at the old University Club "to discuss the need for a hospital for crippled children in Virginia and to decide upon the organization of a society for raising funds for such a hospital." Mr. Wyndam Meredith presided, and in attendance were Dr. William T. Graham, Dr. Ennion G. Williams, Dr. Stuart McGuire, Dr. McGuire Newton, Miss Nannie Minor, Captain W. W. Baker, Messrs. John Miller, Jr., Isaac Marcuse, Alvin Smith, Henry Litchford, Miss Lizzie Boyd, Miss Mary Boyd, Miss Hattie Belle Gresham, Mrs. B. B. Munford, Mr. and Mrs. J. Luther Moon, Mr. and Mrs. Waller Morton, and Mr. and Mrs. George F. Vose.

Dr. Williams informed them of the work on the two orthopedic wards at Memorial Hospital and explained the support derived from the state. Dr. Graham showed stereopticon pictures of crippled children before and after treatment, vividly illustrating how orthopedic surgery and scientific care could transform invalids into useful and self-supporting citizens. He also noted that there were several thousand crippled children in Virginia, without medical aid, who needed and should have "a chance to help in the world's work."

All who spoke at that meeting stressed the need for a special hospital with open space, fresh air, and sunshine to speed the recovery of the patients, and everyone present agreed to help raise the necessary funds. A committee was appointed to organize a society for the promotion of a hospital in Richmond for needy crippled children of Virginia and to plan a fund raising campaign.

When this committee met on July 21, with Dr. Williams presiding, the need for an initial goal, the purchase of a site, took



precedence over the formation of the society. Arrangements were made to meet the very next day at "Hermitage", the Jonathan Bryan estate, which was for sale and might be suitable for conversion into a hospital. The members of the committee were enthusiastic about this property and appointed Dr. Graham and Dr. Williams to consult the architect, Mr. Charles M. Robinson, to determine if the house could be altered to meet their requirements.

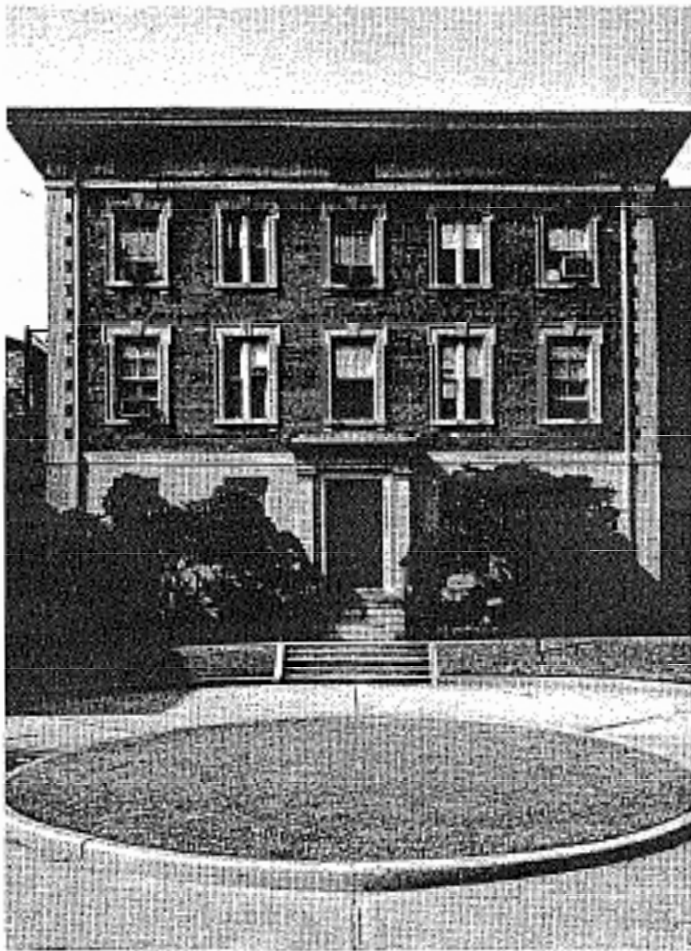
At the third meeting of the committee, on August 23, 1919, Dr. Graham reported that in all probability, the Bryan home, offered for sale at \$42,500, could be converted into a fifty-bed hospital. But the committee felt that it could not proceed to promote the establishment of such a hospital without some idea of the cost to

convert the residence, as well as data concerning equipment, maintenance, and operating expenses. To aid in gaining this information, Dr. Graham agreed to visit hospitals for crippled children in Boston, Pittsburgh, Atlanta, and elsewhere. He reported his findings in November, advising against buying the Bryan estate, "as it was too far from a (street) car line and had other disadvantages." After seeing other children's hospitals, Dr. Graham apparently realized the tremendous advantage of a building designed specifically for this purpose. At any rate, the committee changed its course, turning attention to its original purpose, the forming of an official organization.

The name "Crippled Children's Hospital" was chosen for the hospital and the organization governing it, both to be free of state control. Mr. Wyndam Meredith offered to get the charter, and a committee was appointed to assist him. First, it was necessary to secure a president. Mr. H. Watkins Ellerson, president of the Albemarle Paper Company, accepted this office through the efforts of Mr. John M. Miller, Jr., president of the First and Merchants National Bank. In addition, Mr. Miller agreed to serve as vice-president. Miss Hattie Belle Gresham was named secretary and Mr. Henry Litchford, treasurer. The charter was signed by these officers together with Dr. William T. Graham, Dr. Ennion G. Williams, and Capt. W. W. Baker on April 28, 1920. The certificate of incorporation was recorded by the State Corporation Commission on April 30, 1920. The purposes of the corporation were stated as follows: "To conduct a charitable and benevolent organization in which no capital stock is required or to be issued, and for that purpose to acquire, lease, purchase, hold, erect, and maintain, without any view to profit, an institution for crippled children where treatment both medical and surgical can be rendered children suffering from any disease not contagious or from any malformation of body or limb; to conduct a school for such children where training both vocational and academic may be supplied, and for all other objects usually carried on by a home or hospital of similar character. . . ."

Dr. Graham reported in May, 1920 that the bill to appropriate \$30,000 toward a hospital for crippled children passed the senate in its 1920 session with Senator E. Lee Trinkle as patron. But this bill was subsequently vetoed by Governor Westmoreland Davis. Governor Davis had been anxious to help and had offered to contribute generously himself, but for a number of practical reasons he could





*Dooley Hospital*

not allow the bill to pass. The appropriation of \$10,000 a year, however, was renewed for two more years.

At this point, Major James H. Dooley stepped into the picture. He had recently provided the funds to build the Hospital for Contagious Diseases on Marshall Street between Twelfth and College Streets. With the critical shortage of space for crippled children, it seemed expedient to devote the little new hospital to their care until

a larger hospital in the country could be realized. Major Dooley readily agreed to this plan. He had served on the Board of Visitors of the Medical College of Virginia from 1880-1888 and frequently visited the Sunday morning clinics for crippled children held by Dr. Graham. This personal contact with the work undoubtedly stimulated Major Dooley's interest and inspired his aid. Dr. Graham considered the Dooley Hospital up to date in every way and sufficient to accommodate 42 children. Miss Gresham was asked to organize a Woman's Auxiliary "to look after the children and all of the details of the hospital."

For almost a year, the group of interested citizens had been feeling its way toward substantial aid for crippled children, not only the victims of polio, but also those crippled by birth defects, accidents, or other diseases. As an official organization now with temporary housing for their patients, they could move ahead with definite plans to raise money for a new hospital. On June 10, they set a goal of \$200,000 for this purpose. In the meantime, organizations would be asked to help with the operating expenses for Dooley Hospital. This expense was approximately \$25,000 a year with the state contributing \$10,000.

Though a feeling of enthusiasm pervaded the Trustees' June 10th meeting, it was a different story when they met on November 11, 1920. Mr. Ellerson spoke of the "dire need" for funds to carry on the work at Dooley Hospital. The presence of only seven members evidenced the general apathy of the Board. Decisive action was needed but impossible to accomplish with so little cooperation. In the hope of encouraging attendance, a luncheon meeting at Rueger's Hotel was arranged for the very next week.

The "emergency meeting" took place on November 18 with 14 of the 32 members present. Because "times were so hard", they feared that a campaign to raise funds would certainly fail and do more harm than good. A number of the members, however, decided that they would try to raise \$1,000 each among friends to tide the work over until "times" were better.

At a subsequent meeting of the Trustees on January 11, 1921, Mr. Ellerson again stressed the "dire need" for funds. He reported that the hospital was incurring debts each day with no way in sight of paying them and warned that unless something were done, the number of patients would have to be reduced considerably or per-

haps, the hospital would have to be closed. Dr. Graham had already reduced the census to 30 and had a waiting list. Those who had pledged to raise \$1,000 had not done so. Mr. Ellerson reminded those present that doctors were giving their services and that it was a shame that they should be hampered by lack of funds to carry on the work. A financial campaign seemed unavoidable.

Mr. Legh R. Page suggested that a pamphlet be circulated providing a history of the efforts thus far to care for crippled children, an explanation of the critical need for a crippled children's hospital, and an urgent appeal for support. As might be expected, he was made chairman of a committee to compose such a pamphlet. Later that year a small booklet was printed. On the cover were the words, "Crippled Children's Hospital, Richmond, Virginia," and a picture of Dooley Hospital with nurses and children at the door. Inside were five pages of printed material explaining how the hospital had come into being and why it was urgently in need of help from "the good people of the city of Richmond." In addition to seeking contributions, three classes of membership were offered: regular membership, one dollar; associate membership, five dollars; and contributing membership, twenty-five dollars. The complimentary close was, "Respectfully, CRIPPLED CHILDREN'S HOSPITAL, by Hattie Belle Gresham, Secretary." The composition of the pamphlet, however, had been a joint effort of a number of people.

Five thousand pamphlets were printed and mailed with the help of the Instructive Visiting Nurses' Association, which allowed its mailing list to be used. Mrs. Edward Ragland consented to take charge of the campaign. Board members were asked to contact those on the list as a follow up, and they were urged to get their friends to help. During the campaign, Mr. Page reported it lagging for lack of good workers. In spite of this, a total of \$17,171.24 had been donated by the meeting on May 24, 1921. In addition, 545 memberships, yielding \$2,800, had been secured. The financial crisis was thus eased for a time. It was one year after incorporation, two years after the first planning meeting, and four years after the beginning of the clinic.

## Chapter II

### THE WOMAN'S AUXILIARY

IN the spring of 1920, Miss Hattie Belle Gresham was asked to organize a Woman's Auxiliary "to look after the children and all the details of the hospital." A meeting was held in June, but because most of the ladies involved expected to be out of the city during the summer, no action was taken except to secure some urgently needed linens. The first official meeting of the Woman's Auxiliary was held on December 2, 1920 at four o'clock in the Jefferson Hotel.

It was at this December meeting that the Auxiliary was actually organized with Mrs. William Waller Morton, president and with Miss Hattie Belle Gresham, Mrs. Henry P. Carrington, and Mrs. John Kerr Branch as vice-presidents. Mrs. C. B. Albright was made treasurer, and Miss Elizabeth Cocke, secretary. Included as members of this new organization were Miss Nan Lindsey, Miss Lizzie Boyd, Mrs. Henry Cabell, and Mrs. Douglas Gordon, all of whom had been members of Mrs. Carrington's I.V.N.A. coordinating committee, organized to help start Dr. Graham's first free clinic in 1917. Committees were appointed by the president to attend to certain details of the operation of the hospital and the comfort and care of the patients. The Auxiliary was also asked to help in the raising of funds.

The next meeting of the Auxiliary took place on January 6, 1921 at Dooley Hospital. The membership was limited to thirty members; however, because there was so much to be done, the chairman of each committee was encouraged to seek volunteers from the community to help with the work. Almost immediately the Ginter Park Woman's Club offered to "stand behind" Mrs. Albright on the mending committee, and later in the year this club also gave an "outdoor fete" for the benefit of the hospital.

On April 21, 1921 the Sunshine Circle of King's Daughters was organized when twenty women assembled at the home of Mrs. J.

Luther Moon to discuss plans of working together for the benefit of Crippled Children's Hospital as well as other charities. Thus began the long history of this organization's cooperation with the hospital.

The national sorority, Kappa Delta, which had been founded in 1897 at the Virginia State Normal School, (now Longwood College, in Farmville, Virginia) adopted Crippled Children's Hospital as the sorority's national philanthropy. At the Kappa Delta Convention in 1921, this organization voted to begin its support by endowing two beds at an annual cost of \$600 each, with one bed supported by the alumnae and the other by the college chapters, for the first year. Elizabeth Corbett Gilbert of Springfield, Massachusetts was retiring as president, and because of her vital interest in the national philanthropy, she became the first chairman of the Crippled Children's Hospital Committee of Kappa Delta. Miss Bess Cowley of Richmond was appointed the local Kappa Delta representative to the hospital and accepted membership in the Auxiliary in June, 1922. Over the years since 1921, Kappa Deltas, through their national organization, have donated hundreds of thousands of dollars to Crippled Children's Hospital for operating expenses, equipment and other needs. In addition, a large number of the sorority's collegiate chapters, alumnae associations, and members from throughout the nation have made significant individual contributions, adding to Kappa Delta's continuously expanding support for the hospital and its work.

The Kiwanis Club of Richmond sponsored a concert by the Lorillard Chorus in November, 1921 for the benefit of Crippled Children's Hospital, showing evidence of early interest and support that still continues.

Miss Alice Marcuse and Mrs. Philip Strause voluntarily taught patients three days a week. By the fall of 1921, it was announced that there would be a school teacher provided for the children through appropriations of \$1,000 from the state and \$500 from the Board of Trustees, but volunteer teachers continued to serve also.

Another volunteer group was noted in the minutes of the Board of Trustees when "Mrs. Morton reported that the Girl's Auxiliary, of which Miss Elizabeth Valentine was chairman, sent three of its members each week to entertain patients by reading, playing games, telling stories, and writing letters home for them. The chairman reported that as a result of their visits, the patients showed a marked

improvement in manner and general bearing." In April, 1922 members of the Girl's Auxiliary were reported to be going to Memorial Hospital every day. This group was composed of young, unmarried ladies of prominent families.

The Woman's Auxiliary kept an inventory of linen and clothing and bought new supplies as needed. By December, 1921 a linen matron was employed, her salary provided by the Board of Trustees. During this period the Auxiliary meeting was followed immediately by a joint meeting with the Executive Committee of the Board of Trustees, evidence of the extremely close cooperation which was necessary between these two groups. One can imagine the difficulty of being responsible for patients housed in three different hospitals, some in Memorial, and some in St. Philip Hospital for colored patients, in addition to those in "The Dooley". What a task just to account for the linen! This was a frequent problem with which ladies of the Auxiliary confronted Mr. Frederick B. Morlock, superintendent of this hospital complex. Auxiliary members concerned themselves with every aspect of the hospital from cleanliness of the wards to proper behavior among the patients. They reported conditions needing attention to Mr. Morlock or took whatever steps were necessary to improve the situation of the children for whom Crippled Children's Hospital was responsible. It was an unusual arrangement—a hospital within three other hospitals. But ahead in the not too distant future, lay the fulfillment of their dream—a hospital just for crippled children. In the meantime, their patients' welfare was the immediate concern.

In the spring of 1921 Mrs. C. B. Albright resigned as treasurer of the Auxiliary, and Mrs. George F. Vose assumed this office. In October, 1921 Mrs. Morton resigned as president, and Mrs. Henry P. Carrington succeeded her.

During 1921 there were 342 children treated and 269 discharged. The number of "hospital days" was 21,382 at a cost of about \$30,000.

As of January, 1922 the Auxiliary Board had been active for one year. The minutes refer to Miss Oliver, superintendent of the hospital, a housemother, a linen matron, and volunteer teachers. The following April, Miss Valentine reported that the necessary books for patients who wanted to continue advanced or upper school work had been sent to her from "Foxcroft", a school which has consistently

helped Crippled Children's Hospital. Miss Valentine also reported that she was taking charge of these studies, independent of Mrs. Summerville, the paid teacher.

On May 4, 1922 Miss Hattie Belle Gresham proposed the forming of an Auxiliary of colored women to show concern for the children in St. Philip Hospital and to act under the established Woman's Auxiliary. Mrs. Henry Carrington appointed Mrs. Henry Fairfax to undertake this work, suggesting that Mrs. John Stewart Bryan act for the Board of Trustees in helping her. The Executive Committee of the Board of Trustees heartily endorsed this idea at their meeting the next day.

The Woman's Auxiliary provided Christmas trees, parties, clothing and other supplies for the children in St. Philip Hospital. At the October, 1922 meeting of the Auxiliary, it was announced that a colored teacher had been requested for patients there. But evidently the plan for an Auxiliary of colored women did not materialize until December 30, 1924. Mrs. Carrington's annual report for that year states that the Auxiliary had been formed and "was doing splended work." Its president was Mrs. Emma Watson at whose home the group was organized. The St. Philip Hospital Branch of the Crippled Children's Hospital Auxiliary reported a membership of twenty-two in February of 1926.

In June, 1922 Miss Gresham announced the prospect of a \$2,000 appropriation from the State Department of Education to pay for one school teacher at "Dooley" and one at "Memorial" beginning in the fall. The Trustees would add \$750 to this amount. A vocational committee would work with the children on Saturday when they were not studying.

In December of 1922 Miss Oliver, superintendent of "Dooley", left to go as a missionary to China. She was succeeded by Miss Steinmetz.

The Woman's Auxiliary at the outset had been asked to help with the raising of funds. They had been organized only a few months when they set about this task. The minutes for March, 1921 record the planning of the first benefit card party for Crippled Children's Hospital to be given at the home of Mrs. John Kerr Branch on April 27. On April 12 a benefit concert was given by a Miss Lee (vocalist). The card party netted \$748 and the concert, \$166.42. Another card party, this time at "Paxton", the home of

Mrs. John Skelton Williams, was given on December 5, 1922. These were the first of a continuing procession of fund raising events.

The treasurer, Mrs. Vose, paid the bills and also invested some funds for the Woman's Auxiliary. She was particularly active in the establishment of a bed endowment fund and effectively encouraged contributions. This fund reached a sum of \$1,011.89 by the fall of 1922.

The work of the Woman's Auxiliary had been firmly established, and many organizations and individuals had come forward offering their services.

### Chapter III

## CRISIS AND CHALLENGE

THE development of Crippled Children's Hospital was plagued by the persistent lack of sufficient funds and the lack of a facility to call its own.

Since patients continued to come from many different areas of the state, the Board of Trustees, at its meeting on February 2, 1922, approved the plan of organizing chapters throughout the commonwealth to encourage contributions and thus broaden the base of support. Mr. Legh R. Page was named chairman to accomplish this with the assistance of Dr. Graham, whose contacts with groups in Norfolk, Lynchburg, and Roanoke, in connection with clinic activity in those areas, were already established.

Any thoughts of constructing a new hospital were complicated by the knowledge that plans were being made to build a Shriners Hospital for crippled children in the southeastern United States, with the Richmond area as a possible site. Some of the men involved in the work of Crippled Children's Hospital were Shriners and could envision a cooperative effort, with control in the hands of Shriners Hospitals for Crippled Children. Others were less enthusiastic at the prospect. Regardless of their feelings in the matter, if the Shriners Hospital were to be located in the vicinity of Richmond, plans of the Crippled Children's Hospital Association (a designation used at the time) would necessarily be drastically altered.

Since their goal was in doubt, no effective plan for chapters could be launched; and so, these two related matters were destined to dangle until finally the decision was made to establish the Shriners Hospital in Greenville, South Carolina.

In the meantime, and evidently unaware of these complications, members of the Woman's Auxiliary were growing impatient with conditions that prevailed, and by January, 1923 had become convinced that a campaign for funds to build "our own hospital" was

necessary. The women were frustrated in their attempts to cope with various problems in "The Dooley", which was actually a part of the Medical College of Virginia and only on loan to Crippled Children's Hospital. Therefore, on January 11 a committee composed of Mrs. J. Luther Moon, chairman, Mrs. I. J. Marcuse, Mrs. Henry Fairfax, Mrs. George Vose, and Mrs. Henry Carrington was chosen to approach the Trustees for approval of a building fund drive.

When the Executive Committee of the Board of Trustees met on January 17, they introduced the newly appointed executive secretary, Miss Gray Wright, and they turned down the committee from the Woman's Auxiliary, advising them to delay any campaign for a new hospital. But in spite of this warning, the women forged ahead, and at the next meeting of the Board of Trustees, Mrs. Moon submitted a resolution proposing a building fund campaign to begin in the fall. This dilemma developed because the Executive Committee of the Board of Trustees was not at liberty to disclose its reason for choosing to delay.

The privileged information involved the Dooleys. Major Dooley had died in 1922, leaving most of his estate to his wife, Sallie May Dooley. Mrs. Dooley's interest in aiding crippled children had been kindled, and some of the officers were aware of a generous imminent bequest from Mrs. Dooley which would substantially benefit the Crippled Children's Hospital.

Mr. Ellerson, president of the Board of Trustees, was already juggling the alternatives of a Shriners Hospital or a new Dooley hospital for crippled children when he was thrown a third possibility at the insistence of the Woman's Auxiliary. Though this situation may have had no bearing on the matter, he tendered his resignation at this meeting and urged its acceptance. But a quorum was not present, and when the Trustees met again on March 29, 1923, Mr. Ellerson was persuaded to remain in office. For the time being, in lieu of a building fund campaign, the Board decided to raise \$7,500 to cover the year's deficit by asking each of its members to secure at least ten new associate membership contributions. Thus the crisis was averted.

Meanwhile, in addition to their established duties, Auxiliary members were providing hand crafts and automobile rides for the children. They were joined by two new members, Mrs. Belle H. Ullman

and Miss Ellen Wallace, who was to become Mrs. Frank C. Acree. Mrs. Ullman, through the influence of Miss Alice Marcuse, had volunteered her services to work with crippled children even before the Auxiliary was organized, and she served over fifty years until her death in December, 1973. Miss Wallace had been involved with crippled children as a volunteer teacher with her friend, Miss Elizabeth Valentine. As this history is being written, Mrs. Acree, who was also elected later to the Board of Trustees, remains active on that Board and continues on the women's Board, having served in many capacities including that of president.

Also in 1923, members of the Austin Bible Class of First Baptist Church, Richmond and their leader, Mr. W. L. Austin, appeared on the scene to play a significant role in events that followed. They presented entertainment for the children at Memorial Hospital on a Sunday in March and evidently were inspired to try to improve the plight of these patients. They conceived the idea of a "fresh air" camp where children might spend their convalescent days in surroundings "more conducive to the happiness of children." To present the idea, Mr. Austin, reinforced by several members of the Sunshine Circle, appeared before a called meeting of the Auxiliary. The Bible Class wished to pledge \$100 toward the camp and hoped that many other churches and organizations would join in this endeavor. Mrs. Moon immediately responded that the Sunshine Circle was ready with a pledge of \$500.

What was the reaction of those present? Certainly they could appreciate this evidence of concern and the value in the proposal, but some, if not all, of the members of the Auxiliary in attendance knew that Crippled Children's Hospital was faced with difficulty in raising enough funds to carry on the work in the present facilities. Added to this was their desire to have a building campaign for their own separate hospital. And actually, they had no authority either to accept or reject Mr. Austin's offer. The matter would have to come before the Board of Trustees. In the interim, there was time to consider and develop its possibilities with those who would be responsible for a decision.

It was not until the regular meeting of the Board of Trustees on May 25 that Mr. Ellerson presented the idea of a summer camp as proposed by Mr. Austin and his Bible Class. They hoped to find a vacant home near Richmond and let the children who were con-

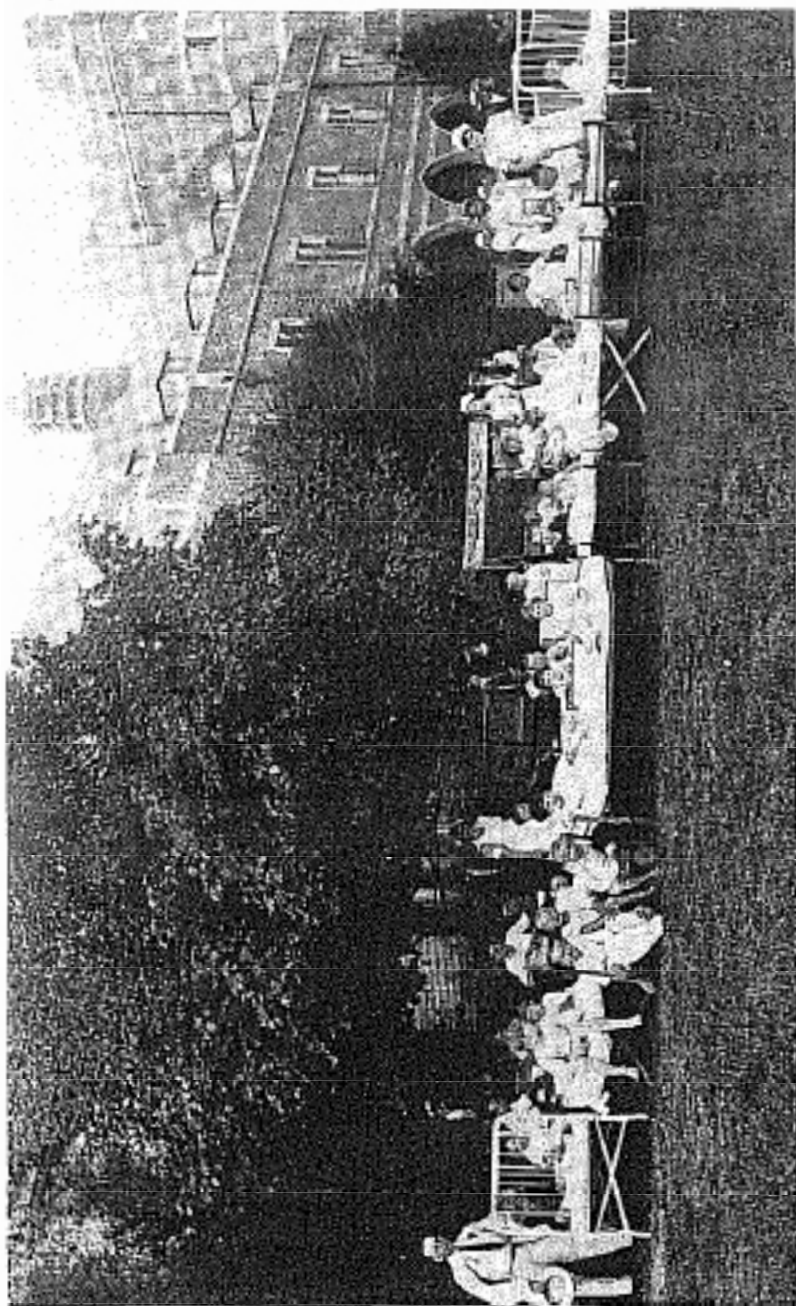
valescing have the benefit of country air and sunshine during the summer. Mr. Austin and some associates, Messrs. Eddie Schmidt, J. L. Moon, H. G. Emrick, Robert Crump, and James Richardson agreed to be responsible for raising the funds necessary for such a camp. The Board accepted this proposal with the understanding that the home would be under the supervision and control of Dr. Ennion G. Williams, State Health Commissioner, Dr. W. T. Graham, and Crippled Children's Hospital.

Within a few days an offer had been received from Dr. F. W. Boatwright, president of the University of Richmond, making the Westhampton College building available as a summer camp for no more than thirty children. The responsibility for their care and safety and any financial burden was to be borne by the hospital. It was a generous offer, gratefully accepted; and thus, one hurdle was cleared in a miraculously short time.

When the Executive Committee of the Board of Trustees met less than a month later, on June 19, Mr. Austin and his associates had \$5,000 plus a great many supplies that had been donated for the camp. A large scrap book in the hospital archives gives in detail the remarkable newspaper publicity and variety of activities which generated these contributions. Among those who helped were the Richmond Boy and Girl Scouts who gathered daisies to be sold on the streets by volunteers. Contribution boxes were also placed around the city. Adequate appreciation could not be expressed to Mr. Austin who organized the appeal and inspired the generous response from the community. Mr. Ellerson even suggested naming the camp for him, but Mr. Austin humbly declined the honor. The original goal had been \$10,000, but with the building and much equipment furnished free of charge by the University of Richmond, funds already available seemed sufficient. With the approval of Dr. Williams and Dr. Graham, thirty children were moved to the college by the Red Cross Motor Corps on June 26, 1923.

As for those who were critically ill in the hospital wards, Mrs. Henry Baskervill urged that a special nurse be employed to care for them as needed, and that a housemother be provided at Memorial Hospital for the wards there. The Board approved of her suggestions and made plans to secure a housemother at a salary not to exceed \$500 a year.

But by far the most exciting item on the agenda of the meeting



*The "Fresh Air Camp" at Westhampton College, 1923*

in June was the announcement by Mr. Ellerson that a bequest of \$500,000 to build a hospital for crippled children had been made by a wealthy citizen, and that this sum was expected to be available before many years. This information, which Mr. Ellerson had been authorized to disclose, was to be held in strict confidence and was made known only to explain why a building fund campaign had been discouraged.

The Fresh Air Camp was such a success that on July 27, 1923 a meeting of the Board of Trustees was called to consider establishing a convalescent home for crippled children, thereby releasing hospital beds to children undergoing surgery. By caring for convalescing patients in such a home, the organization could keep them under the doctors' care, precious hospital bed space could be used to the best advantage, and more children could be served.

Dr. Ennion Williams had recognized the value of such a facility after the first month that the camp was in operation. With this in mind, Mr. Ellerson, Dr. Graham, Dr. Williams, and Mr. Austin, together with Mes. Henry Carrington, Henry Baskervill, and Henry Fairfax had already looked at a house on Brook Road at Sherwood Avenue.

Mr. Ellerson stated that if it could be named the "McGuire Newton Scottish Rite Home", perhaps the Scottish Rite would be willing to provide the funds for it, in memory of Dr. McGuire Newton who had served the patients of Crippled Children's Hospital from its beginning until his death in the spring of 1923.

The Board, however, voted to buy the house on one acre of land, and a short time later, the property was purchased for \$12,500. Through the kindness of Mr. Henry Baskervill, plans were drawn for an addition to the house so that in all, the convalescent hospital could care for 25 patients. Already, 55,000 bricks had been donated for this addition.

When the Executive Committee met on September 11, Mr. Ellerson expressed the opinion that now that Crippled Children's Hospital was going to have a unit of its own, a more effective appeal for funds could be made than would have been possible previously. The time had come to make a state-wide appeal for help. To this end, Miss Hattie Belle Gresham was asked to go into various parts of the state immediately to form chapters and encourage annual contributions.



*Convalescing patients and volunteers*

#### *Chapter IV*

### THE CONVALESCENT HOSPITAL

ADDED responsibilities for the Board of Trustees and the Woman's Auxiliary came with the purchase of the house on Brook Road. The preparation and operation of the Convalescent Hospital claimed a large portion of their energies. At the same time, the work at Memorial, Dooley, and St. Philip Hospitals had to be maintained.

Paying for the new property was of primary concern. The Woman's Auxiliary, with \$7,000 in real estate bonds and \$1,200 in the bank, obligated itself to pay the \$12,500 for the purchase of the building and grounds. The Board of Trustees, with approximately \$9,000 on hand, agreed to provide the necessary improvements estimated to cost \$7,000.

For a closer working relationship, the Executive Committee of the Board of Trustees voted to include the president of the Woman's Auxiliary as one of its members, and the Auxiliary added representatives from the women's organizations which were helping the hospital on a regular basis. An attendance bylaw was adopted, requiring Auxiliary members to attend meetings unless excused.

The appropriation from the state legislature had been increased to \$25,000 per year, and during the fall of 1923, Miss Gresham had started her talks to groups within and outside the city to gain additional support. This was not enough, however, to meet the need.

Christmas holidays did not curtail the activity of the Executive Committee, for on December 28 they were in session discussing the matter of bed endowments. Subscriptions had been received toward the support of 54 of the 60 beds for which Crippled Children's Hospital was responsible in the three hospital complex. But there were varying denominations of endowment or subscription. Small contributions of \$35 and \$50 had been accepted as bed endowments as well as \$600 for maintenance and support of one bed for one year. The need for a consistent policy was evident and could be initiated



at least in the Convalescent Hospital. Permanent endowment of a bed was set at \$10,000, and later a final decision concerning the 25 beds at the Convalescent Hospital offered 15 beds for annual subscriptions of \$600 each and ten for \$50 donations.

The Convalescent Hospital opened on February 20, 1924 under the supervision of Miss Ida G. Buckley of Boston, a graduate nurse trained in work with crippled children.

As had been predicted, the opening of its own facility stimulated interest in the Crippled Children's Hospital and donations increased. The Sunshine Circle of the Kings Daughters pledged \$10,000 with the suggestion that this be used to endow the linen closet. Mrs. Edward R. Stettinius, Sr. gave \$12,000 to endow a playroom designated as "The Betty Carrington Room", in memory of her mother. An endowment of \$10,000 was given by Miss Grace Arents, and Mrs. Alfred I. du Pont donated \$10,000 to endow a heliotherapy room, a special room for sun lamps used particularly in the treatment of tubercular patients. Increased Kappa Delta support endowed three beds annually at \$600 each, one of these in the Convalescent Hospital. The sorority also gave five cribs. The Ginter Park Woman's Club furnished the nurses' rooms.

A junior membership with dues of fifty cents per year was authorized for chapters in January, 1924. Mr. Ellerson's annual report for that year revealed that 27 chapters had been formed and \$30,000 raised by Miss Hattie Belle Gresham.

Card parties and benefit concerts continued to be additional means of raising money, and in June of 1924 a "tag day" called "Daisy Day" with Miss Ellen Wallace as chairman yielded \$3,383.85. Funds were gained from the Deep Run Hunt Club Horse Show, the first public horse show at the organization's new club house. The proceeds from the horse show were also offered the following year.

Mr. I. J. Marcuse, who had a list of 2,500 prospective contributors, headed a financial campaign. By November, \$17,202.50 had been pledged and \$12,500 was on hand. A clothing fund was established to receive donations of \$25 and \$50, donations to this fund being posted on a "board" made especially for this purpose and placed in the Convalescent Hospital.

Other offers of help continued to pour in. Through the interest of Mr. and Mrs. W. H. Cardwell of Ginter Park, the Yellow Cab

Company in 1925 began transporting patients to and from the railway station free of charge. Later, free service by the Yellow Cab Company was expanded.

For the benefit of the hospital, Miss Idear Steele Traylor in 1925 presented the Tray-Boy Dancing School in five performances at the Strand Theatre. The vacated "Piggly Wiggly" grocery store adjacent to the theatre was rented for dressing room space. The show netted over \$3,000. This "Follies of '25" was said to be the most elaborate affair ever staged in Richmond. This was not the first of the Tray-Boy shows for the benefit of the hospital. These shows were quite an undertaking for the Auxiliary, with members even making stage decorations as well as being involved in other matters of production and promotion of the event.

Before the end of 1925, Kappa Delta increased its donation to \$2,400 annually for the support of four beds, and the Kiwanis Club made a donation to support two beds.

At the November meeting of the Auxiliary, it was announced that "ten girls forming a Junior League desire to form a Motor Corps and assist the Crippled Children's Hospital in this way." They became involved in taking children from "Dooley" to "Memorial" each day for school classes.

Miss Elizabeth Cocke was occupational chairman, and she and her committee worked with the patients three mornings a week—two at "Memorial" with patients from the two hospitals and one at the Convalescent Hospital. They taught basket weaving and the making of wooden toys. At Christmas time Dr. Graham was presented with a basket of toys for his office patients to make their visits to the doctor more pleasant.

Mrs. Curry Thomas (Elizabeth Gray Valentine), chairman of the Education Committee, was still involved with volunteer teaching, the volunteers augmenting the work of the teachers furnished by the State Board of Education. (The Board of Trustees was paying half the salary of the teacher at the Convalescent Hospital.)

Mr. W. L. Austin, who had been made a trustee and member of the Executive Committee, gave a large tent in the summer of 1925 for use as a carpentry shop for the boys at the Convalescent Hospital. He also gave a well stocked tool chest and materials for making more toys. Mr. Ellerson put much time and enthusiasm into

a vegetable garden on the grounds, which produced an abundance of fresh vegetables all summer.

During this period, medical supervision at Crippled Children's Hospital was provided by Dr. St. George Grinnan, head of pediatrics at the Medical College of Virginia, Dr. H. Norton Mason, and later, Dr. Howard Urbach. Dr. Walter Lyles was very conscientious in coming to give the patients dental care.

Meanwhile, progress had been made in a new direction. In August, 1924 Miss Dorothy Graves, a physiotherapist, had been employed part time at the Convalescent Hospital and was getting good results. This was the beginning of her career with Crippled Children's Hospital as head of the physical therapy department. Except for several brief periods when she went elsewhere for study and experience, this department developed and remained under her supervision for 43 years until her retirement effective July 1, 1967.

Miss Hattie Belle Gresham was authorized again to go into various areas in the state to appeal for help, beginning October 1, 1925 and continuing for the next nine months. However, the Executive Committee made this decision with some hesitancy because of the growing development of orthopedic work in other localities. In May, 1926 Miss Gresham's work as field secretary was discontinued to prevent conflict and confusion with other efforts for crippled children in the state. Mr. Ellerson stated that in his opinion no one, with the exception of Dr. Graham, had done more for crippled children in Virginia than Miss Gresham.

## Chapter V

### GROWING PAINS AND PROGRESS

EARLY in the year 1924, the twenty-two men and twelve women who comprised the Board of Trustees of Crippled Children's Hospital received notice of a called meeting to be held on January 25 to discuss a conference scheduled at the University of Virginia on February 4. The purpose of the conference was to organize a State Society for Crippled Children which would probably affiliate with the International Society for Crippled Children.\*

By means of a pamphlet and circular letter, a number of organizations in the state had been invited to send representatives to the conference. Dr. Allen Fiske Voshell, instructor of orthopedic surgery at the University and author of the pamphlet, had been traveling about the state, meeting with various groups in the interest of orthopedics at the University of Virginia. He had met with Dr. Ennion Williams, Dr. W. T. Graham, Dr. W. M. Smith, Dr. L. T. Royster, and Mr. Legh R. Page to inform them that nothing was being done to relieve the deplorable conditions of crippled children in Virginia. He was quite surprised to learn of the work of the Crippled Children's Hospital Association and the support from the state. After apologies for being uninformed, he sug-

\*The word "International" appears in the minutes, but since the National Society for Crippled Children had been founded in 1921 from its origin in the Ohio Society for Crippled Children organized in 1919, this appears to be the initial attempt of the National Society to establish itself in Virginia. Either the secretary erred, the National Society originally envisioned international scope, or there was a separate international organization. Whatever the assumption, the National Society for Crippled Children did become the National Society for Crippled Children and Adults, organizing a Virginia Society in 1944. (The Virginia Society is now known as the Virginia Easter Seal Society for Crippled Children and Adults and is affiliated with the nationwide federation now known as the National Easter Seal Society.) The Crippled Children's Hospital in Richmond has never been connected with that organization.

gested that they join forces at the meeting on February 4 to form the Virginia Crippled Children's Society.

Mr. H. W. Ellerson and Mr. Legh R. Page were selected to represent the Crippled Children's Hospital at the conference. Dr. Williams and Dr. Smith were requested to attend also.

After the conference, the Board of Trustees met in special session on February 12 to hear the report of these gentlemen. They saw no advantage in association with the Society for Crippled Children and explained that if such an affiliation were to be considered, the present plan of operating the hospital would have to be radically changed. It was also noted that of every dollar received as dues from the various categories of membership in the Crippled Children's Hospital, twenty-five cents would have to go to the International Society, and none of this money would be returned to Crippled Children's Hospital except in the form of "a limited number of bulletins or applications." In addition, Dr. Williams had noted that approximately \$25,000, the entire income of the International Society for Crippled Children at that stage of its development, was budgeted for salaries and traveling expenses of the officers of that organization.

One can imagine that such a situation did not stir the enthusiasm of these men who had given and were giving their services voluntarily to help crippled children, and who time and again had faced deficits in funds to meet the operating expenses involved in the work to which they were dedicated. Therefore, a resolution was passed that the best interest of crippled children in the state would be served by the continued cooperation of Crippled Children's Hospital with and under the State Board of Health.

Another proposal of affiliation came from the Richmond Community Chest, and the hospital was asked to send representatives to a meeting of the Council of Social Agencies in Richmond on May 20, 1924. Mr. Ellerson, accompanied by a committee from the Board of Trustees including Mr. Page, Mr. Marcuse, Mrs. Carrington, and Mrs. Baskervill attended this meeting. They reported to a called, combined meeting of the Board of Trustees and the Auxiliary on June 5 that under the proposed constitution of the Richmond Community Chest, payment of the hospital's large financial obligations could not be assured; and therefore, they felt it would be unwise for the hospital to be included in this organization. The fact

that the hospital's work was state-wide and was receiving support from throughout the state as well as from a state appropriation was an added influence which led the Board to reject membership in the Richmond Community Chest.

Another problem developed by February and March of 1925 when there were rumblings throughout the state concerning coordination of orthopedic work. By this time there were ten physicians in Virginia specializing in this field, and some overlapping of clinics in certain areas was reported in the minutes of Crippled Children's Hospital. The State Rehabilitation Bureau was holding clinics primarily for adults, but some children were also attending. There was confusion as to what, if any, connection these Rehabilitation Bureau clinics had with those undertaken by the State Board of Health with which the Crippled Children's Hospital worked so closely.

These problems were discussed in a series of meetings among the heads of the several State Boards, the orthopedic surgeons in the state, representatives from the medical schools, and the Medical Society of Virginia. To prevent overlapping of services, the agencies and surgeons involved agreed to the following procedures:

1. All clinics to be conducted by the State Board of Health and the Rehabilitation Bureau with the knowledge of each to avoid duplication.
2. The state to be divided into ten zones and the work apportioned to the ten orthopedic surgeons in the state, all of whom had volunteered their services.
3. All children to be sent either to Memorial Hospital in Richmond or the University Hospital in Charlottesville.
4. No private clinics to be allowed the privilege of free hospitalization of children.

In December, 1925 Mr. Ellerson announced that Dr. Graham gradually would discontinue his clinics in Norfolk and Lynchburg to avoid conflict with these regulations. There was some feeling that the state was stepping in to take charge of the work for needy crippled children or to hand it over to others without giving the Crippled Children's Hospital Association an opportunity to raise a voice. Some members feared that all they had fought for during these early years was threatened. But, looking back on these events,

one sees them simply as some of the inevitable changes that were bound to occur as the work expanded.

Dr. William Morgan Smith, president of the Board of Health and esteemed member of the Board of Trustees, reassured those present at the Executive Committee meeting on March 17, 1925 that the usefulness of the organization would continue under the new arrangement, and that its work would expand. Future years were to prove him correct, though he did not live to see it, passing away later in that very year.

The following month in his annual report, Mr. Ellerson stated:

"I sometimes think that Dr. Graham, when he hears the plans that the Association makes for him, will wonder if we expect to divide him into as many parts as the orthopedic work of the state is now divided, and he also must wonder if we expect him to give any time to his private practice. I have found Dr. Graham always ready to take on a little extra work . . . and so I think we can make any plans that we please for the future . . . with the full assurance that Dr. Graham will always be ready to serve us to the full extent of his ability."

Mr. Ellerson's report for the year 1925 revealed that, through the combined efforts of Dr. Graham and the Crippled Children's Hospital Association, 1,879 children had been given free care since July, 1918. Of these, 1,824 had been discharged, a large percentage of them with decided benefits from the treatment received. For their great contributions to the work, Mr. Ellerson paid tribute to Dr. William Tate Graham and to Dr. Donald MacKenzie Faulkner, who by this time was Dr. Graham's associate. He also praised the "untiring and intelligent" work of Mrs. Henry P. Carrington, president of the Auxiliary.

## Chapter VI

### THE DREAM FULFILLED

THE year 1925 was the most significant year in the history of the Crippled Children's Hospital, for it was then that the magnificent bequest of Mrs. James H. Dooley became available. She was the wealthy citizen whose legacy had been made known earlier to certain trustees. Sallie May Dooley, upon her death in September, left the sum of \$500,000 to the Crippled Children's Hospital—\$250,000 for the building and \$250,000 as an endowment for maintenance of the hospital to be located in Richmond. This was, at the time, the most liberal sum ever given to a private charity in the state of Virginia. The fulfillment of a dream was at hand.

Plans were made to purchase additional land adjacent to the Convalescent Hospital on Brook Road, and a committee of five was appointed to suggest the size and scope of the new hospital. Serving on that committee were Dr. Graham, Mr. Ellerson, Mr. Page, Mr. I. J. Marcuse, and Mrs. Baskervill. Messrs. Baskervill and Lambert were appointed architects in December, and finally in August, 1926, the hospital completed the purchase of 4.8 acres of land from the Sherwood Land Company at a cost of \$14,412. This purchase gave the hospital almost 6 acres of property on which to place its new building.

Mr. Henry E. Baskervill, the architect, was inspired to design the hospital to resemble the Ospedale degli Innocenti in Florence, Italy, including the della Robbia medallions across the front portico. The original structure was an orphanage and had been designed in the 15th century by Brunelleschi, the architectural pioneer of the Florentine Renaissance. The della Robbia medallion was destined to become the symbol of Crippled Children's Hospital and its "open arms" extended to those needing its help.

On December 14, 1926 the Board of Trustees met to approve the building plans and award the construction contract to Messrs.

Jones and Conquest, accepting their bid of \$230,000 to build the hospital exclusive of the Nurses' Home.

The Dooley bequest did not solve every problem, however. To help in meeting other financial obligations, a significant and timely gift of \$22,717.93 was donated by Messrs. Joseph A. Dart, J. Luther Moon, Milton E. Marcuse, and Dr. H. Stuart McLean in October, 1926. Part of this donation went to the Sunshine Circle to help with its \$10,000 pledge to the hospital, a portion went to the Woman's Auxiliary to equip the new hospital, and some was used for current expenses. The gift was made anonymously, but the identities of the men were known as well as the fact that they had raised the money in the stock market by an investment made specifically to benefit the hospital.

Part of the Dooley bequest was used to pay the note of \$11,440 still outstanding from the purchase of the Convalescent Hospital property. To build the Nurses' Home would cost \$32,500. The Executive Committee suggested that the Auxiliary might wish to transfer its equity in the Convalescent Hospital, approximately \$22,000, to the new Nurses' Home and raise an additional \$10,500 to build that facility. The Auxiliary promptly accepted the proposal. The Sunshine Circle of the Kings Daughters offered to furnish and maintain the Nurses' Home. This offer was accepted with deep appreciation, and a motion was passed that a suitable tablet be erected to mark this generous and valuable contribution.

Earlier, the financial records of the Board of Trustees had been placed in the hands of Mrs. N. Randolph Watt (Dorothy Dame) who in May 1926 had replaced Miss Gray Wright as executive secretary and treasurer. Mrs. George F. Vose was in charge of finances for the Woman's Auxiliary. However, with increased and varied financial undertakings, the handling of all funds was delegated to Mrs. Watt, who was elected to the Auxiliary to serve as its treasurer also.

A resolution was drafted in appreciation for the work of Mrs. Vose. From 1921 through 1925, the Bed Endowment Fund, which Mrs. Vose had established, had grown to a sum of almost \$33,000 and was the Auxiliary's largest source of income. At the same time, it was said that she could "squeeze the buffalo off a nickel" in expending the funds of the Auxiliary.

At the Annual Meeting of the Board of Trustees on February 17,

1927, when activities of 1926 were reviewed, Dr. Graham stressed the work being done in the clinics which he was still conducting in different parts of the state. He reported seeing 892 patients in Norfolk, 90 in Fredericksburg, 95 in Alexandria, 35 in Fairfax, and 379 in Lynchburg. In addition, Miss Ruby Shaner, the nurse employed by the Woman's Club Clinic of Lynchburg, had seen 812 patients. (The club was paying \$300 a month for this work, and many children from that area had been sent to Richmond for operations and treatment.)

Mrs. J. Luther Moon, having succeeded Mrs. Carrington as president of the Auxiliary in 1926, reported that the Donation Day held on November 23, 1926 brought in over \$800. In addition, Mrs. Ullman had secured contributions of groceries from the schools at Thanksgiving time, and these with some other donations were valued at \$500. In view of what was considered a very successful endeavor, the Auxiliary decided to make the Donation Day an annual event.

Mr. Ellerson said in his annual report:

"I feel sometimes that we do not recognize properly the tremendous contribution that the Medical College of Virginia and the Memorial Hospital make to the cause of crippled children every year. However, the extensive work that has been done by them speaks for itself—but I wish to record our appreciation of what they have done and are still doing. The Orthopedic Staff of the Medical College of Virginia each year make a large contribution to this work, but as individuals, they are not identified with our association or especially with the work so far as the public knows, but their contribution of time and skill which calls for real personal sacrifice is greater than any other that we or the generous public gives, and I want to record our grateful appreciation to them for their services."

The cooperation of the co-directors of the Medical College Hospitals and Clinics, Dr. M. B. Jarman and Mr. James Ralph McCauley, also secretary-treasurer of the Medical College, was extremely helpful and greatly appreciated. (Dr. Jarman served the college briefly. Mr. McCauley, however, served from 1905-1950.)

Mr. Ellerson added:

"With the increased work in view for our noble leader, Dr. W. T. Graham, I hope that his ambition may be nearly satisfied. I have often thought that he would like to give twenty-four hours of each day to

crippled children, the cause to which he has dedicated his life, so it looks to me as if we would have an opportunity of putting him to the supreme test. Seriously speaking, I hope that the tax on Dr. Graham may not be so great after we get into our own hospital, because I think that he will be more necessary to us in future years even than he has been in the past, so we must do everything we can to conserve his health and prolong his life, and pray that he may be actively engaged in the work for many years to come."

In preparation for operating its own hospital, the Executive Committee of the Board of Trustees passed the following resolution on February 18, 1927:

Be it resolved that the Executive Committee of the Crippled Children's Hospital delegate authority to the Woman's Auxiliary to take entire charge of the management of the Hospital, reporting as formerly to the Board of Trustees and in the absence of the Board of Trustees, to the Executive Committee.

At this time it was also necessary to discuss an affiliation between the new Crippled Children's Hospital and the Medical College of Virginia. A letter from Dr. William T. Sanger, president of the Medical College, stated that a committee from that hospital was ready to meet with representatives of the Crippled Children's Hospital at any time to discuss the matter of a relationship between the two hospitals similar to that between the Medical College of Harvard and the Children's Hospital of Boston. Mr. Ellerson and Dr. Graham were authorized to sign such an agreement, which could be terminated by either party on twelve months notice.

For some time, Mrs. Baskervill had been urging the publication of data concerning the needs of the hospital, since many people had the erroneous idea that after the bountiful Dooley bequest, the Crippled Children's Hospital no longer needed help. She felt so strongly the need for setting forth the hospital's continued dependence on public support that she gathered information for a pamphlet which was completed in September, 1927, and an order for 10,000 copies was approved. A picture of a little boy using a stick for a crutch and the words "Hopeless Lives" were on the cover. Inside was the story of hope and help provided by the Crippled Children's Hospital and also the hospital's appeal for help.

To publicize Donation Day, postal cards were used to remind prospective donors of the date and inform them of a central business

location designated as a collection point for contributions. Many people brought their donations directly to the hospital on Donation Day. Donation Day—1927 yielded \$1,387.50 with \$200 more promised by the Austin Bible Class. The day was considered quite a success!

Contemplating increasing responsibilities, the Woman's Auxiliary increased its membership to forty-five in February, 1928. Also at this time, the Ginter Park Woman's Club offered to donate books and maintain a library at the new hospital.

The first three staff members—the superintendent, Miss Ruby Shaner, her assistant and director of nurses, Miss Nancy McGehee, and a housekeeper—reported for duty on February 15, 1928. Both Miss Shaner and Miss McGehee were registered nurses from Lynchburg.

Mrs. Moon had investigated wages at other institutions, and after discussion at a meeting of the Executive Committee of the Board of Trustees, she was authorized to instruct Miss Shaner to employ a cook, three maids, and two orderlies at the lowest wages possible to obtain good help. This illustrates the manner in which the hospital traditionally was operated; the Woman's Auxiliary (later the Board of Managers), the Executive Committee of the Board of Trustees, and the superintendent sharing in the larger responsibilities of the management, and always endeavoring to use the money entrusted to them as wisely as possible.

Friday, May 11, 1928 from 2:00 until 8:00 o'clock was chosen as the time for the formal opening of the Crippled Children's Hospital, with refreshments and decorations to add to the festivities. The John Marshall High School Band was secured to perform in the afternoon and the Shrine Chanters in the evening. It was approximately nine years since the initial group of concerned citizens had met to organize aid for needy crippled children, and eight years since the incorporation of the Crippled Children's Hospital. The dream of a new hospital exclusively for crippled children was now a reality!

On November 15, 1928 bylaws were adopted by the Board of Trustees establishing a Board of Women Managers composed of the Executive Committee of the Woman's Auxiliary and two members of the Board of Trustees. Details of these bylaws are set forth in the minutes of the Trustees for October 23, 1928.



*Crippled Children's Hospital, Richmond, Virginia*

Dr. Graham reported that the Medical College of Virginia would continue to take colored children at St. Philip Hospital for one dollar per day, and it was decided that an average of five children should be kept at St. Philip if the need continued.

On March 14, 1929 the Board of Trustees held its annual meeting. Mr. Ellerson's report at that time is significant:

"LADIES AND GENTLEMEN—We are here to review the first year's operation of our own hospital, and we should all rejoice that after many years of gradual growth our efforts have been rewarded, largely through the generosity of Mrs. James H. Dooley, with plant and equipment for our work second to none in this country.

Those of us who have been associated with Dr. Graham for many years can appreciate what his untiring skill has meant to the crippled children of our state, and although we have contributed our mite, his leadership has made it possible for us to reach our present usefulness in rehabilitating suffering and helpless children.

It is not necessary for me to review in detail the work that is being done, for most of you are much more active in it and contribute a good deal more than I do. A few statistics should be recorded here in order that in years to come these reports can be referred to when our successors want to compare the growth of The Crippled Children's Hospital.

Since Dr. Graham began, our record shows that we have rehabilitated and helped materially 962 children. During the past year there have been admitted to the hospital 116 patients and 69 have been discharged—74 operations have been performed, and the number of days of hospitalization are over 12,000. The average cost per patient per diem was \$2.85. This last item has been materially reduced and today we are operating at a per diem cost which compares favorably with the best managed hospitals in this city and probably elsewhere. During the year we are now considering, the entire physical management of the Hospital has been put in charge [under the supervision] of the Board of Women Managers. The results are the best evidence of the wisdom of this action. Never in our history have our children been in better shape, our property in better condition and our results more gratifying—and I want to offer our grateful appreciation to Dr. Graham and his staff, to the Superintendent and her staff, and to Mrs. Moon and her board.

Our association with the Medical College of Virginia as their orthopedic department I feel has been mutually helpful, and I think as time goes on we will realize that this association will contribute very

largely to our future usefulness and growth, and on the other hand, I am sure that the Medical College of Virginia appreciates the splendid facilities that we furnish them in the teaching and training of their medical students and nurses.

The only disturbing factor in our present situation is our financial condition. I do not mean that it is alarming but, unfortunately, our sources of income are not sufficient to take care of our expenses. You will recall that when the Chairman of the Finance Committee presented the budget last year, we estimated an expense of \$45,000 to \$50,000 and our actual expenses for the year have been less than the minimum estimate viz: \$42,189.92. We have borrowed money, however, to meet our current expenses and it will be necessary for us to raise additional funds to pay this deficit and, if possible, to augment our normal and fixed income to take care of expenses for the ensuing year. This part of the work, the men of the Board of Trustees propose to undertake. In my opinion, it is a very small part as compared with the great contribution made by the ladies of our organization.

For many years we have faced a similar situation and invariably we have been able to pull through and make both ends meet. I hope the time is not far distant when through endowments and the generosity of good people who are still alive, we will be assured sufficient income to carry on our work, not only to the present extent of our capacity, but that we may be able to enlarge to a considerable extent."

Following a statement concerning the drastic reduction in the state appropriation to the Crippled Children's Hospital, Mr. Ellerson concluded:

"It is a great privilege to be associated with the splendid group of men and women who are doing such a noble work for humanity. Few of us realize the extent of our accomplishment, and we may never know how much it has meant to great numbers of little children and their parents. Your reward is, however, in the satisfaction of knowing that you have unselfishly contributed time and money in helping those who could not help themselves. . . ."

Respectfully submitted,



President

## Chapter VII

### SURVIVAL AND GROWTH (The First 12 Years)

THERE was never a doubt that the new hospital would survive, but the great economic crisis in the nation had a definite influence on the operation during its early years. The Executive Committee of the Auxiliary literally managed the hospital, and every detail from a leaky faucet and balky furnace to dishes and diapers came to its attention.

In November, 1928 this committee had assumed the additional title of the Board of Women Managers and had acquired two members elected from the Board of Trustees. All purchases had to be authorized and all bills approved by the Board of Women Managers before being paid by Mrs. Watt. The duties of this Board were set forth as follows: "The Board of Women Managers shall have the care of the patients and the charge of the hospital and grounds; it shall have power to designate the duties of the officers and employees of the hospital connected with the above objects, with full authority to employ and discharge all such officers and employees. It shall also have charge of all purchases made in connection with the management and maintenance of the hospital."

The perennial question then, and it was to remain thus through the years, was where the women's responsibility ended and the Board of Trustees took over. It is clear, however, from minutes of the meetings that whenever a problem seemed to persist, Mr. Ellerson, president of the Board of Trustees, would be called, and shortly thereafter it would be reported that the matter had been resolved. Anything that involved a substantial amount of money beyond the quarterly allotment for operating expenses was referred to the Trustees for deliberation.

In 1929 and into the next decade, extreme frugality was the constant rule. When Mr. Philips, in charge of maintenance, asked for a short hose, the ladies suggested he cut the long hose to get the



length that he wanted. When the contractors estimated that a lattice to screen the garbage cans would cost \$148, the Board of Managers suggested three cedar posts with wire on which ivy could climb. Eventually a compromise was reached, and Mr. Philips built the lattice. Frequently, requested equipment was denied by either the Board of Managers or the Board of Trustees because of lack of funds.

Miss Ruby Shaner's resignation as superintendent, after serving only ten months, was accepted with regret in December 1928. Her assistant, Miss Nancy McGehee, assumed the post on January 1, 1929 at a salary of \$165 per month.

At her request, the Board of Trustees authorized the purchase of ten additional beds so that the hospital's capacity could be raised to sixty patients. Miss McGehee started the rose garden, buying the first plants with \$18 provided by the Board of Managers. She was also given permission to pursue her idea of having an exhibit of the children's work at the State Fair, marking the beginning of this annual project in 1929.

The total cost of operating the hospital in 1929 was \$43,135.60 (no allowance for depreciation). The average number of patients per day was 49 at a cost per patient per day of \$2.40. Though the average length of stay for a patient was three months, some stayed for years if a series of operations were necessary, if transportation was a problem, or if home conditions were not conducive to recuperation.

At that time, patients were admitted to Crippled Children's Hospital through the records of the Medical College of Virginia.

Other statistics for the year 1929 were as follows:

Number of Patients Admitted .....	114
Number of Patients Discharged .....	106
Out-Patients Treated .....	54
Number of Operations .....	98
Number of X-rays .....	193
Number of Casts Applied .....	224
Number of Physiotherapy Treatments .....	1,848
Number of Braces Furnished .....	25 at cost of \$535.01
Number of Shoes Furnished .....	45 at cost of \$161.62
Number of Days Free Hospitalization .....	17,885 plus 1,518 days at St. Philip Hospital

The Crippled Children's Hospital continued to provide funds to keep five children at St. Philip Hospital, and records also indicate continuing support for some patients at the Dooley Hospital.

Income from the endowment was about \$18,000 per year. The appropriation from the state, which was \$5,000 in 1928, was increased to \$15,000 in 1930. Donations provided the additional funds necessary to meet operating expenses of forty to fifty thousand dollars per year.

The Auxiliary continued to raise money by any appropriate means. They found that three to four hundred dollars could be realized each time a card party, a dancing school revue, or a garden tour was sponsored. They went from royalty to Octagon Soap wrappers in order to benefit the hospital, co-sponsoring with the Lions Club a lecture by the Grand Duke Alexander of Russia, a brother of the late Czar, while also collecting Octagon Soap wrappers to obtain small refrigerators for the diet kitchens on each ward.

Sun lamps were considered valuable in treating the children, as was cod liver oil. This was called "Bottled Sunshine", available at \$22.50 for a six months supply. Each patient received a dose every morning. Though the children did not enjoy the ritual, the cod liver oil helped to cure rickets, a bone disease afflicting many of them. The Vitamin D in the cod liver oil promoted the necessary absorption of calcium to strengthen the bones and was thus a benefit to all patients.

One graduate nurse served as both instructor and supervisor of wards. When she resigned in 1930, two graduate nurses were employed, one for each ward, to provide greatly needed supervision.

Dental care seems to have been sporadic at first. In June, 1930 after there had been no dentist at the hospital for six weeks or more, Mr. Ellerson was called. By August, it was reported that dental work was being done three times a week. This care was very important since many of the little patients had never been to a dentist and were suffering from dental neglect. The teeth of patients who remained in the hospital for such long periods of time also needed to be checked.

Their hair would have been unmanageable, as well as unusual in that short hair era, if it had not been for the Barbers' Union. What a sight to see twelve or fifteen barbers arriving with black kits in

hand once a month to cut the children's hair as a service to the hospital!

The receiving of home canned foods began in 1927 under the direction of Mrs. Vose. Jars were provided and donors filled them year after year. The first year of the project yielded 550 jars of canned fruits and vegetables. In 1931 over 2,000 quarts of canned produce were received in this manner.

Volunteers helped to feed the children their mid-day meal, since nurses attended classes at noon each day. Members of the Auxiliary also took children on automobile rides once or twice a week, and at Christmas time each member was allowed three dollars to buy presents for three children.

Lambda Chi Omega Sorority, which began helping the hospital by endowing a bed in February, 1932, has continued and increased its aid through the years.

By 1932, in the throes of The Depression, it was necessary to reduce salaries and borrow from the principal of the endowment fund for operating expenses. The cost per patient per day went down to \$1.88. Some aid was received from the agencies created by President Roosevelt's "New Deal". The State of Virginia Emergency Relief Administration (ERA) gave the hospital beef, butter, eggs, and flour; there were three Civil Works Administration (CWA) nurses; and later, a Public Works Administration (PWA) part-time occupational therapy worker.

There was a very apparent need for more activities and entertainment for the patients. To help meet this need, a Girl Scout Troop was organized by Mrs. Milton Garey, assisted by Mrs. A. K. Muhleman, both members of the Auxiliary. Shortly thereafter, Mr. Childrey Scott, a trustee, organized a Boy Scout Troop which for a time met twice a week. Members of the Auxiliary visited the children and helped them with crafts on two afternoons each week. A Mr. Dan Jones, called "Uncle Dan", gave a monthly birthday party. The Ginter Park Presbyterian Church conducted Sunday School each Sunday, a service which it and Union Theological Seminary have continued through the years. Ginter Park churches and the Ginter Park Woman's Club mended clothing and linens. The Ginter Park Junior Woman's Club began participating to such a degree that they were asked to send a representative to the Auxiliary in 1932.

To brighten the hospital and help cheer the patients, art students placed murals in each admission ward, and panels given by the PWA were accepted for isolation wards. The children were even given a bull dog for a pet.

Mrs. Douglas Vanderhoof gave ice cream every Sunday, a benevolence which she continued for over thirty years.

To help the children, the Junior Board of Crippled Children's Hospital was organized in May, 1933, with a membership of twenty-five and Miss Cyane Williams (Mrs. Ernest A. de Borde-*na*ve) as president. The four members of the Auxiliary who assisted in organizing the Junior Board were Mrs. Frank Acree, Mrs. A. Churchill Young, Jr., Mrs. Woodson Waddy, and Mrs. Curry Thomas (nee Elizabeth Valentine and later Mrs. Moscoe A. Huntley). The primary functions of the Junior Board were to assist in feeding the children and to entertain them. To raise funds, their first event was a dog show. In June, 1934 they assumed the financial support of the Scout Troops, and in 1935 they took charge of the craft classes one day a week.

At about this time, motion picture theatres began to open on Sunday, and in 1934 the Auxiliary was asked to sponsor Sunday movies at the Loew's Theatre. Members of the Auxiliary were scheduled to be at the theatre on Sunday afternoons to assure the public that proceeds were going to charity. Patronizing a theatre on Sunday was considered by many to violate the proper observance of the day. The contribution to charity made Sunday movies more acceptable. In October, \$352 was received from the Sunday movies at Loew's and in December, \$807. Later the hospital also benefited weekly from Sunday movies at the Carillon Theatre. By February, 1935 about \$4,000 had been received from Sunday movies.

Meanwhile the superintendent and anesthetist, Miss Nancy McGehee, had resigned on September 15, 1933 to become a full time anesthetist at the Medical College of Virginia. To temporarily fill the gap in administration, Miss Virginia L. Williams, assistant superintendent, was made director of nurses and also had entire charge of the children and the operating room. Mrs. Charles R. Hughes (the former Mrs. N. Randolph Watt), the treasurer, was responsible for clothing, linens, and purchase of supplies while Miss Laura Hyde, the housekeeper, assumed the supervision of "servants", cleaning, and the Nurses' Home. This was a temporary arrangement until

February, 1934 when Miss Williams was appointed superintendent. Miss Josephine Sherrard, who had come to work at Crippled Children's Hospital in September, 1930, was appointed night supervisor, a post she was to keep until her retirement in 1968.

Mr. H. Watkins Ellerson, year after year, had attempted to resign but had been persuaded to continue as president of the Board of Trustees. In June, 1935 he succeeded in withdrawing from this responsibility, having served for fifteen years. One of his contemporaries said of him, "He was the kindest, most generous man I ever knew. In my whole life, I never met such a man as he."

Mr. Ellerson was succeeded by Mr. Legh R. Page, attorney for the First and Merchants National Bank and a charter member who had served as vice-president since 1922. Mr. Fred W. Scott Jr. was elected first vice-president and head of the Finance Committee; and Mr. Jaquelin E. Taylor, second vice-president in charge of buildings and grounds. At the same meeting, a suggestion was made to publish for the annual meeting a leaflet which could be used also for the following Donation Day appeal and throughout the year to inform anyone interested in the work of the hospital.

The first major project in Mr. Page's administration was the discussion and planning of a new wing to be devoted to patients with pulmonary and joint or bone tuberculosis. At the time, there was no place in the state for children with this combination of diseases. Included in the plans was an addition to the Nurses' Home to house the additional nurses which the new wing would require.

Final figures for the cost of the new ward and the addition to the Nurses' Home came to \$66,216.68, with Jones and Conquest as contractors. The Woman's Auxiliary pledged \$13,200, which was more than enough to build the Nurses' Home addition. The trustees were able to put together \$45,000 from general solicitation and a large anonymous contribution of \$25,000, leaving just over \$8,000 to be raised. The new ward was occupied in 1937 and called the William Tate Graham Ward.

By May, 1938 some changes in organization were indicated. The Board of Trustees, which had met sporadically at times and frequently only when there was a demand upon them, adopted a regular schedule of meetings. The Woman's Auxiliary and the Board of Women Managers were combined into a single Board of Managers with responsibility for general patient care and operation of the

hospital. Responsibility for the professional care of the patients remained under the supervision of the surgeon-in-chief, Dr. William Tate Graham.

Since Dr. Graham had suffered serious illness, he was asked to appoint an assistant surgeon-in-chief. Dr. Donald MacKenzie Faulkner was the unanimous choice of Dr. Graham and the Board of Trustees. Other physicians who were particularly active at Crippled Children's Hospital during this era were Dr. Blair Fitts and Dr. J. B. Dalton, Sr.

New bylaws were adopted, spelling out what had become general practice, and a Finance Committee was created to take the place of the former Executive Committee of the Board of Trustees. The new committee was composed of Mr. Legh R. Page, Mr. Fred W. Scott, Jr., Mr. Jaquelin E. Taylor, Mr. Childrey Scott, Mrs. J. Luther Moon, Dr. W. T. Graham, Mr. J. P. Hummel, and Dr. David Morton. The committee was responsible for the investment of the endowment, and it issued quarterly to the Board of Managers sufficient funds to operate the hospital. This amounted to \$16,000 per quarter with a census of about 100 patients. Anything involved in running the hospital, other than routine matters, was brought to the Finance Committee for deliberation. The Board of Managers Executive Committee met almost weekly to attend to general management, and the office work was handled by Mrs. Hughes, the secretary-treasurer. In 1939 she asked that her work be reduced to two and three quarter days per week, and a full-time secretary was added at a salary of \$65 per month.

To break the monotony, State Senator G. Walter Mapp of Accomac gave the hospital a boat trip down the James River. Dr. Graham, five nurses, and twenty-four children were able to go on this special excursion. Both Bill "Bojangles" Robinson and the team of "Amos and Andy" visited the hospital and entertained the patients.

There was a paid supervisor in hand-crafts and a shop where articles made by the patients were sold. Seventy-five percent of each sale went to the maker of the article and twenty-five percent, to a fund for materials and equipment. The Ginter Park Junior Woman's Club assisted with crafts three afternoons a week.

This was the Roosevelt era, and since President Franklin D. Roosevelt was a victim of polio, having contracted it in 1921, he

backed the annual campaign to fight the disease. This campaign, sponsored by the new National Foundation for Infantile Paralysis, was called "The March of Dimes". The Foundation also raised funds through "The President's Birthday Ball" held annually in locations throughout the nation. Crippled Children's Hospital cooperated by sponsoring the Balls in Richmond, members of the Board of Managers assuming key responsibilities from 1936 into the early 1940s. In return, the hospital received half of the total proceeds, approximately \$1,000 each year.

In 1939 Mr. Jaquelin Taylor was authorized to accept the lowest bid for hard-surfacing the front gravel drive, which at one time had been covered with cinders from the R. F. & P. Railroad. The hard surface was a long delayed improvement.

At about this time, Mr. Scott moved from the city, creating a vacancy in the office of the first vice-president. Mr. Taylor moved into this position, and Mr. Zack Toms was made second vice-president and responsible for a great many repairs to the building and equipment.

At the request of Dr. James T. Tucker, a camera was purchased so that pictures could be made of patients, before and after treatment. This was done in Boston and soon became a routine procedure in Richmond, bearing witness to the dramatic results being achieved by the surgeons in correcting deformities.

During these years, death took several of the hospital's most faithful friends. Mr. George F. Vose died on January 15, 1931. He and Mrs. Vose had been among the organizers of the Crippled Children's Hospital. He had been an extremely faithful trustee, and his will specified that a large sum of money be left to the hospital, subject to the life estate of his wife. The Trustees resolved that the bequest, when received, should endow a new ward or department and be known as "The Vose Memorial, 'In Memory of George F. Vose and Eloise Fauntleroy Vose.'" (They were to wait twenty-four years before it became a reality with the construction of the Vose Memorial Chapel-Auditorium. A multipurpose area, this addition would serve the varied needs of the children, the staff, the Board of Managers, Trustees, and many others, for meetings as well as other activities.)

Mrs. Emanuel U. Wallerstein (nee Alice Marcuse, daughter of I. J. Marcuse) died two years later. She had been a faithful volun-

teer, working with crippled children even before the hospital was organized and continuing her interest and support over the years. A pool and fountain in her memory were proposed but never materialized. The little memorial fountain in the rose garden was unveiled in March, 1939 in memory of Mrs. Milton Garey (Elinor Ball) who had given so much of herself to the Girl Scout Troop and to the development of the garden. (She had died the year before.) The hospital lost another valuable friend when Mr. Irving Straus of the Board of Trustees also died about this time.

Organized activities were necessary for patients recuperating from operations or receiving therapy. To help in entertaining them, the Elks gave an Easter Party on Easter morning in 1939, an event which became a tradition. The Junior Board sponsored a Benny Goodman Concert which may have inspired an attempt to start an orchestra for the patients. An advertisement requesting donations of instruments yielded three ukeleles, two mandolins, one guitar, and one banjo. The result was a boys' band of stringed instruments. The boys also had an electric saw for use in carpentry. These activities, along with regular school classes conducted by teachers furnished by the State Board of Education, helped to keep the young patients busy.

Much progress had been made in the dozen years in which the hospital had occupied its new building on Brook Road. In addition to keeping pace with developments in orthopedics, the medical staff had gained the services of Dr. J. Shelton Horsley, Jr. and Dr. Harry J. Warthen, Jr., who in the mid-thirties began plastic surgery work at the hospital. It had acquired a major addition, the William Tate Graham Ward, and had more than doubled its census. The hospital had also weathered The Depression years and now stood ready to face "The Forties".

## Chapter VIII

### "THE FORTIES"

IF it were necessary to describe this period in the history of Crippled Children's Hospital with one word, the word probably would be "change"—change due primarily to death, illness, and World War II in the first half of the decade and to rising costs and expansion of facilities in the latter half.

The untimely death of Dr. Donald MacKenzie Faulkner in 1940 was said to be the greatest blow the hospital had sustained. Before the year was out, the hospital also suffered the loss of Dr. J. Shelton Horsley, Jr. and Dr. Karl Blackwell, both of whom had given freely of their time and skill to the patients.

Miss Virginia Williams, superintendent, was forced by a back injury to resign in 1940, but she was able to continue her career in the field of nursing and public health. The Board of Trustees appointed a committee composed of Dr. James Asa Shield, Mr. J. P. Hummel, and Mr. Jacquelin Taylor to go to Dr. Graham and ask him to find a permanent superintendent and also to recommend an assistant surgeon-in-chief to replace Dr. Faulkner.

Miss Annie B. Rice, assistant superintendent, was in charge until March 15, 1941 when Miss Margaret Watson became the new superintendent with a greater degree of authority than her predecessors. Under Miss Watson's supervision, the doctor's quarters and an isolation ward on the second floor were converted into rooms for cardiac patients, the victims of rheumatic fever. The doctor's quarters were moved to the first floor. It was 1941 before anyone thought of putting a lock on the front door and a door bell.

Miss Rice married in May and continued in the post of assistant superintendent until August, 1941, when she resigned. It is interesting to note that later that month the Executive Committee of the Board of Managers adopted a resolution that the hospital should not employ married women as superintendent, assistant superintendent, or ward supervisors. If a nurse in one of these positions

were to marry, she was expected to resign if she could be replaced with an unmarried nurse. Other strict rules governed the activities of all nurses living in the Nurses' Home, including a ten o'clock curfew unless special permission had been granted.

Miss R. Karleen Ingersoll replaced Miss Rice as assistant superintendent on August 1, 1941, but she was quickly promoted to the position of superintendent and a salary of \$180 a month when Miss Margaret Watson resigned on April 15, 1942. This marked the beginning of Miss Ingersoll's tenure of twenty-five years, first as superintendent and then administrator of the hospital. She had come to Crippled Children's Hospital after fourteen years of service at the Shriners Hospital in Springfield, Massachusetts. Miss Ingersoll set about establishing a closer working relationship with the Board of Managers, and in October she was invited to attend one meeting per month of its Executive Board so that she could present personally her requests for purchases.

Miss Ingersoll also immediately took steps toward having the hospital join the American Hospital Association and acquire official accreditation. In a report written much later, she wrote:

"In 1942, after I became superintendent, I asked Dr. William Tate Graham, who was ill, if I could request a formal inspection of the hospital for a national rating. We had always been considered a Grade A hospital, but being a specialized one, had never had formal inspection and rating, according to former superintendents. I filled out the papers from Chicago, and we had the inspection some months later. Dr. Graham was well enough to meet the inspector with me when he came. The hospital passed the requirements which gave us a national rating and listing."

The occupational therapy program at that time was totally inadequate to meet the need. The small solarium at the end of the main corridor was equipped as a workshop, and there was a part-time therapist, Miss Sue Hurt, who was a graduate of the Philadelphia School of Occupational Therapy. She resigned to organize and develop an occupational therapy department at the Richmond Professional Institute (now the Academic Division of Virginia Commonwealth University), but before leaving, she urged that a full-time occupational therapist be employed. For an interim period in 1941, Miss Hurt returned to the hospital and gave her time

without payment from nine to twelve each morning to help fill the gap until a permanent occupational therapist could be found. The Board of Managers attempted to give her a gift of money. When she would not accept it, the money was used to purchase a bicycle saw for the workshop.

For the Board of Managers many things remained the same, but there was also progress and change. Mrs. Moon was authorized in 1941 by the Board of Managers to have printed 2,000 annual reports for distribution to those designated by the Board. Evidently this was the first time that annual reports had been printed or circulated in any quantity. The goal for Donation Day was \$6,000. It was considered significant progress when Mrs. R. Dan Jones of the Board contacted counties for assistance, resulting in contributions totaling \$1,175.

In December, 1941 it was announced that the National Foundation for Infantile Paralysis planned to organize chapters throughout the country to implement the President's Birthday Balls and the March of Dimes. Proceeds from the local Ball would be retained by the local chapter to aid infantile paralysis victims. The Board of Managers again cooperated in sponsoring the Ball in 1942, as they had since 1936. The Junior Board sent out all the invitations for the Ball and placed donation boxes in stores and banks for the March of Dimes. In April, 1942 Mrs. Moon reported that the hospital had received \$5,580 from the Richmond Chapter of the Foundation for Infantile Paralysis. In subsequent years, the Boards helped with the March of Dimes, stationing members in a donation booth in Miller and Rhoads Department Store for two weeks until this practice was replaced in 1953 with "The Mothers' March".

For many years, an enormous inventory of clothing was required for patients in the hospital. It was also the practice to furnish the children with complete outfits upon discharge, because their families often were unable to provide adequate clothing. Wear and tear in the hospital and frequent laundering contributed to the need for clothing in great quantity. At one time, Miss Ingersoll requested 300 boys shirts per year. Many dresses were also needed as well as hospital gowns. The most economical means of furnishing this clothing was to buy material wholesale, cut out the garments, and have them made by volunteer groups. Women of the First English Lutheran Church made 166 hospital gowns in 1941. As early as

1931, they were sewing for the hospital, and at this writing, they are still continuing. Mrs. George S. Kemp was in charge of providing dresses, followed by Mrs. Neil D. Sills. Mrs. Kemp became chairman of gowns, cutting them out by the hundreds.

Many changes were precipitated by World War II. During the summer of 1941, the resident doctor was called into the army and could not be replaced. As a consequence, the staff doctors performed fewer operations, and the average census went down to 78. However, Dr. Harry J. Warthen, Jr. did "quite a number" of hare lip and cleft palate operations during this time. In 1943 Dr. Leroy Smith, plastic surgeon, joined the active staff and began his long, continuous and valuable association with the hospital. (He had studied under Dr. J. Shelton Horsley, Jr. and served a rotating internship in 1937 and a year's residency in 1938-39 at Crippled Children's Hospital.)

It was necessary to have auxiliary lighting for use in air raid practice alert "black-outs" when use of electric lights was prohibited. Dark window coverings were required so that from the outside, light from candles and oil lamps would be obscured. Kerosene lamps were purchased for the wards, and Mr. Childrey Scott offered in the event of an actual air raid to have three Boy Scouts come to help at the hospital. Because of gasoline rationing and the priority on tires, the Executive Board of the Board of Managers began meeting bimonthly instead of weekly. Wages and salaries were increased repeatedly to prevent personnel from leaving for higher pay elsewhere. In the spirit of the times, the Junior Board raised \$134 by raffling off a \$25 Defense Bond. In view of rising costs, it was fortunate that Mr. N. W. Martin repaired the roof free of charge, a benevolence that became a habit with him and a continued blessing to the hospital.

The Sunshine Circle of the King's Daughters continued its usual support, furnishing all needs for the Nurses' Home. In 1945 the Circle decided to make Crippled Children's Hospital its sole concern and changed its name to the Sunshine Circle of Crippled Children's Hospital. This group also re-equipped the dental clinic, the original equipment having been donated by Kappa Delta Sorority in 1929.

Miss Bess Cowley, the Kappa Delta who was elected to membership in the Woman's Auxiliary in 1922, had served as the

sorority's representative to the Auxiliary from 1921-1928. Hannah Paxton Steele had served as Kappa Delta representative to the Board of Managers from 1929-1937, succeeded by Mrs. D. A. Dutrow from 1937-1941. In 1941 Mrs. R. Harrison Marks, Jr. was appointed to fill this post, serving until 1946, when the author of this history, Mrs. Edward Reeves Adams, became Kappa Delta's representative. She held the post from 1946-1953. Mrs. Adams was elected to membership on the Board of Managers in September, 1948 and continued to serve as the sorority's representative until relinquishing the post to become president of the Board in 1953.

Among other groups and individuals who were active in "the forties" was the Ginter Park Garden Club, which took the formal garden as its project during the decade. Dwarf boxwoods were donated by Mrs. Witcher Dudley of the Board of Managers.

On the professional level, in order to comply with requirements of the American Hospital Association for hospitals with an A-1 rating, the bylaws covering the medical staff were amended, stating in black and white the exclusive authority of the professional staff in matters "of admitting and discharging patients, students' instruction . . . and any and all things connected with the operating rooms, X-ray Department, and Pathological Department." It was also stated that "the professional staff of the hospital shall recommend to the Board of Managers the employment and discharge of all officers and employees serving in such Department, and the purchase of all apparatus and supplies used therein."

The year 1944 was marked by the deaths of both the president of the Board of Trustees and the president of the Board of Managers. Mrs. J. Luther Moon died in March ending twenty-five years of devoted service to crippled children. She had been present at the first meeting of concerned citizens in 1919, had served on the Board of Trustees since its inception, had organized the Sunshine Circle, and had held the office of president of the Woman's Auxiliary and its successor, the Board of Managers, for eighteen years. "Her kindly manner and interest in all that pertained to the hospital were an inspiration to all. Her devotion to its work never wavered." Later in the year death also claimed Mr. Legh R. Page, president of the Board of Trustees. A charter member of that

Board and vice-president from 1922 until he became president in 1935, Mr. Page had given generously of his time and energy in behalf of the hospital, which had depended greatly on his wisdom and leadership. Blue prints of gates to be placed at the entrance of the hospital in memory of Mrs. Moon and Mr. Page were submitted several years later to the Trustees, but erection of these gates was postponed indefinitely.

Mrs. James E. Roberts, first vice-president of the Board of Managers, succeeded to the office of president of that Board. Mr. James M. Ball, Jr. became president of the Board of Trustees and soon instigated regular monthly meetings of the Finance Committee, composed of Mr. Ball, Mr. H. Hiter Harris, president of First and Merchants National Bank, Mr. Harry H. Augustine, Mr. Jacquelin E. Taylor, Mr. Irving May, Dr. Graham, and Mrs. Roberts. Mr. Milton Garey was chairman of buildings; Mr. May, of grounds; and Dr. John Bell Williams, of the Hospital Committee.

The new year, 1945, brought the same old story of continuing increases in expenses. The Board of Managers had required \$96,000 to operate the hospital in 1944, and the need for 1945 was estimated at \$108,000. In addition, a refrigeration room was considered almost a necessity. The Trustees granted \$54,000 to operate for the first half of the year, after which the situation would be reviewed. The refrigeration room was built in 1945 at a cost of about \$8,000.

Meanwhile, there were other developments. A report written by Miss Ingersoll states, "In 1945, I asked the Trustees to employ a teacher in record librarian work. She was employed for a period of one year, and we worked together coding charts for that year and two years previously." At about the same time a one year orthopedic residency program was established in cooperation with the Medical College of Virginia with the understanding that the resident doctors would have two years of adult orthopedic training at the College followed by one year in children's orthopedics at Crippled Children's Hospital. According to Miss Ingersoll's report, "Previously, interns and residents had been hired, but they received no credit for their time at Crippled Children's Hospital." Because of this situation, it had been very difficult to get applicants.

Dental work was discontinued for a time in 1946, because the demands of the government on the Dental Department of the

Medical College of Virginia were so great that the men could not be spared, but it was resumed in 1947 under Dr. Robert I. Miles.

The annual report for 1946 recorded the average number of patients as 88, with 185 admissions and 180 discharges. New X-ray equipment had been purchased and the Donation Day appeal had raised \$14,000.

Mrs. H. Estes Dudley (Catherine James Dudley) was elected president of the Board of Managers in 1947. The Board assumed responsibility for securing an adequate supply of blood for the hospital, a new pamphlet was published, and Miss Ingersoll made a trip to the southwestern part of the state, contacting doctors to inform them of the facilities available for children in need.

Dr. Graham became ill in the spring of 1947, and later fell and broke his hip so that it was May of 1948 before he was reported as attending meetings again. During this period, the post of orthopedic resident was filled in succession by Dr. William M. Deyerle, Dr. William E. Daner, and Dr. Earnest B. Carpenter, all of whom were to become and remain active on the staff of Crippled Children's Hospital. Staff meetings were held once a month. A report of 1948 stated that twice each month, doctors made formal rounds. The state Orthopedic Society held its annual meeting in Richmond, with its headquarters at Crippled Children's Hospital in 1948.

By this time the demands on the one secretary in the office had become entirely too great. It was necessary to employ an additional secretary to serve also as receptionist. The cost per patient per day was running about \$5.43, not including depreciation, when in May, 1948, the Finance Committee decided that depreciation should be included as an item in the operating cost. In addition, expensive drugs, a raise in salaries, and meeting the need for a qualified occupational therapist contributed to increased operating costs. By July, 1948 quarterly costs had risen to \$43,000.

The two small solariums that were used for occupational therapy and physical therapy had become completely inadequate, and remodeling the existing space was deemed impractical. Therefore, the Trustees' chairman of buildings, Mr. Milton Garey of Baskervill and Son, was asked to explore the cost of erecting an addition for these facilities and other proposed improvements. Mr. May requested that a swimming pool be included in the estimate. Mr. Garey's initial plans were considered too elaborate, necessitating his

preparation of more modest proposals. Of the five additions proposed, the Board of Managers in consultation with Miss Ingersoll decided that three were absolutely necessary—the occupational therapy, physical therapy, and recovery rooms. Mr. Landon R. Funsten, who had become a trustee in 1945 and was chairman of the Grounds Committee, was made chairman of the Building Committee for the additions. Mr. William Frazier was appointed campaign chairman to raise the funds.

Other significant events of "the forties" included a donation of \$1,000 from the Woman's Auxiliary to the Richmond Academy of Medicine, one of many similar contributions to the hospital from that organization through the years.

Miss Ingersoll encouraged the celebration of holidays in as festive a manner as possible. Although Kappa Delta Sorority had given many parties for the children for many years, the Halloween party in 1942 may have been the first of its kind. Patients were allowed to stay up until nine o'clock, and there were costumes for all, elaborate decorations, typical Halloween games and refreshments, and a variety show. For more than twenty years, the Elinor Fry School of Dance presented a revue as part of the Halloween entertainment sponsored by Kappa Delta. Very young patients had their party on Graham Ward in the afternoon. These parties became traditional.

In addition to the Easter baskets given by the Elks Club to each patient on Easter morning, there was a new Easter frock for each young lady. Easter corsages provided by the Ginter Park Junior Woman's Club added to the traditions not denied the patients of Crippled Children's Hospital. Eggs for the Easter egg hunt became an annual donation from Joseph W. Biley, Funeral Directors, which has continued to send donations of food to the hospital on a regular schedule through the years.

Miss Ingersoll began the tradition of inviting the governor and his wife to the Christmas party and instigated the annual Christmas pageant. In 1947 the Kiwanis Club gave \$775 for Christmas presents for the children, and Miss Ingersoll was authorized to buy presents and clothing which patients could take home. Any money left over was to be set aside in a special fund. The Kiwanis Club's very generous annual Christmas donations have continued to make Christmas "extra special" at Crippled Children's Hospital.



For many years napkins were made at the City Jail from material purchased by the Linen Committee of the Board of Managers, and Kappa Deltas all over the nation made tray covers with attractive appliques for the children's trays. Large inventories and much laundering were required until the advent of paper disposable items.

Air conditioning, installed in the operating room in 1946, was pronounced satisfactory in 1947 after adjustments. The Northside Lions provided the funds to purchase new sterilizing equipment for the operating room. Through the years, this organization has made substantial donations to the hospital for many other improvements too numerous to record here. Also in 1947, Kappa Delta's annual gift, which had remained at a level of \$3,000 since 1931, was increased to \$3,600.

With increased professional care of patients and Junior Board activity as well as that of other volunteers, it was no longer necessary for members of the Board of Managers to help with the children as in former days. They missed the contact and made a number of attempts from time to time to involve themselves again with the patients, but each of these efforts was short lived. However, Mrs. Henry Fairfax, a member of both the Board of Trustees and the Board of Managers since the early days, "made rounds" once a week with lolly-pops for everyone. She thus established a unique relationship with both patients and staff. Mrs. Fairfax's visits continued decade after decade until she was no longer physically able to come to the hospital.

The library, which was housed in a closet on the corridor to Girls Ward, received extensive attention from three members of the Board of Managers: Mrs. Edward H. Gunst, Miss Irene Rose, and Mrs. Edward Reeves Adams. In ensuing years, the Story League, the Junior Board, the Brandon Woman's Club, and the New-comer's Club were to contribute innumerable hours to the library and to efforts to arouse the patients' interest in reading. The library was moved to the former occupational therapy area after the addition of new therapy rooms.

Some new beds and cribs were bought with funds from the Junior Board, Kappa Delta, the Virginia Federation of Junior Woman's Clubs, and the family of Mr. I. J. Marcuse.

During this era, the Junior Board's annual fund raising event

was a card party, a huge affair yielding approximately \$1,000. Among other projects, the Junior Board continued its work with the Girl Scout Troop.

Additional funds became available annually when the Crippled Children's Hospital was fortunate to receive a share of the net income from the Davenport Memorial Fund, following the death of Mr. Isaac Davenport in 1947 at the age of 90 years.

As public relations director, Mrs. Roy C. Flanagan was employed from February, 1949 until August, 1950. She put together a striking brochure of fine quality with the della Robbia medallion embossed upon it. Plans were made to send it to all physicians in the state, editors of publications, trust officers, county superintendents of welfare, lawyers, members of the Boards of Crippled Children's Hospital, and others who would be interested or influential.

Inevitably, the hospital suffered the loss of a number of dedicated trustees. One of these, Mr. Henry E. Baskervill, architect of the hospital, died on November 30, 1946. It was said of him that he had watched over the building of the hospital "as if it were his own home" and was ever ready to consider changes regardless of the time or trouble that this entailed. He had visited other institutions and drawn upon the experience of others to provide the best for the Crippled Children's Hospital. Also Mr. Isaac J. Marcuse, a charter member of the Board of Trustees, died August 24, 1948. He had served as second vice-president for ten years and was a generous contributor as well as chairman of the Finance Committee in its early years. And in October, 1948 the Board lost two additional charter members: Mr. John M. Miller, Jr., chairman of the Board of the First and Merchants National Bank, and Dr. Stuart McGuire. Meanwhile the Board of Managers recorded the passing in 1948 of Mrs. R. C. Wight\*, credited with the formation of the Mending Committee in the early years. This committee composed of women from various churches has continued to function.

Following the death in November, 1948 of Mr. Landon Funsten, chairman of the Building Committee for the proposed additions,

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\*Mrs. Wight (Pocahontas Wilson Wight) was a direct descendant of John Rolfe and the Indian princess, Pocahontas. Her daughter, Virginia Wight Lamb (Mrs. A. Wade Lamb, Jr.) continues on the Board having served as its president.

Mr. Paul E. Miller, a new member of the Board of Trustees, was appointed to the post. Shortly thereafter, Mr. Miller was also appointed to the Executive Committee, the former Finance Committee of that Board. Graham Brothers was awarded the contract to build the addition, and ground was broken in May of 1949. Mr. James M. Ball, Jr. and Dr. John Bell Williams continued in office as president and first vice-president respectively; and Mr. William Frazier, second vice-president. Before the decade was over, they expected that the new facilities would be completed and functioning.



## Chapter IX

### "THE FIFTIES"

IT was not until March, 1950 that the physical therapy, occupational therapy, and isolation and recovery rooms were reported almost finished. The construction cost was approximately \$60,000. All equipment was donated. The hospital had not acquired the swimming pool which Mr. Irving May had proposed, but through the generous donation of about \$3,000 from the Junior Board, an Ille Tank was installed in which a patient could be submerged, limbs exercised, and the water agitated to stimulate healing.

Dr. Graham was quite ill in St. Luke's Hospital in September, 1949. Although he had improved by the spring of 1950, it was deemed advisable to name Dr. H. Page Mauck as acting surgeon-in-chief.

In 1950 the Active Medical Staff was: *Orthopedic*—Drs. William Tate Graham, James T. Tucker, H. Page Mauck, James B. Dalton, Sr., R. D. Butterworth, Beverley B. Clary, William M. Deyerle, William E. Daner, Earnest B. Carpenter, Virgil R. May, Jr., and M. J. Hoover; *Plastic Surgery*—Dr. Leroy Smith; *Cardiac*—Drs. Carolyn McCue and Hubert T. Dougan; *Pathology*—Drs. Gordon Hennigar and Saul Kay; *Dentistry*—Drs. Robert I. Miles and John N. Pastore; *Ear, Nose, and Throat*—Drs. Peter N. Pastore and Douglas Hayden; *Pediatrics*—Dr. Lee E. Sutton, Jr.; *Roentgenology*—Drs. D. D. Talley, Jr., and J. Lloyd Tabb; and *Psychiatry*—Drs. J. Asa Shield and George S. Fultz. The Consulting Staff included: *General Surgery*—Drs. J. Robert Massie, Jr., I. A. Bigger, and Walter H. Buffey; *Neurosurgery*—Drs. John M. Meredith and Charles E. Troland; *Urology*—Dr. A. I. Dodson; *Neurology*—Drs. R. Finley Gayle, H. R. Masters, and J. Asa Shield; *Chest Surgical*—Dr. I. A. Bigger; *Chest Medical*—Dr. Dean B. Cole; *Eye*—Drs. R. H. Courtney and Luther C. Brawner; and *Dermatology*—Drs. T. W. Murrell and R. Campbell Manson.

Many of these physicians had year after year of previous service to the hospital to their credit. Others not listed here served briefly.

The Medical Staff organized themselves with bylaws, rules, and regulations under the name of "The Attending Staff of the Crippled Children's Hospital", meeting semi-monthly to serve the best interest of the patients through concerted effort. Among the rules adopted were: "1. The hospital shall admit and treat all cases approved by the State Board of Health, or the Crippled Children's Bureau. . . . 11. Acceptance of fees in any guise whatsoever is forbidden. 12. After the approval by the State Board of Health of an application, admission of patients to the hospital is arranged by the administrator." Dr. Louise Galvin was director of the Crippled Children's Bureau of the State Health Department with which the hospital worked so closely.

The hospital operated at a deficit in 1949 and 1950 with income derived from the interest on the endowment, donations, state funds, and payments from the National Foundation for Infantile Paralysis for care of victims of polio. The need for a broader base of support was evident.

The Executive Committee of the Board of Trustees was definitely opposed to admitting patients covered by hospital insurance unless such insurance had been exhausted. However, by 1950 Mrs. Dudley, president of the Board of Managers, reported to her Board that personnel policies in industries had advanced to the point that most large businesses were offering blanket family health insurance policies which partially paid for hospitalization. She added that the hospital had revised its policy and was now accepting indigent children with some hospitalization insurance. Any fee under an insurance policy coverage which would be available for a surgeon was donated to the hospital. Dr. Graham did not approve of this change in policy but did not oppose it, because everyone else felt it was necessary from the standpoint of the patients as well as the hospital.

Additional help was secured early in the decade from the Nemours Foundation in the amount of a \$10,000 annual grant to be administered by the state. However, Mrs. Dudley pointed out before retiring from office that the hospital urgently needed more effective means of raising funds and a system of permanently recording substantial gifts.

These were primary objectives when Mr. William Frazier became president of the Board of Trustees and Mrs. Frank C. Acree, president of the Board of Managers in 1951. Since the early years, there had been various fund raising efforts including the solicitation of "memberships", with bills for dues going out usually in March. This practice was discontinued in 1951 in favor of Donation Day as the single annual appeal for donations. Under the direction of Mrs. Dudley, the files of prospective donors were revised and enlarged, including the addition of a number of business firms to be solicited. Donation Day yielded over \$54,000 in 1951, and in 1951-52 the number of contributors more than doubled. This increase helped to meet the operating costs of \$48,000 per quarter.

The superintendent, Miss R. Karleen Ingersoll, was formally accepted as an active member of the American College of Hospital Administrators on September 15, 1951, having successfully completed her examination in July. Her title was changed to hospital administrator. In that same year she was asked to attend all meetings of the Executive Committee of the Board of Trustees.

It was indeed a shock to everyone connected with the hospital when Miss Ingersoll resigned, effective January, 1953, and went to Bowman-Gray Hospital in Winston-Salem, North Carolina to study anesthesiology. The Board of Trustees did not accept her resignation, but gave her three months leave of absence without pay, hoping that she would reconsider in favor of resuming her position. In the meantime, Miss Charlotte Jordan, assistant superintendent, became acting superintendent. She and Mrs. Edward Reeves Adams, the new president of the Board of Managers, "held the fort" until fortunately, Miss Ingersoll returned to the post of administrator by March, 1953. She had been neither content nor well in North Carolina, and with the offer of a salary more commensurate with her responsibility, Mr. Frazier had persuaded her to return.

A very special event followed when the Board of Trustees invited the other Boards of the hospital to its annual meeting in March, 1953. At this meeting a portrait of Dr. William Tate Graham by the artist, David Silvette, was unveiled and formally presented to the hospital by Dr. Graham's associates (Drs. James T. Tucker, Beverley B. Clary, and Earnest B. Carpenter). Dr. Tucker made the presentation speech, referring to events and accomplishments in Dr. Gra-

ham's life with words of high praise and tribute. His address included the following remarks:

"Dr. Graham is a man of warm personality, a gifted teacher, a devoted surgeon. Whenever you are given a man of might with a finely trained mind, disciplined by study, tempered by imagination, and a quick emotional response; one who has patience, a love of people, a deep spiritual insight, then you have the chemicals of a great lovable character, a great humanitarian. To meet Dr. Graham is to be attracted to him; to be associated with him is to respect him; to know him is to love him. Dr. Graham is a man of great faith. I could not put into a single sentence the key to his power, but I suppose one could say that the Supreme fashioned his character, governs his thought, anchors his mind, and is the source of his strength. He lives richly because he lives in others."

Dr. Graham, the moving and guiding spirit in the founding and development of Crippled Children's Hospital, was able to be present for this very inspiring occasion honoring him.

Dr. William Tate Graham died on December 13, 1953, at the age of 80 years. At the meeting on December 17, Mr. Frazier called the hospital a monument to this outstanding physician and asked the members of the Board of Trustees to pay their final respects to him, their founder. He also asked that God give to each of them the wisdom and strength to continue the operation of the Crippled Children's Hospital as Dr. Graham would have wished. In Dr. William Tate Graham, God indeed had raised up a man particularly equipped to meet one of the crying needs of his time. His will provided that after life annuities to several beneficiaries, his entire estate would come to the Crippled Children's Hospital.

Memorial gates were enthusiastically proposed to honor Dr. Graham. The Boards of the hospital and the Virginia Society of Orthopedic Surgeons were anxious to contribute, but again, no gates materialized. (Some years later when Mrs. Adams suggested that Kappa Delta Sorority might be willing to donate appropriate gate posts in honor of the sorority's founders, she was told that improvements and re-grading of Brook Road had been projected for years, and that until these improvements were realized, it was felt unwise to undertake any permanent entrance structure. Probably, for the same reason, the previously proposed gates had not been erected.) The Virginia Society of Orthopedic Surgeons, however,

placed a plaque in the hospital to Dr. Graham's memory.

Dr. H. Page Mauck assumed the position of surgeon-in-chief of the hospital, but shortly thereafter he was struck by a heart attack, and though he recovered and served, his term of office was cut short by his death on January 22, 1955. He was remembered as "a gifted teacher, exceptional administrator, and devoted practitioner of medicine." His original work in the realm of orthopedics was recognized internationally. The tribute written by Dr. Tucker for the Board of Trustees praised Dr. Mauck for his kindness, generosity, and enthusiasm. His humility and tact as he served as assistant surgeon-in-chief under Dr. Graham during the difficult years just before Dr. Graham's death were also particularly noted.

Dr. James T. Tucker became surgeon-in-chief as of March, 1955; Dr. M. J. Hoover became the assistant surgeon-in-chief.

In the meantime, Dr. William T. Sanger, president of the Medical College of Virginia, had expressed the need to review provisions of affiliation between the college and Crippled Children's Hospital. The provisions were re-stated, with the hospital called "a teaching institution of the Medical College of Virginia," but at the same time, Crippled Children's Hospital maintained its status as an independent, non-profit corporation with its separate Boards for governing and implementing the operation of the hospital. The provisions, as recorded in the minutes of the annual meeting of the Board of Trustees on March 18, 1954, were as follows:

#### PROPOSED PROVISIONS OF AFFILIATION OF THE CRIPPLED CHILDREN'S HOSPITAL WITH THE MEDICAL COLLEGE OF VIRGINIA

1. That the Crippled Children's Hospital be made a teaching institution of the Medical College of Virginia for orthopedics and at times pediatrics and dentistry;
2. That the medical, surgical, and dental staff of the Crippled Children's Hospital, except for the surgeon-in-chief who, as in the past, will be appointed by the Board of Trustees of the Crippled Children's Hospital, be nominated from the faculty of the Medical College of Virginia by the committee provided for in paragraph 5 below, subject first to the approval of the department heads concerned and the administration of the college, and final approval of the Board of Visitors of the College and the president and Board of Trustees of the Crippled Children's Hospital;

3. That in appointing internes the college add to its number such internes as the Crippled Children's Hospital may require during the year, these to serve at the Crippled Children's Hospital on the regular plan of rotation followed by the college, such internes while on service at the Crippled Children's Hospital to be given the usual maintenance and such financial allowance, if any, as is paid by the college when these internes are on duty at the college;
4. That similar student nurses be assigned on rotation by the college to the Crippled Children's Hospital to be given by the Crippled Children's Hospital maintenance and such compensation as is provided when on duty at the college;
5. That a committee to handle routine matters involving the relation between the Crippled Children's Hospital and the college be appointed, this committee to be composed of the president of the Crippled Children's Hospital, the dean of the school of medicine, Medical College of Virginia, and the surgeon-in-chief of the Crippled Children's Hospital.

One of the most exciting developments of the decade was the realization of a much needed addition. Through the diligence of Miss Ingersoll, Mrs. Acree, and Mr. Ball, contact had been maintained with Mrs. George F. Vose, reported to be 93 years of age. For some time she had expressed a desire to use funds from her husband's estate to add a chapel-auditorium, multi-purpose room to the hospital during her life time. Plans were drawn up by Mr. Milton Garey, and Mr. Horace A. Gray, Jr., first vice-president of the Board of Trustees, was made chairman of the Building Committee. Construction began in 1954 and was completed within the year at a cost of about \$46,000. Mrs. Vose had been very explicit in describing what she wished concerning the new addition. Above all, it was to be a place of worship. However, she realized that an auditorium and an area for meetings and entertainment were also needed; so, she consented to the design of the multi-purpose room, provided certain stipulations were met. First, inscribed on the wall over the platform or stage should be the words, "Suffer the little children to come unto Me." Second, a bronze plaque should be placed in the room depicting the scene of Jesus with children gathered around Him and the bible quotation from Mark 10: 14, the date of construction, and the names of Mr. and Mrs. Vose. Third, pictures selected by Mrs. Vose of herself and Mr. Vose

were to be hung in the room. Mrs. Edward Reeves Adams, president of the Board of Managers, and Mr. Gray were assisted with details of the room by Mrs. C. Cecil Arledge, first vice-president of the Board who assumed the office of president in 1955.

Dedication of the chapel-auditorium was postponed until April 14, 1955, so that Dr. Alfred R. Shands, Jr., Medical Director of the Alfred I. du Pont Institute of the Nemours Foundation, could be present and address the gathering. Mr. James M. Ball, Jr. presided. Mrs. Frank C. Acree made the presentation on behalf of Mrs. George Franklin Vose, and it was accepted by Mr. Thomas C. Gordon, Jr., who had become president of the Board of Trustees in 1954. Dedicating the facility was The Reverend Theodore F. Adams, D.D. The Reverend A. Purnell Bailey, Dr. Edward E. Haddock, Mr. Morton G. Thalhimer, and Col. Joseph H. Wyse also participated in the ceremonies, which were recorded for Mrs. Vose, who was not physically able to be present. This devoted benefactor, Eloise Fauntleroy Vose, died February 9, 1956. She and Mr. Vose left the hospital the "splendid legacy" of their estate amounting to \$234,000.

Another benefactor, the Ford Foundation, provided a grant totaling \$51,800, half to be received in 1956, and half in 1957. This gift made possible a large storage room in the former location of the physical therapy room, an addition of four rooms to the Nurses' Home, a new partition and fire proof door for a record room, explosion proof floors in the operating room, in the sterilizer room, and in the plaster room, shelves and books for the doctors' library, funding for research, and some modernization of the kitchen, with additional funds for the kitchen donated by the Northside Lions Club.

To meet operating expenses, the amount to be raised by the Board of Managers through the Donation Day appeal steadily increased. For years they had asked for professional assistance, but this request had been consistently denied by the trustees who felt that it was not necessary.

In March, 1957 shortly after taking office, Mrs. Edward H. Gunst, president of the Board of Managers, together with Mrs. Henry Fairfax, Mrs. H. Coleman Baskerville, Mrs. A. Wade Lamb, Jr., and Mrs. Catherine James Dudley met with the Executive Committee of the Board of Trustees to ask again for professional

help. Even this formidable group failed to convince the trustees. But, Mrs. Fairfax mentioned another idea which also had been discussed in previous years—the employing of a field secretary to travel throughout the state to stimulate interest in and support for the hospital. No action was taken, but the subject was not closed.

In preparation for television and radio publicity for Donation Day, Mrs. Baskerville asked for specific information to send to each station concerning children from the locality who were patients of the Crippled Children's Hospital. Mrs. Catherine Owens, who was medical records librarian from 1954-1974, gathered the information to include patients from 1953 through 1956. In the process, an astounding and significant set of facts and figures was assembled.

Mrs. Gunst, in her annual report of 1957, stated that patients had come to Crippled Children's Hospital from 87 counties in Virginia during the four year period, 1953-1956. These 87 counties sent 1,352 patients who spent a total of 95,390 hospitalized days at a cost to the hospital of approximately \$884,265. From among these 87 counties, 38 sent donations totaling about \$7,000 during the four year period. At the same time, the city of Richmond and Henrico and Chesterfield Counties sent 276 children at a cost to the hospital of \$169,214. Since the Richmond area was the major source of donations for the hospital's work while the major portion of funds was being spent to treat patients from other parts of the state, these figures presented a convincing case for broadening support throughout the state.

Mrs. Mabel H. Erdman was employed in March, 1958 as public relations director to tell the Crippled Children's Hospital story state-wide, emphasizing the independence of Crippled Children's Hospital from nationally controlled groups. There was a general public misunderstanding that confused the hospital with the Virginia Society for Crippled Children and Adults (the Easter Seal Society) which had been organized in Virginia in 1944 with headquarters in Roanoke. Many people who donated to the Easter Seal appeal or to the Shriners Hospitals for Crippled Children thought that they were helping the Crippled Children's Hospital in Richmond, which, of course, was not true. The hospital continues to labor under these misconceptions.

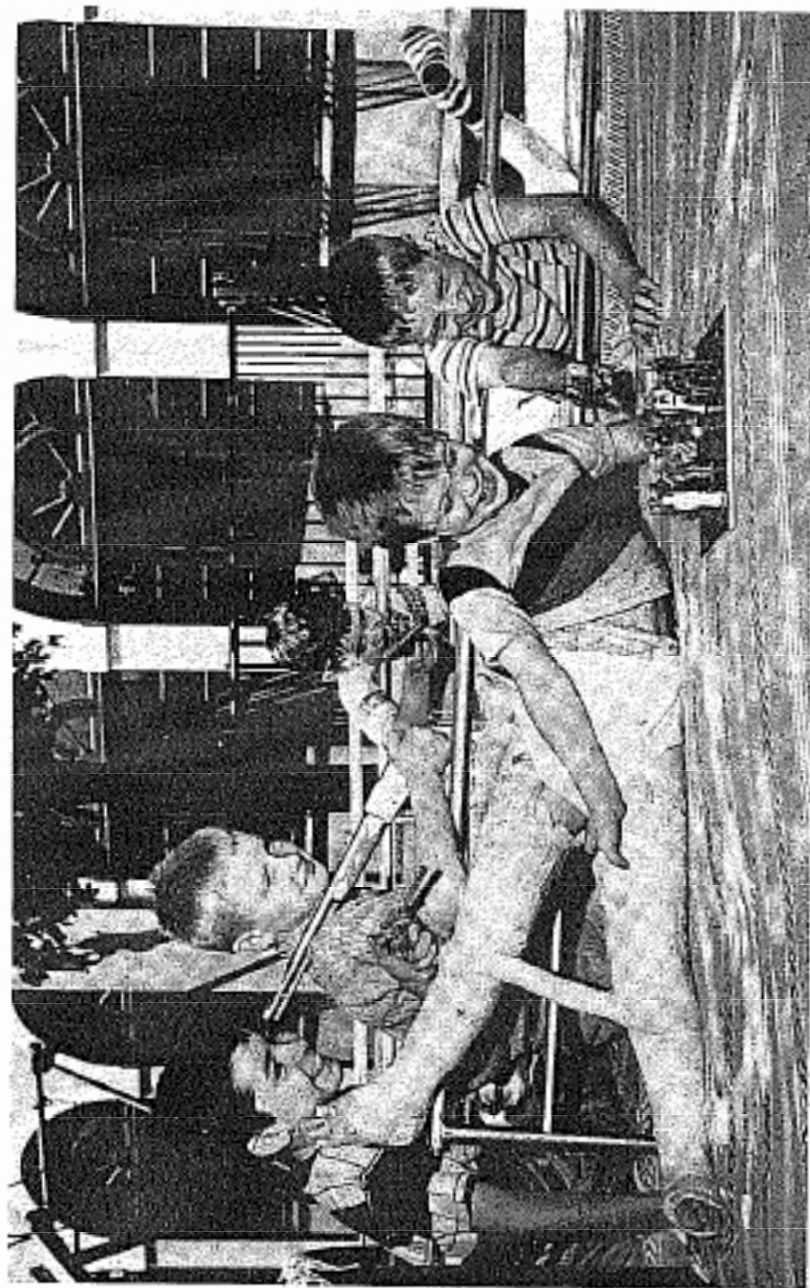
During 1958 Mrs. Erdman visited the governing bodies or officials of 94 Virginia counties and 16 cities, appeared before 42

organizations, and contacted a number of individuals. Results were gratifying, but she was disappointed in not gaining support from the cities, since thirty percent of the patients actually lived in cities. She published a small folder, "Facts", to present accurate information about the hospital. Mrs. Erdman also published a quarterly printed page called "Step by Step" as a report to friends of the hospital. It was underwritten by Kappa Delta Sorority, the first issue appearing in January, 1959. It also served to stimulate donations. She pursued support from charitable trusts and foundations and generally assisted with the Donation Day appeal. Mrs. Erdman resigned in the fall of 1962.

Of the many other events and developments of "the fifties", probably the most significant was the perfection of a vaccine against polio by Dr. Jonas Edward Salk of the University of Pittsburgh. The vaccine was pronounced safe and effective in April, 1955. To Crippled Children's Hospital this would mean eventual disappearance of patients crippled by poliomyelitis.

Quarterly clinics continued as usual with as many as 148 patients attending an orthopedic clinic and 100 attending a plastic clinic in 1955. In July, 1957 through the cooperative efforts of Dr. Louise Galvin, director of the Crippled Children's Bureau of the Virginia State Department of Health; Dr. Leroy Smith, plastic surgeon; and the Department of Dentistry of the Medical College of Virginia, a facial deformities clinic was started, sponsored by the Bureau and directed by Dr. Smith. This clinic was soon established on the second floor of the Crippled Children's Hospital. In addition, a new service, the removing of cataracts, was started by Dr. William Zimmerman, III in 1959.

On an average, the hospital census hovered at about 88 patients. The average length of stay per patient was almost three months, and this contributed to the high census. At times there were as many as 97 patients in the hospital. Naturally, when the weather was pleasant, they spilled out onto the terraces and grounds. Beds were rolled into the sunlight, and there were swings and other play equipment outside each ward for ambulatory patients. Children congregated on the center front lawn where there were large wooden double-seat gliders. The only fences were on the perimeter of the property. In 1951 Mr. and Mrs. Ira Stern gave a drinking fountain and stone benches for this area in memory of



their son, Milton Marcuse Stern.

In all these years, there had been no sign to designate the hospital until Mrs. M. I. Binswanger of the Board of Managers suggested one in 1954. Eventually, the matter was left up to Mr. D. W. Mallory, the trustees' chairman of grounds. A very nice wooden sign was erected, the gift of the General Outdoor Advertising Company.

The Windsor Farms Garden Club adopted as its project the grounds and garden of Crippled Children's Hospital beginning in January, 1955, and a representative was appointed from the club to the Board of Managers, who were more than grateful for this valuable assistance. This may have prompted the replacement of the old wire fence around the property with a new Cyclone fence in the summer of 1955.

A new Finance Committee, a sub-committee of the Executive Committee of the Board of Trustees, was created in 1955 to have general supervision over the hospital's investments. Messrs. James M. Ball, Jr., William Frazier, and Thomas C. Gordon, Jr. were appointed and authorized to buy the six lots north of the hospital property for not more than \$12,000 (\$2,000 per lot). The dilapidated frame house on the property was demolished to improve the appearance as well as to avoid a tax.

The main water lines were replaced with copper pipes in 1958. This work was done by Mr. James G. Cogle who had been employed as of May, 1950 to take charge of maintenance. He was a very valuable asset to the hospital in many ways, capable of doing repairs that normally would have required outside contractors, and there were always many things which needed and received his expert attention.

Another addition, a separate storage building for lawn equipment and related supplies was acquired with the help of donations from several companies and volunteer labor provided by the local Naval Reserve Construction Battalion (the Sea Bees Reserve) which completed the construction in 1960. This group also cleared an area for a new parking lot.

The cost of operating the hospital continued to rise during the decade, largely due to salary and wage increases which were necessary to keep registered nurses and competent help. The Donation Day goal went from \$65,000 in 1954 to \$140,000 in

1959. The prospective donor files were continually updated and enlarged. In 1954, through the efforts of Mrs. Acree, 350 residents of other parts of the state had been added and by early December, \$17,500 had been received from these sources. At the same time, the Junior Board began sending canisters and posters to co-operating Junior Women's Clubs throughout the state for placement to receive donations in stores and business establishments in their respective communities. About \$2,000 was collected in addition to the over \$2,000 received in canisters in the Richmond area. New canisters were put out in Richmond, but discontinued in other parts of the state in 1958.

Other assistance included a \$1,000 gift in 1953 from the Endowment Fund of the First Baptist Church, Richmond—an annual donation which has since increased. In 1954 the Virginia Highway Users Association began transporting to the hospital the donations of food given by the students from area schools. This valuable help also continues. An addressograph machine and filing cabinets for the address plates were given by Mrs. Alfred Smith in 1957, and through the years, the trustees assisted by personal solicitation.

By 1958 the goal for Donation Day was so high and the committee organization so complex that instead of having a Donation Day chairman, the responsibility for the Donation Day committees was divided between the three vice-presidents of the Board of Managers. The goal of \$125,000 would not have been reached if it had not been for a December 15-25 appeal in behalf of Crippled Children's Hospital made by the Richmond radio station, WRVA. This radio appeal, known as "A Green Christmas, 1958 for Crippled Children's Hospital," boosted donations by \$20,000.

Also in 1958, the Trustees decided to bill Medicare and Blue Shield for professional fees, the funds from these sources going to the hospital to help meet operating costs, rather than to the physicians whose services were donated.

During "the fifties" the Junior Board obligated itself to pay for a number of very costly improvements and pieces of equipment. To complete these projects, the Board borrowed funds from the Board of Trustees and repaid them as soon as possible with proceeds from an annual card party and other fund raising

activities. The Junior Board gave a "walk-in" deep freezer, had the elevator converted to automatic, gave a new X-ray table, and the Ille tank, and paid for the removal of the steps and elevated nurses' station in the center of Graham Ward.

Funds and services were also coming from other organizations and firms. Miss Ingersoll was trying to replace all of the old beds and cribs. Funds for this purpose had been given by the Junior Board, the family of I. J. Marcuse, the Junior Women's Clubs, and Kappa Delta. Mrs. Edward Reeves Adams attended the national convention of Kappa Delta Sorority in Biloxi, Mississippi in 1953, and came home with the good news that Kappa Delta would give the remainder of the new beds and cribs needed and would increase its annual donation from \$3,600 to \$6,000. Among additional Kappa Delta gifts were \$11,000 in 1955 for air-conditioning the occupational and physical therapy departments and the installation of wiring to increase the electrical capacity necessary for this and future electrical requirements, and \$15,000 in 1959 for boilers, three dental units, and other equipment. Mrs. Robert J. Leahy had been appointed Kappa Delta representative to the Board of Managers in 1953, when Mrs. Adams assumed the presidency of the Board of Managers. Mrs. R. Edward Nance succeeded Mrs. Leahy in 1956 and served until 1960. Later she was elected to the Board of Managers.

Many firms in "the fifties" began contributing to the hospital instead of sending Christmas gifts to associates and clients. Among these was the Central Virginia Automotive Association. The firms were provided with lovely "della Robbia" cards stating that a gift had been made to Crippled Children's Hospital in honor of the recipient.

One of the medallions on the hospital facade was also the inspiration in 1953 for the first note paper produced by the Board of Managers.

The Christian Women's Fellowship of the Seventh Street Christian Church donated in 1953 a complete wardrobe of costumes made especially for the hospital's annual Christmas Pageant. In the same year, the local chapter of the American Institute of Decorators gave the proceeds from their auction to the hospital.

The Newcomers' Club evidenced so much interest and activity



in behalf of the hospital that they were invited to be represented on the Board of Managers.

The Scout Troops at Crippled Children's Hospital were very active. The Girl Scout Troop was led for twenty years, from the mid-1950s to the mid-1970s by Mrs. Virginia (Bonnie) Bonesch. There were also Cub Scouts with Mrs. Franklin Hancock and Mrs. J. B. Broughton serving as den mothers. Boy Scout leaders were Mr. Lucien W. (Jack) Bingham, Jr., Mr. Charles Weaver, and Mr. R. E. Bryant. Boy Scout activities continued until 1968, at which time Mr. Bingham was honored for his many years of service.

To keep the public informed and to stimulate interest and aid in the work, a new brochure with a blue and white triangular design on the cover was printed in 1956, and through the generosity of Mr. W. M. Havens and television station WTVR, a new movie of the hospital was made in 1959.

"The fifties" also saw several changes in the hospital staff. Dorothy Dame Hughes, who as Mrs. N. Randolph Watt had become executive secretary-treasurer of the hospital in 1926, became ill and died in April, 1954. She had served the hospital for 28 years. The Board of Managers placed a plaque in the hospital in her memory. Mrs. Frances W. Dodd had been employed as receptionist and secretary in February, 1953. Upon the death of Mrs. Hughes, Mrs. Dodd became acting secretary-treasurer, and in June, 1954 she assumed the position on a permanent basis, serving until her retirement in 1972.

Miss Charlotte Jordan resigned as assistant to the administrator in 1959, but accepted the position of supervisor of Graham Ward until her retirement in 1962 after 16 years of service. She died in November, 1969.

Miss Mary Elizabeth Blayney joined the hospital staff in April, 1950 as registered occupational therapist. She was also in charge of recreational therapy. Several other full time occupational therapists had preceded her. Since the hospital was filled almost to capacity, her job was a tremendous one, even with the help of volunteers and occupational therapy students from Richmond Professional Institute (later Virginia Commonwealth University). Miss Blayney served through 1967.

Meanwhile, death claimed some of the faithful members of the

Board of Trustees. Mrs. Wilkins Coons Williams, wife of Adolph D. Williams, and a member of the Board of Trustees since 1928, died in January, 1950. She and Mr. Williams were generous in their support of the hospital. Mr. H. Hiter Harris, elected to the Board of Trustees and its Executive Committee in 1943, died suddenly in January, 1952. Mrs. Henry E. Baskervill died in March, 1957. She had given over thirty years of service to both Boards of the hospital. Mr. Horace A. Gray, Jr. and most of his family perished in the tragic fire which burned their home at Christmas time in 1958. The Board was also stunned when Mr. D. Walton Mallory died in the summer of 1959. He had become a member of the Board in 1948, and had been invaluable as chairman of the Grounds Committee. All of these were men and women of sound judgment whose advice was sought and followed. They had served well and would be greatly missed.

The decade ended with an anniversary celebration on September 30, 1959, instigated by the president of the Board of Managers, Mrs. A. Wade Lamb, Jr., with the assistance of the trustees and their president, Mr. A. Churchill Young, Jr., and the Junior Board. It commemorated 30 years (1928-1958) of the hospital at the present location and almost 40 years of operation. Actually, it was 39 years and 5 months. A mistake made at some previous time, giving the date of the incorporation of the hospital as 1919, was picked up and repeated over and over again in official publications of the hospital. It was 1917, not 1919, when Dr. Graham started the first free clinic for crippled children, and though a group of interested citizens met in 1919, it was 1920 before they officially organized the Crippled Children's Hospital. At any rate, the time was appropriate for such an anniversary celebration. A guest list of 500 was drawn up and sent handwritten invitations, a formidable task in itself. Mr. Paul Miller of the trustees furnished a thirty pound cake, and Mr. Beattie Luck furnished the Clover Room ice cream. It was a very special occasion with about 150 persons in attendance.

*Chapter X*  
"THE SIXTIES"

BY 1960 the active medical staff of the Crippled Children's Hospital had been considerably enlarged. Dr. James T. Tucker continued as surgeon-in-chief with Dr. M. J. Hoover as assistant surgeon-in-chief. The other orthopedists continuing to serve were Drs. Beverley B. Clary, Earnest B. Carpenter, William M. Deyerle, William E. Daner, Virgil R. May, Jr., James B. Dalton, Jr., and R. D. Butterworth. During the 1950s Drs. Herman M. Nachman, John F. Butterworth, III and Robert H. Mauck had joined this group. Dr. Edwin W. Hakala was appointed to the staff in 1960. All together, the orthopedic staff in 1960 had grown to include thirteen physicians. In addition, Dr. Hunter Jackson had joined Dr. Leroy Smith on the staff for plastic surgery in 1954 and service in this field continued to grow.

Other changes in the active staff had also occurred including the death of Dr. J. Lloyd Tabb in 1954. By 1960 physicians listed in addition to the orthopedic and plastic staff were: *Pediatrics*—Dr. Carolyn McCue; *Surgery*—Drs. J. Robert Massie, John H. Reed, Jr., and Walter H. Buffey; *Eye*—Drs. Luther C. Brawner and William Zimmerman, III; *Dermatology*—Drs. R. Campbell Manson and Carl S. Lingamfelter; *Pathology*—Dr. Saul Kay; *Laboratory*—Dr. Henry G. Kupfer; *Ear, Nose and Throat*—Drs. P. N. Pastore and Douglas Hayden; *Roentgenology*—Drs. D. D. Talley, III, Willard M. Fitch, and Lilburn T. Talley; *Urology*—Drs. A. I. Dodson, Jr. and J. Edward Hill; *Neurosurgery*—Drs. Charles E. Troland and Joseph F. Kell, Jr.; *Neuropsychiatry*—Dr. George S. Fultz and Weir M. Tucker; *Neurology*—Dr. Weir M. Tucker; *Medicine*—Dr. Elam C. Toone, Jr.; and *Dentistry*—Drs. S. Elmer Bear, Charles Vincent, Max Dale Largent, and J. B. Bragassa, Jr. (Omitted are the consulting staff and those serving briefly.)

In 1966 and subsequently, only those physicians serving in the orthopedic, ophthalmologic, plastic, and dentistry departments

were designated as attending (or active) staff. This staff by the end of the decade, in addition to those already listed above for orthopedics, included Drs. Thomas R. Butterworth, Jr., Ernest L. Clements, Jr., Stanley M. Elmore, Bernard A. Lublin, Charles L. McDowell, William R. Mauck, Robert M. Pilcher, Jr., Franklin P. Watkins, and Henry A. Yancey, Jr. Ophthalmology was covered by Dr. William Zimmerman, III and Dr. Walter Mayer. Dr. J. Latane Ware joined Drs. Leroy Smith and Hunter Jackson on the plastic staff, and the dentistry staff included Drs. J. B. Bragassa, Jr., Max D. Largent, Charles L. Eubank, J. Robert Eshleman, P. B. Peters, and James E. McIver. The assistant surgeon-in-chief was Dr. R. D. Butterworth.

A major development which marked the decade was the veritable mushrooming of clinic activity. By 1962 the facial deformities clinic was offering complete rehabilitation to all cleft palate and/or cleft lip patients. Treatment consisted of plastic surgery, dental work, speech therapy, audiological services, ear, nose, and throat services, or any combination of these as necessary. Speech therapy had been added to the hospital's services in March, 1961. The annual salary of \$5,000 for the speech therapist was provided by Kappa Delta Sorority for two years until it could be assumed by the Virginia Department of Education, Special Education Division. By February, 1962 a special speech therapy room was completed off the corridor to the Nurses' Home. This facility was made possible by an anonymous donation of over \$14,000 and was given in honor of Dr. Leroy Smith. At this same time Dr. Smith was elected to the Board of Trustees.

At a meeting in the following year, Dr. Smith expressed appreciation for the hospital's support of the facial deformities clinic and reported that it was considered one of the most complete clinics of its kind in the country. By 1966 the clinic, held monthly, had grown to an average of 20 patients including many new born babies. Dental evaluations were being done by Dr. J. B. Bragassa, Jr. with Dr. Alden Mayer as attending pediatrician at the clinics. Regular quarterly plastic clinics under the direction of Dr. Smith and Dr. Hunter Jackson continued to be held throughout "the sixties", averaging about 75 patients each. In addition, Dr. Jackson conducted a monthly plastic clinic which averaged about 20 patients.



*Eye clinic patients and parents*

In the meantime, Dr. William Zimmerman, III was doing eye surgery on a regular schedule. He was joined in this service by Dr. Walter Mayer. Of special interest was a corneal transplant performed in June, 1966. The cornea, taken from a 36 year old woman who died in New York, was transported to Richmond within 24 hours. Dr. Zimmerman met the plane, and he and Dr. Mayer performed the operation from 11:00 p.m. to 1:00 a.m. on a child who had been born with no eye on one side and a cataract on the other. The administrator's annual report for 1967 reported ophthalmology clinics and eye surgery scheduled on every Wednesday. Dr. Zimmerman and Dr. Mayer alternated their services, the physician not in surgery conducting the clinic with the assistance of two ophthalmology residents from the McGuire Veterans Administration Hospital.

The regular schedule of quarterly orthopedic clinics established early in the hospital's history was still being maintained on a Sunday in January, April, July, and October. These clinics were held in cooperation with the Crippled Children's Bureau of the State Health Department and averaged about 100 patients returning for periodic examination and evaluation, as well as new referrals. Outpatient service was available between clinics.

Increases in both the recognition of congenital deformities and the referral of patients with these abnormalities contributed to the need for specialty orthopedic clinics. By May, 1968 Dr. Thomas R. Butterworth, Jr., Dr. William R. Mauck, and Dr. Virgil R. May, Jr. began conducting a scoliosis (curvature of the spine) clinic on the second and fourth Tuesday of each month. Shortly thereafter Dr. William Deyerle started a foot clinic on the second and fourth Wednesday, and Dr. Charles McDowell initiated an upper extremity clinic on the second and fourth Friday.

Because of all this clinic activity during the week, Dr. Tucker reported in March, 1969 that the Sunday quarterly orthopedic clinics would be discontinued after April 13. Later that year clinics were scheduled for cerebral palsy, hip, and spina bifida patients. The total number of patients attending specialty clinics in 1969 was 3,648, with 16 clinics being conducted each month.

The other major development came in mid-decade following the passage by Congress of the Civil Rights Act of 1964. Mr. Jack

H. Baskerville, president of the Board of Trustees, brought to the Board the question of whether or not the hospital would sign a Certificate of Assurance of Compliance with the Department of Health, Education, and Welfare regulation under Title VI of the Civil Rights Act, which would extend the services of the hospital to all those eligible, regardless of race, color, or national origin. The civil rights movement was the source of much controversy, often on an emotional rather than an intellectual level, as it challenged established tradition in institutions throughout the nation, pushing for change which rarely comes easily.

Actually, for Crippled Children's Hospital, the decision was not whether or not the Certificate of Compliance would be signed and black patients admitted, but rather whether or not Crippled Children's Hospital would continue to exist. If it did not sign, \$132,000 a year in funds and commodities from state and federal agencies would be lost. In addition, Dr. Galvin of the Crippled Children's Bureau stated that she could refer no patients to Crippled Children's Hospital if the hospital did not comply with the ruling. With seventy-five percent of the hospital's patients being referred from that Bureau of the State Department of Health, it was obvious that the entire program and purpose of the hospital was threatened.

Every aspect of the matter was examined. The Board recognized that support from those who opposed integration would be lost if the Certificate were signed. At the same time, they also realized that the hospital would soon come under the Employment Practices Regulation which would bring about changes, whether or not the Title VI compliance were signed. The decision was made at the annual meeting of the Board of Trustees in March, 1965, and on March 29, 1965 Mr. A. C. Epps, the new president of the Board, signed the Certificate of Assurance of Compliance.

Caring for black children was not a new experience for Crippled Children's Hospital. Children, both black and white, had been brought to Dr. Graham's clinic from its beginning in 1917, and as late as 1930, it is recorded in the minutes that Crippled Children's Hospital was still providing funds to care for some black children at St. Philip Hospital. Integrating the hospital on Brook Road, however, would be a new experience.

Changes in medical procedures as well as rising costs are reflected in figures from the early 1960s as compared with those of the end of the decade:

	1962	1969
Number of admissions .....	414	862
Average number of patients per day .....	85	80
Average length of stay per patient .....	79 days	38 days
Total number of operative procedures .....	585	898
Cost to hospital per patient per day .....	\$13.76	\$24.35
Donation Day goal .....	\$145,000	\$180,000
Total operating cost .....	\$411,391	\$710,668

To meet the need, the Board of Managers in 1960 requested that the Board of Trustees help with Donation Day by more organized personal solicitation. This proved effective and was continued.

But the greatest help came from the Crippled Children's Bureau when Dr. Louise Galvin announced that the Bureau would increase its support from \$75,000 in 1966 to \$100,000 in 1967 and 1968. Missionary work by the professional staff of the hospital was credited with this increase in aid.

Dr. Willard R. Ferguson became the Director of the Bureau when Dr. Galvin retired in 1967. By 1969 he announced that because the hospital was serving more patients, the Bureau would increase its support to \$115,000 and would also reimburse the hospital for some X-rays and other procedures.

Increasing operating expenses continued due in large measure to salaries and wages keeping pace with those offered elsewhere. Wages had traditionally been paid in cash at the end of each week. In 1961 Mrs. Samuel R. Rose, Jr., president of the Board of Managers, pressed for bi-weekly pay by check as an efficiency and safety measure.

Also to increase efficiency, paging systems were investigated by Mrs. Adams, primarily to aid the overburdened front office. However, Miss Ingersoll opposed the installation of any such equipment. She maintained that the physicians appreciated the quiet and the fact that they were relatively incommunicado when at Crippled Children's Hospital and she did not wish to alter these conditions. Without her support, the issue was dropped.

In 1962 Mrs. George G. Osborne, president of the Board of Managers, approached the Trustees' Executive Committee concerning a retirement plan for employees. This was considered a necessity, especially for the employment of future key personnel. In due course, a committee composed of Mr. Richard W. Wiltshire, chairman, Mr. E. Ross Millhiser, and Mr. William R. Preston was appointed, and a plan was approved in 1964 with a pension trust agreement with the First and Merchants National Bank.

In 1962 there were 112 people on the payroll. The following year, the Sunshine Circle decided to recognize those members of the staff who had served the hospital for 20 years or more and to present each with \$100. Those so honored were Miss Karleen Ingersoll, administrator; Mrs. Mozelle H. Burton, assistant administrator; Mrs. Lucy J. Leedy, ward supervisor; Miss Josephine Sherrard, night supervisor; Miss Laura Hyde, housekeeper and assistant dietician; and Miss Dorothy Graves, physical therapist.

"The sixties" might well be called the time for "the changing of the guard." Miss Graves retired July 1, 1967 after 43 years of service. Miss Ingersoll, plagued with health problems, resigned effective February 1, 1968, having served the hospital for 26 years. Mrs. Mozelle Burton, on the staff since 1942, became acting administrator, and Miss Geneva Quarles became her assistant, filling the post of nursing instructor and director of wards left vacant when Mrs. Doris McMillian resigned.

During 1968 the following also retired: Miss Sherrard, after 34 years of service; Mrs. Elizabeth Crouch, ward supervisor, after 24 years; Miss Hyde, aged 80, after 36 years; and in 1969, Mrs. Leedy, after 26 years of service. They were all given pensions as if they had worked under the pension plan.

For many years Miss Gertrude Seymour, dietician, had provided the hospital with excellent food at minimum cost. She married Mr. James Cogle, maintenance superintendent, in March, 1968, and they retired in October, 1969. They were succeeded by Mrs. Theresa Loehr and Mr. William B. Loving, Jr.

The entire hospital was saddened by the death of Mrs. Adele Mosely, the hospital's cook for 38 years.

Miss Mary Beth Blayney, occupational therapist, resigned in 1967 to take another position, and it was necessary to hire two people to take her place, testifying to the impossible work load she

had been carrying. Richmond Professional Institute refused to recommend anyone to replace her unless the hospital made provisions for both an occupational therapist and a recreational therapist. A year earlier, a new law requiring that a pharmacist dispense all drugs had necessitated the part-time employment of a pharmacist. In addition, Mrs. Jacqueline T. Bell was employed, first on a part-time and then on a permanent basis, as Mrs. Dodd's assistant in the financial office. This was the beginning of an avalanche of additional specialized personnel required by the steady increase in services and record keeping, both medical and financial. The "old guard" had retired and a new era was emerging.

The Board of Trustees was also undergoing a "changing of the guard." Mr. F. Milton Garey died and was succeeded by Mr. Carl A. Lindgren, Jr., carrying on the line of architects from Baskervill and Son serving on the Board of Crippled Children's Hospital. Miss Hattie Bell Gresham died in 1964; and Mrs. Henry Fairfax, in 1966. Mr. Irving May resigned in 1962 because of ill health and died in 1964. The Board also lost Mr. Childrey Scott in 1962 and Mr. Walter Bishop in 1963. Dr. John Bell Williams resigned from the Board in 1965, and he and Mr. Paul E. Miller died in 1970. All of these had devoted much of themselves to the Crippled Children's Hospital, serving faithfully and well over many years. To fill these and other vacancies and to aid in guiding the hospital into its new era of expansion and accelerated activity came a new group of leaders.

Meanwhile, the Board of Managers also acquired many new members, and with most of the administrative details being handled by Miss Ingersoll, this Board devoted more of its time to meeting the ever increasing need for funds.

In 1962 Mesdames James Dudley, Charles M. Caravati, Douglas W. Laird, and Francis L. Johnson, joined later by Mrs. H. Godwin Jones and Mrs. Wellford R. Sutherland, Jr., established a schedule of working on the donors files every Monday, adding names and updating the files generally. This work by members of the Board of Managers has continued and increased greatly. There were about 9,000 names for the regular solicitation on addressograph plates at that time, plus organizations, firms, and other special classifications. Other activities in connection with the promotion of Donation Day and the receiving of donations spread across a greater part of the year.

Note paper was redesigned and again offered for sale in 1966, but more as a convenience to Board members than as a real money making project.

The Junior Board performed superbly during the decade. In addition to spending many volunteer hours with the children, the Board members increased their responsibilities to such a degree that in 1961 the Junior Board president was invited to attend the meetings of the Board of Trustees, including those of the Trustees' Executive Committee. This had been suggested by Mrs. A. Wade Lamb, Jr., president of the Board of Managers, who had been a member of the Junior Board. The policy proved so advantageous that it became established practice.

In 1961 the Junior Board sponsored a gala fashion show by Thalhimers which netted \$1,940. They also began selling Christmas cards especially designed for the hospital. The first year, the 10,000 cards ordered were sold for a profit of \$700. The 1962 fashion show netted \$2,624, and the Junior Board also received \$3,000 as proceeds from the Tobacco Festival Ball sponsored by the Junior Women's Clubs of the area. Funds from the Junior Board made possible a new incinerator and a fence for the girls ward to match the one for boys given by Mr. D. Walton Mallory, Jr. in memory of his father. The Junior Board also provided ten sets of tables and chairs for the dining room, operating room instruments, and a new heating system and acoustical ceiling for Graham Ward.

In 1964 and 1965 with the aid of Thalhimers, the Junior Board sponsored an Ambassador's Ball. These were magnificent affairs which cleared about \$13,000 and \$14,000 respectively. The Junior Board also benefitted from events held by the Deep Run Hunt Club Association and the Richmond Tennis Patrons Association. They gave \$3,000 toward the building of a formula room and built classrooms costing about \$53,000. Junior Board funds were supplemented by a grant of \$15,000 from the Seay Foundation which has contributed varying amounts to the hospital from time to time for buildings and equipment.

The Crippled Children's Hospital Ball launched by the Junior Board exclusively in 1966 has continued as its annual fund raising event. During "the sixties", proceeds from the balls averaged over \$13,000 each year until 1969 when the profit rose to over \$16,000. Since a number of children's clinics formerly located at the Medical

College of Virginia had been moved to Crippled Children's Hospital, additional clinic space was an urgent need. The former linen and sewing room was remodeled to accommodate the outpatient clinics, and a new linen room was built. The Junior Board contributed substantially to make these improvements possible.

Assisted by several Junior Women's Clubs, the Junior Board continued to help with Donation Day, having charge of the distribution of canisters in the Richmond area to receive donations in business locations. However, this was discontinued in 1967 because of theft and diminishing results.

In "the sixties" the heartwarming generosity of many other groups and individuals continued. Another auction held in 1960 by the members of the Virginia District Chapter of the American Institute of Decorators brought in \$1,500. Through the efforts of Mr. Gilbert R. Spector of General Outdoor Advertising (later Turner Outdoor Advertising), donations of ten, then twenty, and in 1970, thirty billboards throughout the state were made, the hospital paying only a nominal charge for materials.

The Brandon Woman's Club contributed generously and took over the operation of the library, with assistance from the Junior Board. The president of the club was Mrs. George R. Talcott, niece of Mrs. J. Luther Moon. This club continued to serve faithfully until 1967 when responsibility for the library shifted to the Newcomers' Club, already involved in sewing for the hospital as well as giving financial support.

Mr. and Mrs. Bruce Dunston gave a real estate property, sold for \$100,000 in 1962, and asked that a plaque be placed in the hospital in memory of Samuel B. Dunston.

The Richmond Academy of Medicine Auxiliary held its first benefit Antique Show and Sale in 1963 and donated to Crippled Children's Hospital \$3,000 of the proceeds. The hospital continued to receive \$3,000-\$4,000 from this source annually through 1969. (The Auxiliary resumed its aid to the hospital in 1978.)

In 1965 WTVR taped a one-half hour program which brought in thousands of dollars, according to a report of the Board of Managers president, Mrs. R. Meade Christian.

Kappa Delta Sorority increased its contribution from \$6,000 to \$10,000 annually in 1961. In 1962 the sorority provided \$1,256 for an acoustical tile ceiling and new lighting for the operating

room and over \$1,000 for stainless steel equipment to replace the old enamelware used on the wards.

Another of Kappa Delta's special gifts was an emergency power system, required by the Joint Commission on Accreditation of Hospitals in the United States. This was completed in March, 1966 at a final cost of \$13,076. The following June, Miss Ingersoll reported that a power outage had occurred when someone struck a utility pole on Brook Road. However, the hospital had power from its new diesel electric generator within thirty seconds.

Among other donations from Kappa Delta were \$10,000 to remodel bathrooms in 1967 and \$15,000 in 1969. Of this latter sum, two-thirds was contributed toward the cost of converting the former sewing room into the clinic area, and the remainder was used to meet miscellaneous needs.

Lambda Chi Omega Sorority increased its annual donation from \$600 to \$1,000 in 1966, and the Richmond Rotary Club gave \$2,700 to replace the old operating table. Through the years, the Richmond Chapter of the Needlework Guild of America contributed clothing and other helpful items.

Employees of the Safety Responsibility and Data Processing Departments of the Division of Motor Vehicles presented the hospital with a substantial check in 1968 as their Christmas gift. This has grown into an annual outpouring of generosity from personnel in the Virginia Division of Motor Vehicles and the Department of Computer Services.

Others gave and continue to give goods or services, such as the Richmond Times-Dispatch and News Leader, Cosby Transfer, Taylor and Sledd, Whittet and Shepperson, Rockingham Poultry, High's Ice Cream, Thalhimers, Lukhard's, Safeway, and A&P.

The Yellow Cab Company, which had given free service to the hospital since 1925, was forced by spiraling costs to charge a discounted rate in 1957 and then to discontinue this aid in 1962 after 37 years. The Red Cross and the Junior Board stepped in to help with transportation. Likewise, the Chesapeake and Potomac Telephone Company in 1968 had to discontinue the discount it had given the hospital since it opened in 1928.

Year after year, the Junior Board decorated Christmas trees given by Mr. and Mrs. Alfred T. Smith, and the Windsor Farms Garden Club decorated the hospital each Christmas. The club

continues to help prepare the hospital for the holiday season. Mr. John D. Blair gave 240 pounds of turkey at Christmas for many years and the Woman's Club of the Defense General Supply Center gave the Easter Egg Hunt during "the sixties".

Miss Helen Monsell, a member of the administrative staff of the University of Richmond as well as a scholar and author of children's books, rounded out 30 years of weekly visits to the hospital. She came every Thursday night to read to the children.

These and other generous friends helped to make the hospital not only a place for physical healing, but a happy place as well.

Outstanding legacies were received during "the sixties" from Mrs. Edward A. Macon, Juliet Montgomery Winans, Mrs. L. C. Clark, Mrs. Carrie S. Freydeck, Mr. William A. Willingham, and Mrs. Janet Stuart Durham. Funds realized from the interest derived from these and other bequests, both large and small, were and have continued to be vital to the hospital's operation.

The improvement of Brook Road led to the erection of the gate posts so long considered. The city's plan to widen the street involved the dedication to the city in 1966 of a narrow strip of land some 730 feet along the frontage on Brook Road. In return for the land, the city agreed to repair damage to the hospital's driveways during the project and regrade the land disturbed. Improving the hospital entrance was adopted as a project of the Windsor Farms Garden Club under the direction of Mrs. Virgil R. Goode, the club's civic chairman and member of the Board of Managers as well as a former Junior Board president. The president of the Board of Managers was Mrs. L. Howard Jenkins, Jr., also a member of the club and former member of the Junior Board. The gates, designed by Mr. Carl A. Lindgren, Jr., were erected in 1967 in memory of Mr. Warren Randolph Pollard whose widow was a former president of both the Windsor Farms Garden Club and the Sunshine Circle of Crippled Children's Hospital. Two of the pillars were given by Mr. and Mrs. F. D. Gottwald; and two, by associates of Mr. Pollard from the Virginia Transit Company and the Central National Bank. A new sign was erected through the efforts of Mr. Gilbert Spector. This entire project, including landscaping, was instigated and coordinated by the Windsor Farms Garden Club and completed in 1968. For their efforts in this endeavor, the club received first prize in the "HANDS Civic Improvement Contest" sponsored by Sears Roebuck and Company.

A significant improvement to the hospital in 1967 was the conversion of the heating system from coal to oil. Although oil was more expensive than coal, it was more economical because an oil heating system required less in labor and maintenance. Improvements in 1968 provided an efficient drug room and oxygen piped into the operating and recovery rooms.

Before retiring from the office of president of the Board of Trustees, Mr. A. C. Epps in March, 1967 was authorized by the Executive Committee to appoint a Planning Committee for the purpose of securing some outside help in evaluating the hospital's position, in the light of new developments, and recommending possibilities for expansion. Justice Thomas C. Gordon, Jr. was named chairman of the committee which secured the services of Dr. Alfred R. Shands, Jr., Medical Director of the Alfred I. du Pont Institute of the Nemours Foundation and Dr. Burr H. Curtis, Medical Director of the Newington Hospital for Crippled Children in Newington, Connecticut.

Dr. Shands and Dr. Curtis visited the hospital and reported that they had never seen a more beautifully kept facility. Their two primary recommendations were that a medical director be secured and that means be found for raising more money to finance the work. They also suggested accepting some private patients, but this idea was rejected by the medical staff and the Board of Trustees.

The decision to obtain a medical director and improve outpatient facilities was evidenced by remodeling that took place at the time. A laboratory was moved to the second floor to make room for the proposed medical director's office and completion of this office and the outpatient clinic, which was set up in the former linen and sewing room, was announced in September, 1969.

The trustees renewed their efforts at personal solicitation by contacting 100 firms, and with almost every contact, the donation was increased.

With Mrs. Burton as acting administrator, Mr. Henry Lee Valentine, II as president of the Board of Trustees, and Mrs. H. Godwin Jones as president of the Board of Managers, the hospital operated smoothly while awaiting an administrator and a medical director, but not without a feeling of suspense and expectation as the decade ended.

## Chapter XI

### "THE SEVENTIES"

THE year 1970 marked the golden anniversary of the actual incorporation of the association known as Crippled Children's Hospital. It also marked quite definitely the end of one era and the beginning of another.

The Board of Trustees, at its annual meeting in March, 1970, honored Dr. James T. Tucker with the title of surgeon-in-chief emeritus, "in recognition of life long service." A 1927 graduate of the Medical College of Virginia, Dr. Tucker had gained experience as a young orthopedic surgeon under Dr. Graham and, except for periods of additional study in Boston and in Europe, he had served on the staff of the Crippled Children's Hospital continuously. As surgeon-in-chief for fifteen years, he had been a zealous guard and guide of the work of the hospital. Mr. Henry Lee Valentine, II, retiring president of the Board of Trustees expressed the deep gratitude of the Board for Dr. Tucker's many years of dedicated service. He declared Dr. Tucker second only to Dr. Graham in his importance to the hospital through the years.

Dr. Beverley B. Clary became surgeon-in-chief, Dr. Earnest B. Carpenter, assistant surgeon-in-chief, and Mr. Richard W. Wiltshire, president of the Board of Trustees.

The attending staff for orthopedics as of 1970 continued with Drs. Earnest B. Carpenter, Beverley B. Clary, Ernest L. Clements, Jr., James B. Dalton, Jr., William E. Daner, William M. Deyerle, Stanley M. Elmore, Edwin W. Hakala, M. J. Hoover, Bernard A. Lublin, Charles L. McDowell, Virgil R. May, Jr., Herman M. Nachman, Robert M. Pilcher, Jr., James T. Tucker, Franklin P. Watkins, Henry A. Yancey, Jr., William R. Mauck, R. D. Butterworth, and Thomas R. Butterworth, Jr. and also included Drs. John F. Butterworth, III, Charles M. James, and William T. Johnstone. The continuing staff members in ophthalmology were Drs. William Zimmerman, III and Walter Mayer. Drs. Hunter Jackson, Leroy



Smith, and J. Latane Ware continued their service in plastics. The dentistry staff remained the same with Drs. J. B. Bragassa, Jr., Charles L. Eubank, J. Robert Eshleman, Max D. Largent, P. B. Peters, and James E. McIver.

In 1970 physicians on the consulting staff, most of whom had served for many years in this capacity, were: *Surgery*—Drs. H. Fairfax Conquest, David M. Hume, John H. Reed, Jr., and Carlington Williams, Jr.; *Urology*—Drs. A. I. Dodson, Jr. and J. Edward Hill; *Dermatology*—Drs. R. Campbell Manson, Thomas W. Murrell, Jr., and Francis H. McMullan; *Neurology and Psychiatry*—Drs. Gerald W. Atkinson, George S. Fultz, Weir M. Tucker, and J. Asa Shield; *Medicine*—Drs. Elam C. Toone, Jr. and Dean B. Cole; *Otolaryngology*—Drs. G. Douglas Hayden, Peter N. Pastore, and William T. Clarke; *Anesthesia*—Dr. Williams E. Pembleton; *Pediatrics*—Drs. William E. Laupus, Carolyn M. McCue, and Alden B. Mayer; *Pathology*—Dr. Saul Kay; *Neurosurgery*—Drs. Joseph F. Kell, Jr., Robert P. Singer, Charles E. Troland, and Anthony G. Velo; *Roentgenology*—Dr. Talmadge R. Howell; and *Laboratory*—Dr. Lyman M. Fisher. Subsequent additions and changes in the medical staff are listed in the appendix.

Acquiring a medical director for Crippled Children's Hospital became more feasible when the Nemours Foundation, which administers the estate of the late Mr. A. I. du Pont, became interested in making an annual grant to establish a professorship at the Medical College of Virginia in memory of his wife, Mrs. Jessie Ball du Pont. The holder of this professorship would serve as the medical director of Crippled Children's Hospital, jointly responsible to the Board of Trustees of this hospital and to the Medical College of Virginia School of Medicine.

While awaiting developments in this direction, progress was being made in other areas. The resident training program in orthopedic surgery was pronounced approved by the Residency Review Committee for Orthopedic Surgery and the Council on Medical Education, and a closer working relationship with the Medical College of Virginia was achieved. Much of the credit for this was attributed to the diligence of Dr. Clary who met with residents three times a week to discuss patients, in addition to regular staff conferences. Mr. Wiltshire, in his annual report, expressed amazement at the time and effort given to the work by Dr. Clary. The average length of stay for patients was shortened

considerably, and clinic activity continued to increase.

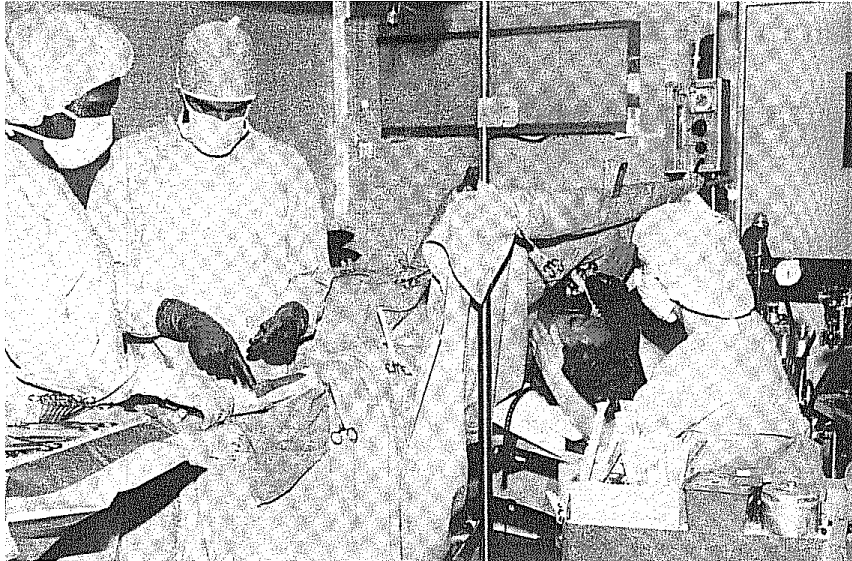
With Dr. Ernest L. Clements, Jr. in charge, clinics for patients suffering with spina bifida and meningomyelocele were initiated. Dr. Clements was assisted by Dr. Robert P. Singer and Dr. Anthony G. Velo, both neurosurgeons. Formerly, almost nothing could be done for victims of these spinal abnormalities, but by 1970 successful operations were being performed. Dr. Wilton Bunch of the University of Virginia, an orthopedic surgeon pioneering in this work, helped to establish guide lines for treatment of these patients at Crippled Children's Hospital.

Drs. Willard M. Fitch, D. D. Talley, III, Charles W. Massey, and C. P. Winkler, roentgenologists, who had given their services to the hospital, found it impossible to continue to handle the tremendous increase in the number of X-rays taken at Crippled Children's Hospital in addition to increased pressure in their private practice. Following their withdrawal, the roentgenology department came under the direction of Dr. Talmadge R. Howell, professor of pediatric radiology at the Medical College of Virginia. Dr. Howell was assisted by two residents from the college. Mrs. Anne W. Clements, X-ray technician since 1949, continued in that capacity. In 1971 Dr. Harold L. Floyd, roentgenologist, was added to the attending staff to insure continuity of supervision of radiology residents from the college.

Dr. Gerald W. Atkinson, neurologist, began doing most of the electro-encephalographs for Crippled Children's Hospital free of charge, a service formerly done by Medical College of Virginia for which the hospital was billed.

A program established in 1969 for second year nursing students from John Tyler Community College was continued, and in February 1970 student nurses from Johnston-Willis Hospital began a five week rotation schedule offering them clinical experience in pediatrics as well as knowledge of physical, occupational, recreational, and speech therapies. Twelve years had elapsed since there had been student nurses at Crippled Children's Hospital.

But obtaining a medical director was considered the outstanding event of the year. It was announced on December 3, 1970 that Dr. Ralph Ownby had been selected for the post and that he would also be the Jesse Ball du Pont professor in the Department of Pediatrics at the Medical College of Virginia, which had become the Health Sciences Division of Virginia Commonwealth Univer-



sity. He would be the first to hold these two newly created and inter-dependent positions, beginning officially on January 1, 1971. Mr. A. C. Epps contributed generously of his time in making satisfactory arrangements to secure Dr. Ownby who for eight years had been a professor of pediatrics at the Medical College. Dr. Ownby was considered highly qualified, and he quickly won the respect and admiration of all at Crippled Children's Hospital.

The current trend in children's hospitals is to provide complete service. Therefore, Dr. Ownby's goal was to build on the work being done, extending services to a more comprehensive care of children with various handicaps.

However, the search for an administrator was given top priority, and Dr. Clary, Dr. Ownby, and Mr. Carl A. Lindgren, Jr. were assigned this task. Mr. Clarence Floyd Cauble was named administrator of Crippled Children's Hospital as of July 1, 1971, coming to the hospital with more than twenty-five years experience in the field of health care. Among his previous posts, Mr. Cauble had served in administrative officer positions at the Medical College of Virginia and, most recently, at the University of North Carolina Memorial Hospital in Chapel Hill, North Carolina. He lost no time in getting acquainted with all the personnel as well as with the Boards of the hospital and instituted a monthly administrative conference of key personnel. Personnel files were up-dated as well as many other administrative procedures.

It was not long before Mr. Cauble began what came to be called his "checkerboard game", moving offices and work areas first to one place and then another in a continuing quest to provide space for additional specialized personnel and services.

At the annual meeting of the Board of Trustees when the events of 1971 were reviewed, Mr. Wiltshire took note of the almost unbelievable amount of time and effort given to the work by the surgeon-in-chief, Dr. Clary; Dr. Ownby's work and dedication as medical director, which had exceeded all expectations; and Mr. Cauble's acceptance of the reins of administration, which was considered the highlight of 1971. Mr. Wiltshire was very optimistic for the future of the hospital as he relinquished the office of president of the Board of Trustees to Mr. Carl A. Lindgren, Jr.

Developments in 1971 included a full-time pediatric residency program in cooperation with the Medical College of Virginia;

plans for a "combined" (multi-specialty) juvenile rheumatoid arthritis program, broadening the service available to victims of this condition; a program of affiliation for student physical therapists from the Medical College of Virginia; new laboratory diagnostic bacteriologic capability; in service training programs for professional and auxiliary hospital staff, including team approaches to rehabilitation of the handicapped; and significant additions to the medical library.

The first "combined clinic" for rheumatoid arthritis patients was held on February 4, 1972 with participation by specialists in rheumatology, pediatrics, and orthopedics. With their involvement in the rheumatoid arthritis clinic, Drs. Charles L. Cooke, Robert Irby, and Duncan S. Owen, Jr. were added to the consulting staff.

From the early collaboration of Dr. Graham and Health Commissioner Dr. Ennion G. Williams, Crippled Children's Hospital had maintained a close working relationship with the Virginia Health Department. Dr. Williams was the commissioner from 1908-1931. Another commissioner of long tenure was Dr. Mack I. Shanholtz, who served from 1951-1976 and under whose guidance much expansion occurred in the field of public health.

In cooperation with the Bureau of Crippled Children (formerly the Crippled Children's Bureau) of the Virginia State Health Department, the juvenile amputee program was transferred from the Medical College of Virginia to Crippled Children's Hospital in 1972. In addition, a defective hearing clinic was established under the leadership of Dr. G. Douglas Hayden, with Dr. William L. Wilkes as full-time fellow in otology. Another new service at Crippled Children's Hospital, beginning in July of 1972, was a combined program for children with hemophilia and associated bone and joint problems.

In 1971, Dr. Max D. Largent, head of pediatric dentistry at Medical College of Virginia, had expressed interest in developing the dental services at Crippled Children's Hospital. Pending progress in this area, a Dr. Edwards, army dentist at Fort Lee, volunteered his services twice a week. By January, 1972 a tentative program for therapeutic and preventive dentistry was initiated with the assistance of Drs. Ray White and Wilson Harper of the

Medical College of Virginia. The preventive dentistry clinic evolved, opening officially in November, 1972, with Dr. Thomas Pribisco, director. Through this clinic, comprehensive dental treatment, emphasizing prevention, restorative dentistry, and interceptive orthodontics, was made available to all patients of Crippled Children's Hospital. With elective rotations by senior dental and dental hygiene students of the Medical College of Virginia, Virginia Commonwealth University School of Dentistry, clinical training and understanding in the treatment of handicapped children was provided for these future dentists and hygienists.

Service was broadened by offering occupational and physical therapies on an outpatient basis. In 1973 a social service director was added to the staff and a weekly team conference was initiated. Although general surgery had been performed as needed for children in Crippled Children's Hospital, it was not until 1974, under the Bureau of Crippled Children, that a formal referral program began sending patients to this hospital for elective general pediatric surgery.

During "the seventies" Crippled Children's Hospital's role as a teaching institution became another major area of expansion. In 1973 a program for third year medical students assigned these students to short periods of time at Crippled Children's Hospital for learning and observing only. After the retirement in 1974 of Mrs. Garnett Blythe, the hospital's anesthetist for 22 years, a program for the affiliation of nurse anesthesia students from the Medical College of Virginia was developed with one professor to each two students. Affiliations from the schools of nursing at J. Sargeant Reynolds Community College and Richmond Memorial Hospital were added in 1975, and the bylaws of Crippled Children's Hospital were revised to allow staff members to affiliate from the University of Virginia and the new Eastern Virginia Medical School in Norfolk as well as from the Medical College. By spring, the first orthopedic affiliate from Eastern Virginia was in residence for three months.

Also in 1975, a post-residency fellow in plastic surgery was appointed, and following the addition of Dr. Ernest R. Griffith to the staff, assignment of rotation residents in physical medicine began. Dr. Zimmerman's arrangement at Crippled Children's Hospital, using Veterans Administration residents in ophthalmology

on rotation from the Medical College, ceased with his death in 1974. But an ophthalmology resident program was resumed in 1976, this time by direct assignment from the college.

Innovations in medical treatment led to the opening of the neuromuscular evaluation clinic in February, 1975. This new program provided the opportunity for children with muscular and nervous system disorders to receive evaluation of their conditions in a combined way by neurological and orthopedic staff. As the result of long term planning involving the hospital, the Health Department of Richmond, and the Departments of Pediatrics and Pharmacology at the Medical College, a five day treatment was developed to remove lead from the blood and bones of children located by the Health Department's screening program for detection of lead poisoning. During the first year of this detoxification program, 94 patients were treated for chronic lead poisoning. Another new development was the first program in Virginia for children with sensori-neural hearing loss.

The year 1975 also marked the beginning of psychological services at Crippled Children's Hospital, and the first edition of "CC-H-I-L-D", Crippled Children's Hospital Informational Letter for Doctors.

Work at Crippled Children's Hospital has been the basis through the years for development of new techniques and papers presented from time to time by members of the medical staff. As the areas of service broadened under the direction of Dr. Ownby, a vast amount of useful clinical and laboratory data accumulated, particularly in regard to juvenile rheumatoid arthritis and hemophilia. By 1974, the use of human histocompatibility antigen in the diagnosis of connective tissue diseases was developed. Dr. Ownby reported this "a new and potentially very significant laboratory marker in the diagnosis of rheumatic diseases." With hemophilia patients, emphasis has been concentrated on prevention and rehabilitation of joint problems including the establishment of a program for administering in the home a concentrated form of the deficient clotting factor.

The hospital's hemophilia program served as a core and impetus for the establishment of the Virginia Chapter of the National Hemophilia Foundation, essentially a parents group, formally organized in March, 1975. Crippled Children's Hospital is now

designated as a national hemophilia center.

An organization for parents of children suffering with spina bifida has also been formed.

A developmental stimulation group, created as a joint venture of the therapy departments, has fostered another parents association which meets to discuss problems and possible solutions to their particular situations.

Crippled Children's Hospital received prominent exposure in 1977 through "The Charles W. Thomas Lecture", a major annual meeting on arthritis at the Medical College of Virginia. The topic for the program was juvenile rheumatoid arthritis, and one of the hospital's patients was presented to pediatric grand rounds. Dr. Sydney Stillman of the Robert Bent Brigham Hospital in Boston, part of Harvard Medical School, was the Thomas Lecturer. He and Mrs. Thomas also visited Crippled Children's Hospital, where Dr. Stillman participated in a clinic arranged especially for his visit.

In the same year, the hospital participated in a program sponsored by the Virginia Orthopedic Society to screen pre-adolescent and adolescent children throughout the state for scoliosis or lateral curvature of the spine. Early recognition and treatment diminishes the necessity for major spinal surgery. Crippled Children's Hospital accepted and treated many patients identified in this program.

With changes in the state laws, broadening the responsibility of hospital, medical, and other professional people in the area of "child abuse" and "child neglect", guidelines were established for evaluation and reporting of apparent cases seen in the course of inpatient and outpatient services.

Consistent with the hospital's goal to consider the whole child, the education of patients has continued an important part of the care offered at Crippled Children's Hospital. This proceeded through the Virginia Department of Education until the late 1950s or early 1960s when the responsibility for employing teachers for the hospital was shifted to the Richmond Public Schools system, reimbursed by the Commonwealth of Virginia. The State Department of Education, Special Education Division, in conjunction with the Richmond Public Schools, operates a complete educational program with four special education teachers and one clinic edu-

cational consultant for patients at Crippled Children's Hospital. A federal grant under public law 89-313, administered by the state, provides instructional material, equipment, and supplies at this time. This phase of care is under the supervision of Mr. Cabell Luck, Jr., who in 1974 became the director of the Richmond Hospital Educational Program, providing services for inpatients and outpatients of Crippled Children's Hospital, Medical College of Virginia, and various State Health Department clinics. Acting as a liaison between the medical setting and the child's home school, the program includes tutoring, diagnostic educational services, and follow-up. These services are offered to all hospitalized children beginning as early as two years of age. For outpatients, an education consultant is assigned to selected clinics.

A preschool pilot program for physically handicapped children was initiated in 1972, opening officially in 1973. The program was sponsored for three years by the Richmond Section of the National Council of Jewish Women, with Mrs. Margaret Huber followed by Mrs. Betty Lewis as directors. It proved of such value to the children enrolled that it was continued as a service offered at Crippled Children's Hospital until June 1, 1978 when new federal legislation made it unwise to continue this program at Crippled Children's Hospital. For their work in establishing the preschool program at the hospital, the Richmond Section of the National Council of Jewish Women received a citation from the National Center for Voluntary Action.

Mr. Clarence Cauble met the demands created by all of this increased activity and the growing complexities of hospital administration with measures which were innovative when compared with the ultra-conservative approach traditionally employed by Crippled Children's Hospital. Soon after his arrival in 1971, a personnel handbook was published and job descriptions and evaluation performance ratings were established for all employees. In 1972 the DELLA ROBBIA NEWS, an "in house" publication, made its first appearance.

Also new on the scene in 1972, four graduate students affiliated with the School of Hospital Administration began working on an up-to-date accounting system for the hospital. In 1976 a pre-residency program in hospital administration was established at Crippled Children's Hospital under the preceptorship of Mr. Cauble.

The first annual service awards ceremony was held in the Vose Auditorium on April 28, 1972. Pins, donated by Mr. Charles G. Motley of the Board of Trustees, were given to hospital employees with five, ten, fifteen, and twenty years of service. In addition, one pin for thirty years of service was given to Mrs. Mozelle Hawkins Burton, assistant administrator and personnel director; and one thirty-five year pin, to Mrs. Evelyn Gowin, linen department supervisor, who retired in 1976. Other personnel of long standing were Miss Ivery Walton, operating room supervisor, who retired in 1973 after twenty-four years of service and Mr. Berkley Skelton, night watchman and general helper, who died in 1971 having served since 1950. In addition to Mrs. Burton, several other employees with long service records who continue their work at Crippled Children's Hospital include: Mrs. Anne W. Clements, X-ray technician since 1949, Mrs. Blanche Wilson, laboratory technician since 1950, and Mr. Clarence Cumber, semi-retired, former assistant maintenance engineer, employed in 1956.

Mr. Jimmy Dale Pearce was named controller as of September, 1972 following the retirement of Mrs. Frances W. Dodd, secretary-treasurer, after 19 years of service. Through the diligence of Mr. Cauble, an application was filed for Medicaid funds which were approved in November, 1972, and the Bureau of Crippled Children increased the hospital's annual allotment from \$157,500 to \$185,500. With the cooperation of the medical staff, the medical records department with Mrs. Mary Gene Kent, supervisor, and Mr. Pearce and his staff, Mr. Cauble improved the procedures to secure the urgently needed financial assistance available through patients of parents with some form of insurance coverage (third party reimbursement).

As outpatient clinic activity expanded, existing clinic areas became quite inadequate. Fortunately the solution to this problem stood ready and waiting in the Nurses' Home which had seen gradually decreasing utilization.

When Mr. Cauble approached the Sunshine Circle with the plan to convert the Nurses' Home into a well organized outpatient facility, this group which had maintained the building through the years, offered its enthusiastic cooperation. Gradually the appropriately named Sunshine Clinic became a reality, offering brighter futures to all within its care. The official opening of the clinic was

in January, 1973. The cost of conversion was approximately \$15,000; the Sunshine Circle, the Junior Board, and Kappa Delta Sorority each contributing \$5,000.

Through the Sunshine Circle, memorial contributions made possible a number of additional improvements. A room was furnished as a doctors' lounge in memory of Charles E. Wilkinson, Jr., husband of a former president of the Sunshine Circle. Later, at the death of Mrs. Wilkinson, memorial donations benefitted the medical library. Two della Robbia medallions at the entrance to the Sunshine Clinic were given in memory of Edward Hooker Boisseau by his mother, Mrs. Edward R. Boisseau, a president of the Circle, and his grandmother, Mrs. H. Lester Hooker, also a Circle member. The Sunshine Circle erected a bronze plaque to dedicate this memorial. At Mrs. Hooker's death, closed circuit television was provided for the clinic area in her memory.

A sun dial was erected in memory of another Sunshine Circle president, Mrs. Blake Meador, with landscaping in memory of Warren Randolph Pollard, Jr. Lamp posts were given in memory of Mrs. Ernest Mayo and Mrs. Robert N. Powell, and a book for the recording of memorials was dedicated to the memory of Mrs. Joseph Carter.

Many volunteers and staff members assisted in preparing the building for use as a clinic. The large parlor, converted into a conference room, was furnished by the Sunshine Circle and later, the Circle redecorated rooms on the second floor for offices of the medical director and administrator.

Increased services and personnel made better communications mandatory. To meet this need, a new PBX telephone system was installed, and Kappa Delta donated funds for the long needed paging system.

Mr. Cauble decided to embark on another innovation in 1973 when a committee of five members of the Newcomers' Club approached him, expressing the opinion that the hospital looked drab and cheerless with its completely neutral institutional color scheme. With their chairman, Mrs. Karen Karvelis, who was quite knowledgeable in the psychological effect of interior color design, the committee suggested a completely new contemporary color treatment.

Realizing the usual resistance to change, a great deal of planning

took place before two students of the Department of Interior Design of Virginia Commonwealth University, under faculty supervision, developed the project as their major thesis. The Newcomers' Club made hundreds of items which were then sold at a series of bazaars to raise the money for the paint. The maintenance staff provided the labor. But before any painting was done, final approval was obtained from the club's project committee chairman, the faculty advisor consultant, and the administrator, along with the cooperation of the department head of each particular area and the consent of the governing authorities. Needless to say, to achieve all this, compromises were necessary before the project was completed in 1974. The striking change was generally well received except for the circus tent effect of five primary colors inspired by the confluence of the arched hallways in the entrance hall. This proved objectionable to the conservative tastes of some Board members, staff, and parents, and the color scheme was altered here to create a more dignified reception area. In the end, the Newcomers' goal of transforming the uninteresting decor into a bright and welcoming atmosphere appealing to children, was accomplished.

The "new look" was also indicative of the other metamorphoses taking place within Crippled Children's Hospital.

A few statistics comparing 1966 with 1977 show clearly some transitions.

	1966	1977
Number of Admissions .....	654	846
Number of Discharges .....	599	858
Average Length of Stay .....	54	12.5
Inpatient Days of Care .....	31,330	8,388
Outpatient Visits .....	1,540	18,500

The decreasing average length of stay and the resulting fast turn over of inpatients has produced a paradox; the number of admissions has increased while the inpatient days of care have decreased dramatically. However, given the sharp rise in outpatient visits, on almost any day in 1977 there would have been over 100 children receiving care at Crippled Children's Hospital.

Financial comparisons can only be approximate due to changes in the accounting procedures. The total operating cost in 1966 was

recorded at \$502,537.67. Total operating expenses for fiscal year 1977-78 were \$1,657,043. Obviously, the administration has been forced to meet the cost of increased activity in the face of inflation in the general economy.

Up-dated office procedures, including a mini-computer acquired in 1974 in the controller's office, have helped the hospital to pursue available funds and improve its accounting system. In 1976 the Board of Trustees and Board of Managers operating accounts were combined; and the method of check signing, automated—a far cry from “the old days” when the president of the Board of Managers made sporadic trips to the hospital to sign checks.

In 1976 The National Association of Children's Hospitals and Related Institutions commended Crippled Children's Hospital, Richmond, Virginia on its cost program and published an article written by the hospital's administrative assistant, J. Randolph Fowler, noting the increase in service, the decrease in length of stay, and the physical improvements to the then almost fifty year old buildings. Mr. Fowler observed: “Testing for the typical patient takes several days. Confining this initial evaluation (when practical) to outpatient services has reduced costs by cutting that time from required hospitalization.” Long term patients are put in intermediate care facilities when possible, a practice encouraged by Medicaid of Virginia which provides longer reimbursement under these less costly conditions. A week-end pass system which allows some recuperating patients to leave the hospital without the expense involved in being discharged and readmitted also permits a reduced staff on week-ends.

As a special Christmas present, the hospital was even emptied and closed except for a watchman in 1974. This has become a tradition, with all patients going home or being taken into local homes for Christmas day. In 1976 for the first time, a four day holiday was achieved with staff on call if needed.

Keeping the hospital up-to-date in every way has required much work as well as expense. During the early 1970s a new fire alarm system and fire doors were necessary to meet hospital accreditation standards and insurance company requirements. The Marietta M. and Samuel T. Morgan, Jr. Memorial Trust Fund provided \$25,000 for this work which was done by Taylor and Parrish at cost. A new X-ray machine acquired in June, 1976 cost \$64,500 plus \$10,500 for installation and remodeling of the department. A

large storage building was erected at a cost of \$19,318, and Graham Ward was completely remodeled to become the educational department with the preschool area, school rooms, offices, testing areas, and an “activity of daily living” area. These facilities were completed in 1977.

Through the years, many of the duties of the Board of Managers had gradually been assumed by the administrator. With the advent of the medical director and the new administrator, the Board's role became one of assisting as needed while continuing to serve as an active public relations department and liaison with volunteer organizations.

The Board of Managers also retained as one of its primary functions, the raising of supplementary funds for operating expenses of the hospital through “Donation Day”, the one annual appeal of Crippled Children's Hospital to meet its operating deficit. In 1970 the Donation Day goal was \$205,000, increasing to \$250,000 by 1977. Donation Day continues on the fourth Tuesday in November, and has been extended to include contributions credited to the appeal from November first through October thirty-first of the following year. It is truly a cooperative venture with newspapers, radio and television stations, and business firms such as Miller and Rhoads, Thalhimers, Neighborhood Theatres, and others giving their assistance with publicity. For years Union Envelope Company has supplied thousands of envelopes for the appeal. Others donate funds to help meet the need.

Preparation for the annual appeal has become a year round project for those members of the Board of Managers who give one day a week to keep donor files up-to-date. The value of the work done by the members of these committees cannot be over estimated. For example, in 1975, ten members worked a total of 1,680 hours correcting and enlarging the general file. By 1976 the file of firms was increased twenty times over what it was in 1972. The diligence of these and all the other Donation Day committees has paid off year after year as Donation Day goals have been met.

An associate membership status was established in 1972 for members of the Board of Managers. Any member desiring this affiliation must have served as an active member for at least ten years.

Mrs. Frank C. Acree and Mrs. Belle H. Ullman received special certificates in recognition of fifty years of service on the Board in

1973. Actually their years of service exceeded half a century, since both had worked with crippled children as volunteers before joining in 1923 what was then the Woman's Auxiliary.

In 1977, recognizing officially the changes in its functions, the Board of Managers altered its name once more, becoming the Senior Board of Crippled Children's Hospital.

The Junior Board continued its annual Ball and Christmas card project. In 1970 the Board netted over \$13,000 from the Ball and almost \$2,500 from the sale of 28,000 cards. In 1971, the Ball yielded approximately \$14,000 and the cards, \$5,000, with profits of \$14,500 and \$4,000 respectively in 1972. The major portion of these funds were used to air condition the Graham wing and the dietary department, including the kitchen, cafeteria, and dining room at a cost of \$43,564.80.

From 1973 through 1977, proceeds from the Ball averaged \$20,000 per year. These funds made possible a \$15,000 contribution to equip the former "cast" room for a second operating room, dedicated October 24, 1974. They also provided \$5,000 toward the Sunshine Clinic, \$25,500 toward ceiling tile and improved lighting throughout the hospital corridors, \$25,000 toward improvement of bathing and other plumbing facilities on both the girls and boys units, and \$30,200 toward increased electrical capacity to meet current and future needs. Funds from the Ball in 1978 reached a record of \$26,000.

The Junior Board in 1974 raised \$2,631 by conducting a sale of household items and personal effects from an estate left to the hospital. Another unusual event of the same year was a party at "Windsor" honoring the medical and dental staffs, both attending and consulting, on September 27, 1974. The Junior Board and the dietary department of the hospital cooperated on the refreshments for the affair, which was the suggestion of Mr. William A. Forrest, Jr. of the Board of Trustees. This was the first function held specifically to recognize these doctors for their vital contributions to the work of Crippled Children's Hospital.

The Christmas card project ceased to be a substantial source for funds and was abandoned by the Junior Board in 1977. However, the Senior Board, realizing the public relations value of the cards, assumed responsibility for the project.

The continued support from Kappa Delta Sorority was recognized by the president of the Senior Board, Mrs. Virgil R. Goode,

when she stated in her 1977 annual report: "There is not a spot in our hospital that has not been touched by Kappa Delta." The sorority, converting into dollars its concern for helping children, has poured those dollars into the hospital for operating expenses and major equipment.

Kappa Delta Christmas seals sent to every member continue to generate the philanthropic funds of the national organization. These funds provide Kappa Delta's annual donation and its special biennial convention gifts to the hospital.

The annual donation, standing at \$10,000 since 1961, was increased to \$12,500 annually in 1974. In 1971 the convention gift of \$10,000 was combined with an additional \$10,000 as a special donation commemorating the fiftieth anniversary of the sorority's involvement with Crippled Children's Hospital. This \$20,000 was used for new hospital beds on both the boys and the girls units and new curtains for the stage of the Vose auditorium. In 1973 the \$10,000 convention gift provided \$5,000 toward the Sunshine Clinic and \$5,000 toward a mobile X-ray machine. A \$5,800 Kappa Delta memorial gift also helped to buy this X-ray equipment. The 1975 convention gift was added to the annual gift to complete the new electrical panel installations and the ceiling tile and lighting partially provided by the Junior Board. In 1977 Kappa Delta gave \$29,865 (the combined annual and convention gifts) to furnish a cavitron for the dental clinic, convert class rooms into patient units, re-equip an acute care area, and develop a deaf learning center.

Through the years Kappa Delta has provided funds for a number of hospital publications. Funds from Kappa Delta have made possible the publication of this history.

In addition, individual alumnae chapters and collegiate chapters across the nation send special gifts and sponsor parties at Easter, Halloween, and Valentine's Day. A special memorial gift in 1970 provided the air conditioning for both the patient care units. The marble bench and tree near the rose garden also were given in memory of a Kappa Delta.

Mrs. H. Lewis Garrett, Kappa Delta Hospital Representative for the decade of "the sixties", relinquished the post in 1970 and was later elected to membership on the Board of Managers. The Kappa Delta vacancy was filled in rapid succession first by Mrs. Edward D. Seidel, followed by Mrs. William D. Householder, and then by Mrs. William E. Goode, who served for five years as the sorority's



liaison with the hospital. Subsequently she was elected to membership on the Board. Mrs. Goode was succeeded in 1976 by Mrs. H. Wayne Moran. In 1979 Mrs. James F. Woodard became the national director of Kappa Delta's Hospital Committee and its representative on the Senior Board of the hospital.

Crippled Children's Hospital also benefits indirectly from the annual Kappa Delta orthopedic research awards administered by the American Academy of Orthopedic Surgeons. The award, established in 1947, the golden anniversary of the sorority, and originally a \$1,000 grant, has increased to \$2,000 for each paper so recognized. Three such awards in 1978 marked the thirty-first annual presentation and brought to a total of \$116,000 the funds contributed by Kappa Delta for orthopedic research.

The Sunshine Circle celebrated its fiftieth anniversary in 1971, marking as many years of giving both time and talent to aid the hospital. Its funds now come primarily from the Holiday Mart held each November since 1953. Throughout the year members prepare for this event. In reviewing the twenty-five year history of the mart, this group of approximately fifty women had donated over \$100,000 to the hospital. Since then, the Sunshine Circle has contributed \$17,000 in 1978 and \$15,000 in 1979 for the clinic. The Circle also responds generously to the Donation Day appeal.

The number of individuals and groups contributing to the hospital is impressive. Some provide vital support for the continuation of the work; others prefer to brighten the days for patients with entertainment. Since the inception of the Tobacco Festival in Richmond in 1948, the Ferko String Band of Philadelphia and the grand marshall of the festival have visited Crippled Children's Hospital annually during that event. An addition to the festival, the Sports-Celebrity Breakfast, begun in 1974, benefits the hospital with donations of over \$1,000 annually. The Shrine Circus annually brings animals and performers to visit the children, and the Richmond Fire Department stages demonstrations of equipment regularly.

Gifts in 1970 were as varied as a twenty-five pound fiftieth anniversary cake made by Mrs. T. B. Carter of the Doswell Woman's Club, to many pints of blood from groups such as the Mechanicsville Jaycees. Time and labor have been spent on the grounds by the West End Jaycees, the United States Army Reserve, and the

Eagle Scouts. The United States Air National Guard built a miniature golf course on the grounds. Women from many churches and the Newcomers' Club continue to mend and sew for the hospital.

In 1971, Mrs. Edith F. Layman, a retired school teacher, who traveled by bus from Louisa, Virginia, was selected as the Volunteer of the Year from the entire Richmond area for her work as a reader and tutor to patients at Crippled Children's Hospital. A volunteer recognition ceremony was presented by the recreational therapy department for the first time in April 1975.

Vital support has continued from magnanimous gifts and generous bequests. Among these was the unusual gift in 1977 from Mr. Thomas M. Brooks of Quinton, Virginia who gave parcels of land and stock certificates, including a total of approximately 145 acres in New Kent County, Virginia. Particularly generous bequests in the 1970s have come from Mrs. Virginia Beal Hardaway, Alice S. Higgins, Sidney Oberdorfer, Francis Joseph Britton, and Sally Marie Baeyertz, whose regard for Dr. W. T. Graham inspired her gift.

As always, the years have taken their toll in lives of people important in the life of Crippled Children's Hospital. Dr. William Zimmerman, III, who contributed greatly through the years to the eye service available at the hospital, died in 1974, and Dr. William E. Daner, orthopedic surgeon on the medical staff of Crippled Children's Hospital for about 30 years, died in 1976.

The Board of Trustees lost Mr. Leroy R. Cohen, Jr., distinguished lawyer and public spirited citizen, who died in 1970; and Mr. William Preston, in 1971. Mr. William Frazier and Mr. James M. Ball, Jr. died in 1973; and Mr. Jack H. Baskerville, in 1976. All three were financiers and former presidents of the Board of Trustees.

Among the members of the Board of Managers who died in the first part of the decade were: Mrs. George S. Kemp, faithful worker and benefactor; Mrs. C. Stuart Carr, a member of the Board's executive committee; Mrs. Belle H. Ullman, a member for over fifty years; and Mrs. George Godolphin Osborne, a past president.

Miss Ruth Karleen Ingersoll, retired administrator of Crippled Children's Hospital, died on March 5, 1974. The Board of Managers erected a fountain in her memory with funds provided by memorial donations. The fountain was dedicated on October 2, 1975.

The Board of Trustees was under the direction of Mr. R. Harvey Chappell, Jr., president from 1974-1976 and Mr. William B. Thalheimer, Jr., president from 1976-1978. In addition to its normal responsibilities, the Board established guidelines to prevent conflict of interest between its members and the hospital. It also amended the employee retirement plan to comply with the Employee Retirement Income Security Act of 1974 (ERISA). This was a long and involved process under the chairmanship of Mr. William A. Forrest, Jr. Crippled Children's Hospital participated with other non-profit hospitals in the area to form The Virginia Hospital Laundry, Incorporated, which began operation in 1976. An honorary membership status was created in 1977 for members of the Board of Trustees no longer able to be active.

However, the primary concern of the Board of Trustees during "the seventies" has been the formulation of long range plans for the continued growth of Crippled Children's Hospital in service to the impaired child. To this end, E. D. Rosenfeld Associates, Inc., a consulting firm specializing in the field of hospital and health services, was engaged in 1977-78 to conduct a "role study" for Crippled Children's Hospital to determine future health care needs and the role of Crippled Children's Hospital in meeting these needs. The Rosenfeld study, consisting of five and ten year projections (through 1990), includes information on patient demographics, other facilities offering specialized pediatric services, trends in utilization rates, medical staff requirements, and need for patient and parent(s) education, counseling, and therapeutic services. The Board of Trustees is proceeding with plans to provide the physical facilities as well as the funds for development along the lines indicated by the study.

As the decade draws to a close, the Board of Trustees is involved in remodeling the Sunshine Clinic and creating additional space to accommodate the increasing number of outpatients. Mr. L. Howard Jenkins, Jr. serves as president of the Board of Trustees, having assumed this office in 1978. Mr. H. Hiter Harris, Jr. is first vice-president, and Mr. Overton D. Dennis, Jr. is second vice-president and chairman of the Master Plan Development Committee.

With the continued increase of activity in the clinic, members of the Senior Board are serving as volunteers in that area, in addition to their other responsibilities. The Senior Board president in 1978

was Mrs. Martin Markowitz, succeeded by Mrs. Charles S. Luck, III in 1979. Also serving in the clinic are members of the Junior Board, the Sunshine Circle, the Huguenot Woman's Club and the Varina Junior Woman's Club.

In summary, Crippled Children's Hospital is a privately endowed, non-profit institution, largely supported by contributions and unique within the health care system of the Commonwealth of Virginia. Through the years, it has served a large segment of the population in need of care, but unable to afford it. Through its affiliation with the Medical College of Virginia, the hospital offers services usually unavailable except in large medical centers. The Sunshine Clinic, partially sponsored by the Bureau of Crippled Children, enables Crippled Children's Hospital to keep pace with the increasing need for corrective services. Specialized services include orthopedics, reconstructive plastic surgery, ophthalmology, otology, dentistry, pediatric medicine, rehabilitative medicine, and pediatric surgery, with the full range of therapy modalities and special education. Patients range in age from infancy through 18 years.

The hospital's greatly increased participation in medical education programs includes rotating resident doctors in orthopedic, pediatric, physical medicine, ophthalmology, dentistry and plastic services. Residents or students are associated with the hospital in the areas of hospital administration, anesthesiology, occupational therapy, physical therapy, psychology, recreational therapy, speech therapy, special education, social service, dental hygiene, medical records and nursing, including prospective registered nurses from Richmond Memorial and Johnston-Willis Hospitals and John Tyler and J. Sargeant Reynolds Community Colleges, practical nursing students from the Richmond Public Schools Division of Technical and Adult Education, and nurses aids from the Career Education Center of the Richmond Public Schools. Nurses enrolled in the relatively new nurse practitioner program of the Medical College are also assigned on rotation primarily to observe in clinics. These medical education programs have spread the word of the comprehensive care available at Crippled Children's Hospital and the value of the team approach.

This hospital is no longer the long-term convalescent type of facility it once was when most of the patients had polio or other long-term orthopedic problems. Today, it is a referral center for

children with a wide variety of serious physical problems caused either by congenital defects or the physical trauma of accident or disease. Outpatient services have expanded to an average of 23 clinics per month. The average length of stay for inpatients decreases steadily.

As the number of patients served increases, the need for help to support the work grows also. "Meeting the need" continues to be the mission of Crippled Children's Hospital, and for those involved, it is an exciting and gratifying experience.

But the real drama lies in the lives transformed through the hospital's care. The experience of a seventeen year old boy, completely incapacitated and bedridden, unable to use his hip, and in constant pain serves as one example. Conservative medical treatment and therapy had not proved helpful; therefore, a total hip replacement was done by orthopedic surgeons at Crippled Children's Hospital. This former patient became fully ambulatory without pain, and at the age of eighteen years he took a full-time job. Another teen-aged boy appeared to have a progressive, non-treatable muscle disorder and had not walked for three or four years. However, with intensive physical and occupational therapy and surgery to release tight heel cords from muscle contracture, allowing his feet to be flat on the floor while standing, he became able to walk with the aid of forearm crutches. The positive change in the emotional attitudes of this child and his family were as gratifying as his physical improvement. Equally significant results are achieved in the other services available at Crippled Children's Hospital. Thus the hospital makes a tremendous contribution to those it serves as well as to their communities.

From its origin in the little clinic started by Dr. William Tate Graham in 1917 through more than sixty years of development, the hospital has grown to meet the need and to keep pace with advances in medical science and support services, always striving to do the very best for each individual patient. This is also the pattern for the future of Crippled Children's Hospital. Rooted in dedication to the relief of suffering children, Crippled Children's Hospital takes pride in its past and has confidence that it can continue to change to meet the needs of the future.

## APPENDIX

MEDICAL STAFF 1979

DEPARTMENT SUPERVISORS 1979

OFFICERS 1920-1979

BOARD OF TRUSTEES

SENIOR BOARD

JUNIOR BOARD

SUNSHINE CIRCLE

A CHRONOLOGY

## MEDICAL STAFF

1979

James T. Tucker, M.D., D.Sc., surgeon-in-chief emeritus  
Beverley B. Clary, M.D., surgeon-in-chief and president, Medical Staff  
Ralph Ownby, M.D., medical director

### ACTIVE STAFF

#### ORTHOPEDIC SURGERY

Robert S. Adelaar, M.D.  
John A. Cardea, M.D.  
Earnest B. Carpenter, M.D.  
Richard B. Caspari, M.D.  
Beverley B. Clary, M.D.  
Ernest L. Clements, Jr., M.D.  
James B. Dalton, Jr., M.D.  
Donald D. Davidson, M.D.  
William M. Deyerle, M.D.  
William D. Henceroth, II, M.D.  
William T. Johnstone, M.D.  
Bela Lang, M.D.  
Joseph R. Macys, M.D.  
Virgil R. May, Jr., M.D.  
Charles L. McDowell, M.D.  
John F. Meyers, M.D.  
Walter N. Rabhan, M.D.  
Donald G. Seitz, M.D.  
Franklin P. Watkins, M.D.  
George W. Wood, M.D.  
Richard L. Worland, M.D.

#### PLASTIC SURGERY

Hunter S. Jackson, M.D.  
Carroll T. Petty, M.D.

Leroy Smith, M.D.

S. Dawson Theogaraj, M.D.  
J. Latane Ware, M.D.

#### OTOLARYNGOLOGY

Fred T. Shaia, M.D.  
William L. Wilkes, M.D.  
George H. Williams, M.D.  
Mason M. Williams, M.D.

#### OPHTHALMOLOGY

Robert W. Jacey, M.D.  
Walter Mayer, M.D.

#### PEDIATRICS

Ralph Ownby, M.D.

#### PEDIATRIC SURGERY

Arnold M. Salzberg, M.D.

#### DENTISTRY

J. B. Bragassa, Jr., D.D.S.  
Charles L. Cuttino, D.D.S.  
Frank H. Farrington, D.D.S.  
P. B. Peters, D.D.S.  
Herbert W. Sorenson, D.D.S.

### COURTESY STAFF

#### ORTHOPEDIC SURGERY

John F. Butterworth, III, M.D.  
Thomas R. Butterworth, Jr., M.D.  
Edward P. Carrigan, M.D.  
Edwin W. Hakala, M.D.  
Charles M. James, M.D.

Bernard A. Lublin, M.D.  
William R. Mauck, M.D.  
Herman M. Nachman, M.D.  
Robert M. Pilcher, Jr., M.D.  
Terry L. Whipple, M.D.  
Henry A. Yancey, Jr., M.D.

PEDIATRICS

William M. Bruch, M.D.  
Lorne K. Garrettson, M.D.  
Carolyn M. McCue, M.D.  
Nancy B. McWilliams, M.D.  
Louise W. Robertson, M.D.

NEUROSURGERY

Humbert G. Sullivan, M.D.

PLASTIC SURGERY

I. Kelman Cohen, M.D.

DENTISTRY

Marshall P. Brownstein, D.D.S.  
Robert O. Kendig, D.D.S.  
Maston McCorkle, Jr., D.D.S.  
Michael O. McMunn, D.D.S.  
Carl A. Moss, D.D.S.  
Arthur P. Mourino, D.D.S.  
James R. Schroeder, D.D.S.

CONSULTING STAFF

ANESTHESIOLOGY

C. Paul Boyan, M.D.  
Campbell Harris, Jr., M.D.

CLINICAL PATHOLOGY

Lyman M. Fisher, M.D.

DENTISTRY

H. Gordon Cheney, D.D.S.  
J. Robert Eshleman, D.D.S.  
Charles L. Eubank, D.D.S.  
Sherwin R. Fishman, D.D.S.  
James E. McIver, D.D.S.  
John A. Svirsky, D.D.S.

DERMATOLOGY

R. Campbell Manson, M.D.  
Francis H. McMullan, M.D.  
Thomas W. Murrell, Jr., M.D.

NEUROLOGY

Gerald W. Atkinson, M.D.  
Miriam W. Carmichael, M.D.

NEUROSURGERY

Joseph F. Kell, Jr., M.D.  
Robert P. Singer, M.D.  
Charles E. Troland, M.D.  
Anthony G. Velo, M.D.

OTOLARYNGOLOGY

William T. Clarke, M.D.  
G. Douglas Hayden, M.D.  
Peter N. Pastore, M.D.

PATHOLOGY

Saul Kay, M.D.

PEDIATRICS

Ronald B. David, M.D.  
Harold M. Maurer, M.D.  
Edwin C. Myer, M.D.  
Walter E. Nance, M.D., Ph.D.

PSYCHIATRY

Weir M. Tucker, M.D.

RADIOLOGY

Talmadge R. Howell, M.D.

REHABILITATION MEDICINE

Michael J. Decker, M.D.  
Ernest R. Griffith, M.D.  
Baltej S. Kallar, M.D.

RHEUMATOLOGY

Charles L. Cooke, M.D.  
Robert Irby, M.D.  
Bruce H. Littman, M.D.

P. Franklin Mullinax, M.D.  
Duncan S. Owen, Jr., M.D.  
Shaun Ruddy, M.D.  
Elam C. Toone, Jr., M.D.

SURGERY

H. Fairfax Conquest, M.D.

UROLOGY

A. I. Dodson, Jr., M.D.  
J. Edward Hill, M.D.  
Warren W. Koontz, Jr., M.D.

HONORARY STAFF

M. J. Hoover, M.D.  
James T. Tucker, M.D.

DEPARTMENT SUPERVISORS

1979

Kathleen Allen, M.Ed. .... Psychology  
Mozelle H. Burton, R.N. .... Assistant Administrator  
Anne Clements, X-ray Technician ..... Radiology  
Patricia Clingenpeel, R.N. .... Operating Room  
Richard Collins, R.Ph. .... Pharmacy  
Mary Gene Kent, A.R.T. .... Medical Records  
Janice Kytile-Seargent, M.Ed., O.T.R. .... Occupational Therapy  
Frances Ladd, R.N. .... Girls Unit  
Judith Lanier ..... Patient Services  
Gwendolynn Lingerfelt, M.Ed., C.C.C.-Sp. .... Speech Pathology  
Theresa Loehr ..... Dietary  
William B. Loving, Jr. .... Maintenance  
Carol Lubno, R.N. .... Clinic  
Sue Lucas, B.S., T.R.S. .... Recreational Therapy  
Cabell Luck, Jr., M.Ed. .... Educational  
Frances K. McClaren, R.N. .... Boys Unit  
Kathleen Morris, R.D.H. .... Dental  
Jane Nelson, M.S.W. .... Social Service  
Jimmy D. Pearce ..... Controller  
Mary Kaye Peyton, R.P.T. .... Physical Therapy  
A. Geneva Quarles, R.N. .... Nursing Service  
Mildred Ray ..... Housekeeping  
Blanch Wilson, M.T. .... Laboratory

## OFFICERS

1920-1979

### SURGEONS-IN-CHIEF

William Tate Graham, M.D., Founder .....	1920-53
H. Page Mauck, M.D.....	1953-55
James T. Tucker, M.D. ....	1955-70
Beverley B. Clary, M.D. ....	1970-

### SURGEON-IN-CHIEF EMERITUS

James T. Tucker, M.D. ....	1970-
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### MEDICAL DIRECTOR

Ralph Ownby, M.D. ....	1971-
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### ADMINISTRATORS

R. Karleen Ingersoll, R.N. ....	1942-67
Mozelle H. Burton, R.N., Acting Administrator .....	1967-71
Clarence F. Cauble, FACHA .....	1971-

## PRESIDENTS

### BOARD OF TRUSTEES

Mr. H. Watkins Ellerson .....	1920-35
Mr. Legh R. Page .....	1935-44
Mr. James M. Ball, Jr. ....	1944-51
Mr. William Frazier .....	1951-54
Mr. Thomas C. Gordon, Jr. ....	1954-59
Mr. A. Churchill Young, Jr. ....	1959-62
Mr. Jack H. Baskerville .....	1962-65
Mr. A. C. Epps .....	1965-67
Mr. Henry Lee Valentine, II .....	1967-70
Mr. Richard W. Wiltshire .....	1970-72
Mr. Carl A. Lindgren, Jr.....	1972-74
Mr. R. Harvey Chappell, Jr.....	1974-76
Mr. William B. Thalhimier, Jr. ....	1976-78
Mr. L. Howard Jenkins, Jr.....	1978-

### WOMAN'S AUXILIARY

Mrs. Waller W. Morton .....	1920-21
Mrs. Henry P. Carrington .....	1921-26
Mrs. J. Luther Moon .....	1926-38

## BOARD OF MANAGERS

Mrs. J. Luther Moon .....	1938-44
Mrs. James E. Roberts .....	1944-47
Mrs. James Dudley .....	1947-51
Mrs. Frank C. Acree .....	1951-53
Mrs. Edward Reeves Adams .....	1953-55
Mrs. C. Cecil Arledge .....	1955-57
Mrs. Edward H. Gunst .....	1957-59
Mrs. A. Wade Lamb, Jr. ....	1959-61
Mrs. Samuel R. Rose, Jr. ....	1961-62
Mrs. George G. Osborne .....	1962-64
Mrs. R. Meade Christian .....	1964-66
Mrs. L. Howard Jenkins, Jr. ....	1966-68
Mrs. H. Godwin Jones .....	1968-72
Mrs. Robert L. Rand, Jr. ....	1972-74
Mrs. Virgil R. Goode .....	1974-78

### SENIOR BOARD

Mrs. Martin Markowitz .....	1978-79
Mrs. Charles S. Luck, III .....	1979-

### JUNIOR BOARD

Mrs. Ernest A. deBordenave .....	1933-35
Mrs. Horace A. Gray, Jr.....	1935-36
Mrs. Eppa Hunton, IV .....	1936-37
Mrs. John M. Gatewood, Jr. ....	1937-39
Mrs. Carlyle Creath Jones .....	1939-40
Miss Katharine Jones .....	1940-41
Mrs. George V. Moncure .....	1941-42
Mrs. William Byrd Rawlings .....	1942-43
Mrs. William B. Jacobs .....	1943-45
Mrs. Charles Robins, Jr. ....	1945-47
Mrs. Joseph F. Maher, Jr. ....	1947-49
Mrs. J. Robert Massie, Jr. ....	1949-51
Mrs. A. Spotswood Robins .....	1951-53
Mrs. Virgil R. Goode .....	1953-55
Mrs. C. Denny White .....	1955-57
Mrs. William C. Barr .....	1957-59
Mrs. John Randolph, Jr. ....	1959-61
Mrs. Richard J. Jones, Jr. ....	1961-63
Mrs. Richard H. Dilworth .....	1963-65
Mrs. William T. Tucker .....	1965-66
Mrs. George B. Little .....	1966-67

Mrs. Herbert W. Jackson, III .....	1967-68
Mrs. James P. Massie, Jr. ....	1968-69
Mrs. John L. Clark .....	1969-70
Mrs. Henry Lee Valentine, II .....	1970-71
Mrs. Robert V. Hatcher, Jr. ....	1971-72
Mrs. John L. Tuttle .....	1972-73
Mrs. Edwin B. Meade, Jr. ....	1973-74
Mrs. William A. Pusey .....	1974-75
Mrs. Frank C. Maloney, III .....	1975-76
Mrs. William T. Clarke .....	1976-77
Mrs. James Latane Ware .....	1977-78
Mrs. J. Frank Williams, III .....	1978-79
Mrs. John Ritchie, Jr. ....	1979-

#### SUNSHINE CIRCLE

Mrs. J. Luther Moon .....	1921-37
Mrs. A. G. Shetter .....	1937-38
Mrs. J. Luther Moon .....	1938-40
Mrs. Helen Hall .....	1940-41
Mrs. C. I. Arnall .....	1941-43
Mrs. Thomas Boudar .....	1943-45
Mrs. Blake Meador .....	1945-49
Mrs. T. E. Spencer .....	1949-50
Mrs. R. R. MacDonald .....	1950-52
Mrs. G. C. Engledove .....	1952-54
Mrs. C. E. Wilkinson, Jr. ....	1954-56
Mrs. William A. Young .....	1956-58
Mrs. A. E. Tate .....	1958-60
Mrs. Warren R. Pollard .....	1960-62
Mrs. Jean Barté .....	1962-64
Mrs. R. R. MacDonald .....	1964-66
Mrs. W. G. Lesemann .....	1966-68
Mrs. H. B. Clark .....	1968-70
Mrs. A. E. Wright .....	1970-72
Mrs. Edward R. Boisseau .....	1972-74
Mrs. Lunsford T. Nuckols, Jr. ....	1974-76
Mrs. Frank H. Lansinger, Jr. ....	1976-78
Mrs. Frank F. Rennie, III .....	1978-

## BOARD OF TRUSTEES

1979

#### ACTIVE MEMBERS

Mrs. Frank C. Acree  
 Mr. Thomas J. Bliley, Jr.  
 Mr. Edward C. Campbell  
 Mr. R. Harvey Chappell, Jr.  
 Dr. Beverley B. Clary  
 Mr. Ralph Crosby, Jr.  
 Mr. Overton D. Dennis, Jr.  
 Mr. A. C. Epps  
 Mr. William A. Forrest, Jr.  
 Mrs. Virgil R. Goode  
 Mr. John H. Hager  
 Mr. H. Hiter Harris, Jr.  
 Mr. L. Howard Jenkins, Jr.  
 Mrs. H. Godwin Jones  
 Mrs. Charles S. Luck, III  
 Mr. Carl A. Lindgren, Jr.  
 Mr. Henry M. Massie, Jr.  
 Mr. Roderick B. Mathews  
 Mr. G. Gilmer Minor, III

Dr. Ralph Ownby  
 Mrs. John Ritchie  
 Dr. Leroy Smith  
 Mr. William B. Thalhimer, Jr.  
 Mr. Henry Lee Valentine, II  
 Mr. Richard W. Wiltshire  
 Mr. Richard W. Wiltshire, Jr.

#### HONORARY MEMBERS

Mrs. James Dudley  
 Hon. Thomas C. Gordon, Jr.  
 Mr. Vernard W. Henley  
 Mr. Charles G. Motley  
 Mr. E. Claiborne Robins  
 Hon. James E. Sheffield  
 Dr. W. Taliaferro Thompson, Jr.  
 Mr. A. Churchill Young, Jr.  
 Dr. James T. Tucker,  
 surgeon-in-chief emeritus

## SENIOR BOARD

1979

#### ACTIVE MEMBERS

Mrs. J. Stanard Archer  
 Mrs. M. I. Binswanger  
 Mrs. Lawrence E. Blanchard, Jr.  
 Mrs. E. Gray Bowles  
 Mrs. James W. Brooks  
 Mrs. Charles W. Byrd  
 Mrs. Challen E. Caskie  
 Mrs. R. Meade Christian  
 Mrs. Beverley B. Clary  
 Mrs. O. Witcher Dudley, III  
 Mrs. William A. Forrest, Jr.  
 Mrs. Landon W. Garland  
 Mrs. H. Lewis Garrett  
 Mrs. Fleming W. Gill

Mrs. Virgil R. Goode  
 Mrs. William E. Goode  
 Mrs. F. D. Gottwald, Jr.  
 Mrs. C. Cabell Hancock, Jr.  
 Mrs. Randolph H. Hoge  
 Mrs. Herbert W. Jackson, III  
 Mrs. Hunter S. Jackson  
 Mrs. L. Howard Jenkins, Jr.  
 Mrs. H. Godwin Jones  
 Mrs. Bruce Kemp  
 Mrs. Joseph B. Lacy, Jr.  
 Mrs. Herbert C. Lee  
 Mrs. Charles S. Luck, Jr.  
 Mrs. Charles S. Luck, III  
 Mrs. Joseph F. Maher, Jr.

Mrs. Martin Markowitz  
 Mrs. James P. Massie, Jr.  
 Mrs. James T. Mathews  
 Mrs. Alfred McCormack, Jr.  
 Mrs. W. Rogers Meador  
 Mrs. R. Edward Nance  
 Mrs. Travis W. Poole  
 Mrs. Robert L. Rand, Jr.  
 Mrs. Samuel R. Rose, Jr.  
 Mrs. J. Hamilton Scherer  
 Mrs. Paul M. Shuford  
 Mrs. Wellford R. Sutherland, Jr.  
 Mrs. George Russell Talcott  
 Mrs. William B. Thalhimer, Jr.  
 Mrs. James T. Tucker  
 Mrs. William T. Tucker  
 Mrs. John L. Tuttle  
 Mrs. Henry Lee Valentine, II  
 Mrs. Hugh P. West  
 Mrs. John D. Williams  
 Mrs. William L. Wood, Jr.

## JUNIOR BOARD

1978

Mrs. Benjamin C. Ackerly  
 Mrs. John P. Ackerly, III  
 Mrs. Stephen Perrow Adamson  
 Mrs. V. Cassel Adamson, Jr.  
 Mrs. Frederic H. Cox, Jr.  
 Mrs. Charles G. Dalch  
 Mrs. Thomas M. Daniel  
 Mrs. Lee P. Dudley  
 Mrs. George S. Elder  
 Mrs. Allen Mead Ferguson  
 Mrs. Garland S. Flippen  
 Mrs. Hunter B. Frischkorn, III  
 Mrs. Frank M. Galleher, Jr.  
 Mrs. William R. Gardner, Jr.  
 Mrs. Henry H. George  
 Mrs. Marvin M. Giles, III  
 Mrs. George H. Ginn  
 Mrs. John H. Hager

## ASSOCIATE MEMBERS

Mrs. Frank C. Acree  
 Mrs. Edward Reeves Adams  
 Mrs. C. Cecil Arledge  
 Mrs. William C. Barr  
 Mrs. William M. Berkeley  
 Mrs. Charles H. Frischkorn  
 Mrs. E. Graham Frye, Jr.  
 Mrs. Frank Hendrickson  
 Mrs. A. Wade Lamb, Jr.  
 Mrs. George R. Mercer  
 Mrs. T. Raysor Salley  
 Mrs. Alfred T. Smith

## HONORARY MEMBERS

Mrs. H. Coleman Baskerville  
 Mrs. James Dudley  
 Mrs. Edward H. Gunst  
 Mrs. John Taylor Lewis, Jr.  
 Mrs. John Gordon Wallace

Mrs. John C. Siewers, II  
 Mrs. C. Vernon Sprately, III  
 Mrs. William B. Thalhimer, III  
 Mrs. James Latane Ware  
 Mrs. Marshall Taylor Ware  
 Mrs. J. Frank Williams, III  
 Mrs. Richard W. Wiltshire, Jr.

## NEW MEMBERS — 1979

Mrs. Edward Bryant  
 Mrs. A. Hugh Ewing, III  
 Mrs. J. Cameron Hoggan, Jr.  
 Mrs. Newell E. Holt  
 Mrs. Lawrence Miller  
 Mrs. Lewis H. Munding, III  
 Mrs. Stephen Watts

## SUNSHINE CIRCLE

1979

Mrs. Lloyd B. Andrew, Jr.  
 Mrs. Jean A. Barté  
 Mrs. Bayard Beauchamp  
 Mrs. Lionel E. Beeton  
 Mrs. James M. Black  
 Mrs. H. L. Binns  
 Mrs. Edward R. Boisseau  
 Mrs. G. Edward Brugh  
 Mr. James W. Cooke  
 Mrs. Lewis S. Garrett  
 Mrs. John W. Hargrove  
 Mrs. Justin F. Hayes  
 Mrs. Richard Hess  
 Mrs. Earnest C. Johns  
 Mrs. J. Claggett Jones  
 Mrs. Gerald Kilgore  
 Mrs. R. J. Klotz, Jr.  
 Mrs. John A. Koch, Jr.  
 Mrs. Frank H. Lansinger, Sr.  
 Mrs. Frank H. Lansinger, Jr.  
 Mrs. William G. Lesemann, Jr.  
 Mrs. J. Tyler Luck  
 Mrs. T. R. Mack  
 Mrs. Ernest Mayo, Jr.  
 Mrs. William McNemar  
 Mrs. Charles H. Miller  
 Mrs. Douglas O. Nail  
 Mrs. Lunsford T. Nuckols, Jr.  
 Mrs. David L. O'Connor  
 Mrs. Alvin M. Pearman

Mrs. Donald R. Perritt  
 Mrs. Warren R. Pollard  
 Mrs. O. B. Pollock  
 Mrs. Edward H. Powell  
 Mrs. Maynard R. Powell, Jr.  
 Mrs. Marvin L. Presson  
 Mrs. J. B. Puller, Jr.  
 Mrs. Wilbur A. Ratcliffe  
 Mrs. Frank F. Rennie, III  
 Mrs. William G. Rennolds, Jr.  
 Mrs. James M. Sampson  
 Mrs. Charles D. Sands  
 Mrs. Books P. Shetter  
 Mrs. S. A. Shumaker  
 Mrs. James E. Small, Jr.  
 Mrs. Waller Redd Staples, III  
 Mrs. Walter L. Strang  
 Mrs. Dwight P. Swan  
 Mrs. Fred L. Tremmer, Jr.  
 Mrs. R. B. Ward  
 Mrs. J. Wellford White  
 Mrs. F. Dixon Whitworth, Jr.  
 Mrs. Ben G. Williams  
 Mrs. Martin Williams  
 Mrs. Robert K. Williams  
 Mrs. Wyatt C. Wood, Jr.  
 Mrs. A. E. Wright  
 Mrs. Horace Wright, Sr.  
 Mrs. William L. Young



#### ASSOCIATE MEMBERS

Mrs. Floyd E. Adams	Mrs. J. W. Hicklin
Mrs. W. R. Bowers	Mrs. W. G. Lesemann
Mrs. H. B. Clark	Mrs. R. R. MacDonald
Mrs. David D. Eanes	Mrs. Marshall Pearman
Mrs. Thomas H. Fuqua	Mrs. Miles J. Rudisill
Mrs. Floyd D. Gottwald	Mrs. William F. Vess

#### HONORARY MEMBERS

Mrs. Wade H. Adams	Mrs. A. E. Tate
Mrs. C. I. Arnall	Mrs. William A. Young
Mrs. T. E. Spencer	

#### A CHRONOLOGY OF SIGNIFICANT EVENTS IN THE HISTORY OF CRIPPLED CHILDREN'S HOSPITAL

- 1917 APRIL — Dr. William Tate Graham and IVNA nurses begin a free clinic for crippled children, many of whom are victims of the polio epidemic of 1916-1917. This clinic, in the basement of the building housing Dr. Graham's offices, 214 East Franklin Street, soon outgrows these quarters and is moved to the outpatient department of the Medical College of Virginia. Surgery is performed at the Memorial Hospital, 12th and Broad Streets.
- 1918 The Virginia General Assembly makes its first appropriation to aid crippled children—\$10,000 a year for two years to help with the work started by Dr. Graham. Two special wards for crippled children open in Memorial Hospital.
- 1919 JUNE — Concerned citizens meet with Dr. Graham and Dr. Ennion G. Williams, Commissioner of the Virginia State Department of Health, to discuss the need for a hospital for crippled children and to decide upon an organization to raise funds for this purpose.
- 1920 APRIL — Crippled Children's Hospital is incorporated by dedicated humanitarians with a dream of a hospital for crippled children.
- 1920 Major James Dooley offers Dooley Hospital, on Marshall Street between 12th and College Streets, to be used for crippled children in addition to the wards at Memorial and St. Philip Hospitals.
- 1920 DECEMBER — A Woman's Auxiliary is organized by Miss Hattie Belle Gresham to oversee and help with the care of needy crippled children in the three hospitals.
- 1921 A teacher for the patients is employed with the cooperation of the State Department of Education, while volunteer teachers continue to instruct the children.
- 1921 The Board of Trustees conducts the first campaign for funds from the general public.
- 1921 Kappa Delta Sorority begins its aid to Crippled Children's Hospital.
- 1921 The Sunshine Circle of the King's Daughters organizes under the leadership of Mrs. J. Luther Moon to assist the Crippled Children's Hospital and other charities.

- 1923 The Austin Bible Class of the First Baptist Church proposes and conducts a campaign for funds to make possible a summer camp for recuperating patients. The camp is held in the Westhampton College Building.
- 1923 AUGUST — The "Fresh Air Camp" is such a success that a house and one acre of land at Brook Road and Sherwood Avenue is purchased to be used as a Convalescent Hospital.
- 1924 FEBRUARY — The Convalescent Hospital officially opens.
- 1925 A \$500,000 bequest made by Mrs. James H. Dooley—\$250,000 for a building and \$250,000 as endowment for maintenance—makes possible the construction of Crippled Children's Hospital.
- 1926 Donation Day is established as an annual event.
- 1927 Ground is broken for the new hospital.
- 1928 MAY — The new hospital, equipped to care for 50 patients, formally opens.
- 1928 Affiliation with the Orthopedic Department of the Medical College of Virginia is established.
- 1928 NOVEMBER — The Board of Women Managers, composed of the Executive Committee of the Woman's Auxiliary and two members of the Board of Trustees, assumes responsibility for management of the hospital.
- 1929 Capacity is increased to 60 patients.
- 1933 A Junior Board of 25 members organizes.
- 1937 The new William Tate Graham Ward for pulmonary and joint or bone tuberculosis is occupied as well as an addition to the Nurses' Home.
- 1938 The Woman's Auxiliary and Board of Women Managers become the Board of Managers.
- 1942 Miss R. Karleen Ingersoll, who had come to Crippled Children's Hospital in 1941 as assistant superintendent, becomes superintendent and continues in that capacity until she assumes the title of hospital administrator in September 1951.
- 1945 The Sunshine Circle of the King's Daughters adopts the hospital as its sole philanthropy and becomes the Sunshine Circle of Crippled Children's Hospital.
- 1950 Additions to the hospital are completed to provide up-to-date physical therapy and occupational therapy facilities, and recovery rooms off the corridors of both Boys' and Girls' Units are added.

- 1953 Dr. Graham's portrait is presented to the hospital by Dr. James T. Tucker and his associates in March. Dr. Graham dies nine months later.
- 1954 Dr. H. Page Mauck is named surgeon-in-chief, serving until his untimely death on January 22, 1955.
- 1954 The Vose Memorial Chapel-Auditorium, made possible by the generosity of George Franklin Vose and Eloise Fauntleroy Vose, is completed in 1954 and dedicated in April, 1955.
- 1955 Dr. James T. Tucker becomes surgeon-in-chief.
- 1955 Four rooms are added to the Nurses' Home.
- 1956 A large storage room is added, later becoming the linen room.
- 1958 A facial deformities clinic is established through the cooperative efforts of the Crippled Children's Bureau of the State Health Department, Dr. Leroy Smith, plastic surgeon, and the Department of Dentistry of the Medical College of Virginia.
- 1959 Dr. William Zimmerman, III begins new eye service.
- 1960 A storage building is completed behind the hospital.
- 1961 Speech therapy is added to the hospital's services and a room to house this service is built in honor of Dr. Leroy Smith.
- 1966 Three patient class rooms are completed.
- 1967 SEPTEMBER — Miss Ingersoll retires and Mrs. Mozelle H. Burton becomes acting administrator.
- 1969 The traditional quarterly orthopedic and plastic clinics are phased out, having been supplanted by more frequent multi-specialty clinics. A new clinic area is opened in the former linen room. A new linen room is constructed, later becoming the occupational therapy area.
- 1970 MARCH — Dr. James T. Tucker becomes surgeon-in-chief emeritus and Dr. Beverley B. Clary is named surgeon-in-chief.
- 1971 JANUARY — Dr. Ralph Ownby is appointed the first medical director of Crippled Children's Hospital.
- 1971 JULY — Mr. Clarence Floyd Cauble is appointed administrator of Crippled Children's Hospital.
- 1971 A full-time pediatric residency program in cooperation with the Medical College of Virginia is established and followed in subsequent years with many additional resident and student programs, expanding Crippled Children's Hospital's role as a teaching institution.

- 1972 Outpatient services increase to include clinics for juvenile rheumatoid arthritis, hemophilia, preventive dentistry, and defective hearing.
- 1972 APRIL — The first annual service awards ceremony is held.
- 1973 JANUARY — Conversion of the Nurses' Home (maintained from the beginning by the Sunshine Circle) into a well-organized clinic area, appropriately called the SUNSHINE CLINIC, is completed. This new concept in outpatient care is necessary since patients no longer require prolonged hospitalization.
- 1973 A social service director is added to the staff, and occupational and physical therapies are offered on an outpatient basis.
- 1973 MAY — A preschool program for handicapped children officially opens, funded for a three-year period by the Richmond Section of the National Council of Jewish Women.
- 1974 As a project of the Newcomers' Club, the hospital takes on a "new look" with a bright, contemporary, interior color scheme, designed to promote a stimulating and cheerful atmosphere.
- 1974 OCTOBER — The Junior Board equips the former "cast room" for use as a second operating room.
- 1975 APRIL — The first volunteer recognition program is held.
- 1977 A large storage building is completed and Graham Ward is remodeled to provide school rooms, offices, and other areas needed by the patient education department.
- 1977 E. D. Rosenfeld Associates, Inc., consultants in hospital and health services, are engaged to compile five and ten year projections indicating future health care needs and the role of Crippled Children's Hospital in meeting these needs.
- 1979 Increasing clinic activity requires the remodeling of the Sunshine Clinic.