

## CHILDREN'S HOSPITAL HIGHLIGHTS

1980-1995

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This publication is intended to be an update of the more detailed history of Children's Hospital, written by Marjorie Branner Adams (Mrs. Edward R.) and published in late 1979. That book is entitled, "Crippled Children's Hospital--The First Sixty Years."

In the years that have followed, beginning in 1980, the hospital has changed a great deal, evolving into the unique children's specialty hospital and rehabilitative center it is today. It took a new name, enlarged and renovated its physical plant, and increased its many services to include the ultimate in technology. But what it did **not** change was the love, caring and devotion extended by the physicians, staff, and many volunteers who have served this hospital for 75 years.

Looking back briefly, Crippled Children's Hospital began in 1917 when Dr. William Tate Graham, Virginia's first orthopedic surgeon, opened a small free clinic in the basement of his office on East Franklin Street, to treat crippled children, many of whom had polio. The clinic soon outgrew this space and was moved to the outpatient department of the Medical College of Virginia, occupying two wards in Memorial Hospital on Broad Street.

In 1920, in response to the increasing need, a group of concerned and compassionate citizens, including Dr. Graham and Dr. Ennion G. Williams, Commissioner of the State Department of Health, organized "a charitable and benevolent" non-profit corporation under the name of "Crippled Children's Hospital" to aid needy children. The charter was signed on April 28 and recorded by the State Corporation Commission on April 30, 1920.

The founding group were dedicated humanitarians with a dream of a hospital which took eight years to become a reality. In the meantime, in 1921, several worthy groups such as the Sunshine Circle and Kappa Delta Sorority began their aid which continues today. A campaign for contributions from the public was initiated as well as other fund raising projects. A Donation Day in November, 1926 was such a success that it continued as an annual event. A \$500,000 bequest from Mrs. James H. Doolley in 1925 made possible the construction of the hospital which opened in May 1928 in the present location. That original building is part of Children's Hospital today.

From a simple beginning in 1917, Children's Hospital has grown enormously and seen many dreams realized and accomplishments brought to full maturity, thanks to the concern, generosity and tremendous contributions of thousands of caring people.

To keep pace with advances in medical and surgical treatment, new technologies which change daily, and expansion of services, the hospital has grown, undergoing many additions and renovations through the years.

A study made in 1977-78 confirmed the need for this special hospital and brought about many of the changes which have taken place in the 1980's and 1990's.

- 1980 -

In 1980, discussion continued on a possible name change and a new two-story addition to the hospital. The Sunshine Clinic had been renovated and a lovely new waiting room opened for patients. The Junior Board, which has been an active and very supportive group since 1933, donated \$25,000 to build a permanent ramp connecting the Sunshine Clinic to the Main Building. The number of outpatients seen at the clinic was increasing substantially (9,675 visits in 1980), and members of the Senior Board, Junior Board, and Sunshine Circle increased their volunteer hours to accommodate this growth. The operating room was completely updated to meet accreditation standards.

The hospital, which began as a free hospital for needy crippled children, had developed into a multi-specialty hospital open to ALL children of Virginia. The physical structure was again in need of expansion and modernization to meet both public and professional expectations. Dramatic improvement in the treatment of many handicapping conditions was changing the life expectancy as well as the quality of life for many of our young patients, requiring additional services and staff.

While a Master Plan for the hospital was being developed, renovation of existing areas continued. Improvements to the Vose Memorial Auditorium were completed in March 1980. This area is frequently used for educational programs attended by medical groups, staff, and the public. The Donation Day goal of \$275,000 was reached in June and totaled \$327,995.95 by the end of October, prior to the next appeal.

Two new clinic services were begun during the summer. The first of these was a multi-disciplinary Muscular Dystrophy Clinic, which was established in cooperation with the Muscular Dystrophy Association. The major focus of the program was rehabilitation and therapy along with orthopedic follow-up and psychological and social support for the patients and their families. Neurological consultation for this problem was provided from the MD Clinic at the Medical College of Virginia. The second new specialized program for children with handicaps began in August--a Pediatric Urology Clinic.

During the year Surgeon-in-Chief Dr. Beverley B. Clary reported an excellent group of surgical orthopedic residents rotating to Crippled Children's Hospital from the Medical College of Virginia and Portsmouth Naval Hospitals. The residents from MCV are required to have a minimum of nine months of pediatric orthopedics during their three-year assignment. "The program has worked effec-

tively under the attentive direction of Dr. Jay Nogi, our Pediatric Orthopedist," said Dr. Clary. There was a significant increase in surgical procedures, which was indicative of the positive effect of Dr. Nogi's presence. He had joined the medical staff in 1979.

The Junior Board held its Annual Ball to raise money for the hospital and continued its service in the Therapy Department and clinics, and held special parties for the children.

The Sunshine Circle's Holiday Mart held in November was highly successful, netting over \$13,000, and its members continued to volunteer their service in the outpatient clinics.

Kenneth I. Perstein was hired as Assistant Administrator and enthusiastically worked with Clarence Cauble, Administrator, and the Trustees on ways to promote better public relations for the hospital.

- 1981 -

The year 1981 was another important milestone for the hospital. The name "Crippled Children's Hospital" had become obsolete and misleading as the scope of treatments and services expanded. The name "Children's Hospital" was approved and marketing efforts began to educate the public of the new name but same wonderful service. As a nine year old patient put it, "I sure am glad they changed the name of this hospital. The last two times I was here, it was called Crippled Children's Hospital. I think people hate to be called crippled--it's an old-fashioned word." "Besides", she explained, "even though some of the kids who come to this hospital are handicapped, a lot of them aren't." This patient was being treated for cleft palate.

In fact, many of the youngsters treated at Crippled Children's Hospital did not fit that description. Some had orthopedic problems -- bent spines, twisted limbs, misshapen feet--that required braces, surgery, and intense physical therapy. Others had neuromuscular disorders or amputated arms and legs. But in addition to those children, the hospital also treated children with severe dental problems, cleft palates, cerebral palsy, hemophilia, muscular dystrophy and eye and ear disorders.

Until Medicaid came along, all of the youngsters treated at Crippled Children's Hospital were charity cases. When government medical assistance began paying for the health care of the poor, private hospitals and clinics began welcoming poverty-stricken patients. The caseload of Children's Hospital dropped. Patients, many of whom stayed for months at a time, no longer came from all over the State. The hospital was licensed to have 88 beds, but only about half were in use. By 1981, half of the patients were paying at least half of their way.

But because the hospital was so specialized and its staff well practiced in some very complicated forms of treatment, the need was still there. In order for the hospital to receive "private patient" referrals, changes needed to be made in

the physical plant to make the hospital more appealing to the public. The image from indigent hospital with "open ward" inpatient facilities needed to be updated.

The long-range building plan called for modernization of the entire present building and the addition of a 36-bed nursing unit of private and semi-private rooms, large enough for a parent to stay overnight if they wished. Other one-story additions would be added to house modern operating rooms, receiving areas, the dental clinic, and the radiology department. The original architectural firm of Baskervill & Son designed the building.

To accomplish this, Dr. Leroy Smith, who had been Chief of Plastic Surgery at the hospital since 1942 and was a member of the Board of Trustees, was named Chairman of the hospital's first Capital Building Fund Campaign. At the time of the public appeal, the "hospital family" (Board of Trustees, Senior Board, Junior Board, Sunshine Circle, Kappa Delta Sorority, medical staff and employees) had already contributed well over \$700,000. The projected cost of the renovations and construction was \$9.5 million.

- 1982 -

The new name became official January 1, 1982, and a new logo was adopted--a silhouette, green on white, of a child-like figure with a rainbow that looked like a jump rope extending from hand to hand. It is described as an image of health and activity, upbeat and modern. However, the original symbol of the hospital, a terra cotta figure of a swaddled bambino, affectionately referred to as the "della Robbia", still decorates inner and outer walls of the original building, and is often used on note paper and cards.

As the \$3.5 million community fund-raising campaign was in progress, many local groups held special events to benefit the new hospital. These events publicized the hospital's efforts and provided a strengthened community effort to continue the specialized care given to our patients.

A slide presentation, "Total Child", developed by the hospital, was shown to many groups to familiarize more people and organizations with the hospital's needs and the opportunities it affords many children.

Approximately 400 surgical procedures were being performed yearly, and the average stay was eight days during 1981-82. The hospital's goal "to return the patient to society to be as normal as possible and to achieve their highest level of independence" was stressed throughout.

Many extra hours were given by all Board members as adjustments were made during renovation in preparation for the new construction. Regular activities continued on schedule. The Junior Board members began to assist in recreational therapy for patients and siblings waiting to be treated in clinics and began training to personally interview patients and families to obtain information for hospital records. This Board also gave \$100,000 to the Building Fund.

The Senior Board conducted Donation Day and Food Commodity Day as usual, and Kappa Delta Sorority held its usual Valentine party, Easter Egg Hunt, and Halloween party. The Kiwanis Club held its annual Christmas party, with presents and refreshments for all the children.

All the regular clinics were held and various educational seminars such as "The Family with Special Needs" were held at the hospital. Dr. Herbert Sorenson, Assistant Professor of the Department of Pediatric Dentistry at MCV, became involved in development of a new Children's Hospital Dental Clinic.

Ground-breaking for the new hospital was held October 24, 1982, and construction started. As stated in its Mission Statement in 1982, "the mission of Children's Hospital is to assure the optimal health and well-being of infants, children and adolescents through the highest quality health care. Children's Hospital will create and foster an environment in which qualified physicians, nurses, diagnostic and therapeutic personnel and other health professionals work together to achieve this mission."

- 1983 -

New officers of the Board of Trustees elected in March 1983 included O. D. Dennis, Jr., President; John H. Hager, Vice President for Corporate Planning; Robert T. Scott, Vice President for Fund Raising; Clarence F. Cauble, Executive Vice President for Administration; Kenneth I. Perlstein, Administrator for Operations and Secretary; and Jimmy D. Pierce, Treasurer.

Free classes in parenthood were offered in the hospital in March 1983 to focus on the early development of healthy children as well as general concerns. These were very well received.

As another community service, in April 1983 three war-injured Lebanese children were brought to Children's Hospital for treatment. One child had an amputation, one an eye wound, and one burns that required plastic surgery. Dr. Ownby was able to get attending surgeons on the hospital staff in the appropriate surgical specialties to accept these patients.

A Vice President for Fund Development and a Director of Volunteers were hired. The need was recognized to market the new hospital in a way that would attract paying as well as non-paying patients. The medical staff was strengthened by the addition of Dr. E. Bruce Johnson as a full-time pediatric anesthesiologist as of July 1, 1983. This not only enabled the hospital to give its patients the best of anesthesia services, it also strengthened our competitive position in attracting surgical specialists to do their work at Children's Hospital.

Also in August 1983 we were able to add to our staff the part-time services of a certified Pediatric Rheumatologist, the only one in Virginia. Dr. Harry Gewanter began a weekly outpatient clinic in childhood arthritis and related diseases. Another new program in Speech Pathology began called C.H.I.R.P. (Children's Hearing Impaired Resource Program.)

This same year the Senior Board honored Mrs. H. Coleman Baskervill, Mrs. George R. Mercer, and Mrs. A. Wade Lamb, Jr. who had each served Children's Hospital more than 50 years. They were presented with certificates of appreciation and a silver framed picture of the della Robbia medallion.

Mrs. Theresa Lohr, Food Service Director since 1964, and her staff of twelve continued to prepare and serve three meals a day to patients. Patients were being offered a choice of meals from daily menus. Mrs. Lohr also operated a snack bar with sandwiches and salads for Clinic patients and their families, as well as the construction workers.

- 1984 -

January 1984 saw a Neurology Clinic being held on Thursday afternoons, under the leadership of Dr. Robert Leshner.

Talk of participating in the Children's Miracle Network Telethon, first produced in 1983 to benefit children's hospitals, became a reality with the 1984 Telethon being held June 2-3 at Children's Hospital, with local hosts in Richmond of WXEX-TV 8 personalities. Children's Hospital and the Children's Medical Center at MCV shared the proceeds (\$110,000.) It was a lot of work but also a lot of fun, and the 20 minutes of every hour live from our auditorium raised public awareness of our hospital and the miracles performed here. In December, 100 Coleco Cabbage Patch dolls and 20 Transformer dolls were auctioned at a local car dealership to raise "seed" money for the 1985 Telethon. A profit of \$7,875 was realized.

June 24, 1984, was the formal dedication of the new Children's Hospital. O. D. Dennis, Jr., who was serving his third term as Chairman of the Board of Trustees, was on hand along with the medical staff, employees, and members from all the Boards and affiliated organizations who volunteer regularly at Children's Hospital. The National President of Kappa Delta Sorority, Mrs. Corrie Stegall, was the Dedication speaker. On July 28, the patients moved into their new rooms.

Clarence Cauble, Executive Vice President, who had supervised the building and renovation program on a daily basis, retired in July, and Dr. Ralph Ownby was named Acting Chief Operating Officer, as well as Medical Director, during the search for an Administrator. Kip Perlstein was named Vice President of Corporate Affairs and later was appointed Director of Administration.

With the opening of the new facilities, admissions began increasing and ten new doctors applied for privileges. There was a 40% increase in the number of patients in October 1984 over October 1983. Free care remained at 50%.

The Junior Board supported a five-week course offered to volunteers on education of adolescents in the evening. The Outreach Program was a huge success. The interest for teen parenting classes was overwhelming.

Long a dream of the Senior Board, Junior Board, and Sunshine Circle (each of which gave \$5,000 for seed money), the Sunshine Gift Shop opened on November 18, 1984, and has been a successful project.

The Junior Board moved its Ball to the Commonwealth Club in November and filled it--realizing a profit of \$41,000. Most of the money was spent to purchase a Cybex II Isokinetic machine for physical therapy, orthopedics and rehabilitation.

Donation Day activities filled the Senior Board's fall days, with stuffing pamphlets into envelopes, sealing, using the postage meter and zip coding 24,000+ pieces to be mailed. Because of this help, our fund-raising costs were 4% or less and the goal of \$350,000 was surpassed and would be raised in 1986.

- 1985 -

Judy Skillin, Director of Volunteer Services, speaking to a community group, explained in January 1985 that her job included parent awareness classes, community and patient education and coordinating volunteers at the hospital. The Junior Board was taking an active part in this area with the Outreach Program which included the "Let's Play Doctor" program and the Workshop for Parents of Adolescents, furnishing equipment for these programs.

On April 17, 1985, an open house was held to dedicate the new Therapy Wing, which was a complete renovation of the old "south wing." The Service Awards luncheon for hospital employees and a Volunteer Recognition dinner continued to be annual events to recognize special service to the hospital. A local citizen, Ralph Rosenthal, gave a \$70,000 surgical laser to the hospital.

Several benefits to raise "seed" money for the Telethon were held in the spring. One was the Greek Festival's Fashion Show and Luncheon, which resulted in a gift of \$15,000 from the Greek Orthodox Cathedral.

May was also an eventful month. There was a significant increase in inpatient and outpatient utilization of the hospital. The inpatient census was higher than it had been for some time. Statistical summaries continued to show the dramatic shift to outpatient surgery. The total number of surgical procedures, both inpatient and outpatient, were significantly higher than they had been for April and May for the past six years.

Dr. Beverley B. Clary, who had been Surgeon-in-Chief for 15 years, retired, and Dr. Jay Nogi was named to take his place. In October, Dr. Clary was honored at the annual meeting of the medical/dental staff for his 15 years of distinguished service.

On July 1, 1985, Dr. Chester Sharps joined the staff as Assistant Director of Pediatric Orthopedic Surgery. On July 24 groundbreaking for a new playground took place, with Kappa Delta Sorority giving the \$60,000 to complete the funding. This area is used for play therapy and rehabilitation.

A new ear, nose and throat clinic began the last week of October 1985 and met weekly with Drs. Dodd and Meeks. Dr. Robert Lovinger's endocrinology program began admitting patients in November. And, Children's Hospital became eligible as a Medicare facility.

Beginning January 1, 1986, the hospital added two significant full-time staff members to the medical family. Dr. Harry Gewanter began as Assistant Medical Director and Chief of Pediatric Rheumatology, and Dr. Janice Cockrell took charge of the reorganized section of Physical Medicine and Rehabilitation.

The year also brought other changes and challenges. Kip Perlstein, Director of Administration, resigned to accept a position in Atlanta, and a Search Committee was formed to review our administrative structure and to select an appropriate person to fill the role.

Funding of the Neurophysiology Laboratory, to be used for diagnostic as well as inpatient use, was completed, primarily with a generous donation of funds for equipping it. With the acquisition of an EEG technologist, we were able to fully utilize the lab.

The old "north wing" was completely renovated and opened in April as The Sunshine Outpatient Center, with an open house and dedication on May 15. The Telethon held May 31 and June 1 was again a successful event, and the Fair on the lawn during this event on Sunday brought many children and parents out to the hospital.

During the year the entire outside of the hospital was painted, old shrubbery removed, and the large holly trees trimmed. Again the Junior Board and the Sunshine Circle contributed generously for a state-of-the-art Phillips Ultrasound machine. This instrument gives doctors diagnostic information without using x-rays.

The auditorium was redecorated by the Senior Board and Sunshine Circle. The renovation of the Memorial Rose Garden was made possible by generous donations from the Junior Board, The Windsor Farms Garden Club, The James River Garden Club, Carl Campe (landscaping), Herbert Pickles (brick), George Weaver (irrigation), Guy Yanello (Rosarian), Mrs. Virgil Goode, Mrs. Henry Valentine II, and Mrs. H. R. Woolridge. The memorial fountain was given in memory of Mrs. Frank Acree, a volunteer since the beginning of the hospital, a past president of the Board of Managers, and a member of the Board of Trustees.

A full-time security officer was employed. Hospital admissions, outpatient surgery and clinic visits continued to increase. Memorial plaques acknowledging donations to the new hospital were placed throughout the hospital. It was a very busy spring.

On July 1, 1986, Craig L. Champion joined the staff as Hospital Administrator. To encourage utilization of the hospital and its facilities, meetings with representatives of our medical staff and of the medical community as a whole were continued. Accreditation by the Joint Commission on Accreditation of Hospitals and the City Health Department was granted.

The Kappa Delta Playground was completed and dedicated on October 1, 1986. Children's Hospital celebrated its 60th Donation Day Anniversary on November 25, reaching a total of \$375,000. The Public Relations Department represented the hospital at numerous fairs and produced brochures, newsletters,

magazine articles, etc., to promote the hospital throughout the year. Amputees were being rehabilitated at Children's Hospital and fitted with prostheses, and many patients with head injuries were being referred to Children's Hospital.

In November 1986 Dr. Janice Cockrell, Director of Pediatric Rehabilitation, spoke to the Junior Board, where she emphasized the hospital's goal to raise the level of function of each individual. She reiterated that Children's Hospital's main source of patients was MCV, and she noted that a new program in pediatric rehabilitation for children with burns had begun. It would be based at Children's Hospital and would work in cooperation with the MCV Burn Service. Later that month, at a local hotel, the hospital sponsored a benefit called "Christmas is for Kids." The proceeds went to the burn recovery project.

A dinner honoring Dr. Leroy Smith for his 45 years of dedicated service to Children's Hospital was held in December.

As the year drew to a close, more nurses were added to the staff, particularly those with intensive care expertise, to handle more serious cases. Cash payments from third party payees were the highest in the hospital's history.

- 1987 -

The Motion Analysis Laboratory that Dr. Nogi had been wanting for so many years became a reality in 1987. It was the first one in Virginia, and there were very few on the Eastern Seaboard. This lab performs various types of tests on children walking to determine abnormalities. The chief usage is with muscular disorders. Child Neurologist Dr. Robert T. Leshner felt that the "Gait Lab" would enable children to receive optimum care and would aid doctors' knowledge of the unknown in this field. Analysis can also be applied to wheelchair patients. It aids orthopedists in ordering and fitting their equipment, and is a tool that crosses specialty lines. It was funded by the Junior Board, Kappa Delta, Suzuki Foundation and an anonymous member of the Board of Trustees.

In May \$50,000 was received from the Legends Festival of Sports held to raise money for the Telethon. For the first time, a child who had been a patient at Children's Hospital and MCV was chosen to be one of five Miracle Children at Salt Lake City for the 1987 Telethon. This year WWBT-TV 12 broadcast the national telethon in the Richmond area, another first, and telethon organizers were delighted in the station's energy and enthusiasm in making 1987 a record-breaking year. The Children's Miracle Network Telethon raised more than \$372,000 in central Virginia, which was more than the total raised during the first three years of this event combined.

Medical functions of the hospital were doing well and some phases of the spinal surgery were better than in the rest of the country. During 1987 new scoliosis surgical equipment was purchased, a new outpatient waiting room with a Playscape was located in the area behind the auditorium stage, and the Sunshine Gift Shop donated an IV pump and a cardiovascular monitor from its profits.

Medical specialties continued to expand. The list of regularly scheduled clinics reached 28. During the year clinic visits increased 21%. Two added were endocrinology and pediatric allergy. The allergy clinic involves diagnosis, consultation and follow-up of the various problems of allergies in children. The endocrinology clinic is a comprehensive program for problems in growth, sexual development, diabetes, eating disorders and metabolic bone diseases.

Refinishing of the front entrance of the hospital with a garden planter and benches was completed in memory of Mr. E. Gray Bowles, a long-time benefactor of the hospital.

Also in 1987 the hospital was host to several medical meetings during the year, such as the Richmond Pediatric Society, which provided an excellent opportunity for local pediatricians to visit the hospital. Another meeting was an all day program on Clinical Electromyography, directed by Dr. Robert Leshner, that included several prestigious speakers in this specialty, both from in and out of state. The meeting was very successful and was another opportunity for us to show the hospital and its capabilities to an influential medical group.

The achievements accomplished in 1987 were the result of many hours of dedication by all the Hospital Boards and staff who firmly believe in the purpose and programs of Children's Hospital.

- 1988 -

As Alexander Hamilton IV, President and CEO of the hospital in 1988 said, "At Children's Hospital, progress is measured in the faces of the children we treat. By that count, this has been a very gratifying year. While the technological sophistication of our services has grown at an accelerated rate, our most important resource continues to come from the heart. And while the scope of our specialties has broadened, we haven't lost sight of the special needs children have as individuals."

In early 1988 a joint committee of representatives of Children's Hospital and the Medical College of Virginia was established to raise funds for a Leroy Smith Professorship in Plastic and Reconstructive Surgery at MCV. The first funds were raised quickly and this professorship became a reality.

During this year, over \$2 million was given in free hospital care, as the number of inpatients and outpatients continued to increase. Services provided were therapy visits, 40,812; diagnostic visits, 18,209; outpatient visits, 12,177; and inpatient days, 6,946.

Clearly, our new Endocrinology program was meeting a growing need. As many as 150 patients a month were being treated by the Endocrinology team. The comprehensive nature of this new program is reflected in the makeup of the team: it includes physicians, a clinical nurse specialist, a therapist and a dietitian. (The Clinical Dietitian was added to the staff in 1988.) Together they provide treatment for a number of glandular problems, from growth disorders to the needs of diabetics.

The steady growth of donations to the Children's Miracle Network Telethon continued at a miraculous pace in 1988. Contributions in Central Virginia totaled \$501,495. Thanks to the inspired efforts of everyone involved with the Telethon, both Children's Hospital and the Children's Medical Center at MCV would be able to continue to perform miracles for special children every day.

November 4 marked the Junior Board's 25th Annual Children's Hospital Ball. This is a major fund-raiser for the hospital and enables this Board to make generous contributions for equipment and special projects.

The traditional entertainment events for the children continued throughout the year. Foundation plantings and an irrigation system on the grounds of the new hospital were installed. A new \$1.1 million computer was purchased to keep up with all the other changes occurring on a daily basis. George Comstock was hired as Controller. David Bredden, a sculptor from Charlottesville, Virginia, produced a bronze della Robbia for the hospital's new entrance. Donation Day reached its goal of \$400,000 before the 1989 campaign began.

- 1989 -

The hospital continued to grow in size and technological sophistication. As President and CEO Henry M. Massie, Jr. said in a progress report, "This increased capacity has led to a superior quality of health care in every respect—including the area of human respect. Our benchmarks of success have never been defined in just technical terms, and they never will be. At Children's Hospital, we go a step further by treating our young patients as family."

Hospital admissions and outpatient treatments were significantly higher. Services provided during the year included 38,312 therapy visits; 26,490 diagnostic visits; 12,925 outpatient visits; and 5,679 inpatient days.

During the year the Motion Analysis Lab experienced record use. The Junior Board donated \$37,500 to provide an endoscope for use in gastroenterology and a state-of-the-art orthopantomograph for use by our Pediatric Dentist. Our patients had been going to MCV for this treatment. In June the outpatient Pediatric Heart program began. Dr. Robert Lovinger relocated his main office to the hospital, thus enhancing considerably our Endocrine services. Whatever the problem, there is no "typical" patient. Every child is different, and must be treated on an individual basis.

The steady growth of donations to the Children's Miracle Network Telethon continued in 1989. Contributions in Central Virginia totaled a record \$542,169 to be divided between Children's Hospital and the Children's Medical Center of MCV Hospitals.

The Sunshine Circle donated equipment from proceeds of their annual Holiday Mart. Kappa Delta Sorority, the Newcomers Club, The Windsor Farms Garden Club, and the Ginter Park Woman's Club, all organizations which have contributed to Children's Hospital for many years, continued their financial support

and hours of service. The Senior Board and the Junior Board contributed thousands of hours in service throughout the hospital and on fund-raising projects.

Donation Day and Commodity Day were held on the same day in November. A total of \$463,946 was raised for Donation Day. The hospital's Public Relations Director prepared a slide show to explain Commodity Day to be used to inform schools and other groups as to what happens to the canned goods which are collected each year just before Thanksgiving. This project was started 63 years ago, and in 1988, the food collected lasted 10 months.

Dr. Meena Hazra moved her private practice to Children's Hospital for two days a week, and Dr. Robert Lovinger, Director of Endocrinology, and part of his group moved from MCV to Children's Hospital for five days a week.

The Junior Board's Hospital Ball held in November was a lovely affair, and from its proceeds and other funds the Board approved a gift of \$100,000 to build an outpatient parking lot and a new entrance from it into the hospital. Extensive re-roofing with replacement of tiles on the original buildings was accomplished.

AT&T met the communication needs of patients and families with the donation of a "Phone Pal". This telephone enables parents, patients, and siblings to make local and long distance calls at any time to anywhere in the continental United States, free of charge, compliments of AT&T. In addition, AT&T donated 500 "autodials" that have four buttons with preprogrammed numbers for fire, police, medical and parent. One will be distributed to each discharged patient for use at home.

- 1990 -

Children needed and used our hospital as their source of medical care in greater numbers than ever before. Compared to recent years, all services were up and on many days the hospital was at full capacity. Services provided included 41,289 therapy visits; 33,993 diagnostic visits; 13,582 outpatient visits; and 6,396 inpatient days.

The renovation of the second floor of the original building to house offices was completed, and in fact, 24 areas of the hospital were renovated or repaired during the year. Much needed work was done in the kitchen area, thanks to the generosity of a Trustee and Senior Board member, Mrs. Virgil R. Goode (Mildred).

In March the Sunshine Circle purchased a laboratory machine that greatly increased the capability of the hospital to do in-house laboratory testing. This was a vital piece of equipment in our increasing level of intensity of patient care.

During the year our hospital hosted several important medical meetings, such as an Autism and Developmental Language Disorder Conference, Richmond Pediatric Society Third Annual Pediatrics Equipment and Research Fair, and the Scoliosis Association of Central Virginia.

Ongoing meetings between our administration and MCV resulted in Dr. Robert Turner, Child Neurologist, moving from MCV to Children's Hospital in July, thereby providing a child neurologist on a daily basis.

The outpatient parking lot and new entrance from that lot were completed thanks to donations from the Junior Board, Sunshine Gift Shop, and the generosity of the contractors involved.

A significant enhancement of the Child Development Service was realized when Dr. Mary N. Megson, a Pediatric Specialist, joined the program which Dr. Meena Hazra had previously started on a part-time basis. Her presence enabled the hospital to make this a service in which patients were seen five days a week. This service also uses other professional personnel in the hospital, including psychological services, physical and occupational therapy, speech pathology, etc.

Mrs. Mildred Goode presented a certificate of appreciation to Safeway International, on behalf of the Senior Board, for their almost daily contribution of bread and desserts to the hospital over a long period of time. These donations save the hospital a great deal of money.

The Senior Board produced an 8 1/2 minute video on Children's Hospital, "Little Miracles," for use at school programs and service groups, at a cost of \$10,000. This was very well received by all who saw it and added a great deal to public relations for the hospital.

Donation Day raised nearly \$500,000, in contrast to the \$800 raised by the first Donation Day in 1926. The Junior Board held its most successful Hospital Ball ever, raising \$53,000 for the hospital. The Children's Miracle Network Telethon experienced another large jump in contributions in Central Virginia, receiving a record \$601,601. AT&T donated \$24,048 of phone use to patients and their families in 1990.

- 1991 -

No child is ever turned away from Children's Hospital because of a family's inability to pay for treatment. As a result, the cost of uncompensated care for the year amounted to more than \$1,600,000. Each year, as it had for 70 years, the demand for our services grew.

Children's Hospital continued to be an up-to-date pediatric medical facility, providing medical services ranging from orthopedic and ENT to rehabilitation, endocrinology, and neurology. The hospital also offers comprehensive rheumatology, dental, and learning disorder programs. During 1991 there were 47,845 therapy visits; 28,307 diagnostic visits; 14,139 outpatient visits; and 7,093 inpatient days.

A new Director of Fund Development, Mary Christina Broughton-Spruill, was hired and brought valuable expertise to the hospital.

In 1991 the Children's Miracle Network Telethon was broadcast nationally from Disneyland, benefiting more than 160 children's hospitals across the nation. This year the Central Virginia telethon totaled a record-breaking \$607,158. One hundred percent of donations go directly toward building better medical programs and services at Children's Hospital, as well as Children's Medical Center of MCV.

A generous donation was made by the Sunshine Circle in honor of Dr. Beverley B. Clary and Dr. Leroy Smith. The Circle, along with the Sunshine Gift Shop, also gave new carpet for both dining rooms in the hospital.

The Junior Board had another successful Ball, realizing a profit of \$42,750. This Board paid for a much needed portable x-ray machine to be used mainly in the operating room, and a hematology analyzer machine which is a computer system that counts blood cells. It is a quicker and much more accurate account. The Junior Board continued to give parties in Child Life and work in the Gift Shop.

The December issue of Richmond Surroundings Magazine included an article entitled "Doctors of the Year 1991." Three of our physicians were featured in the article--Dr. Jay Nogi, Surgeon-in-Chief; Dr. Robert Leshner, Pediatric Neurologist; and Dr. Meena Hazra, Developmental Pediatrician.

The annual Richmond Kiwanis Club Christmas Party was well attended by both Kiwanians and patients. This is another long-time affiliation with Children's Hospital which is much appreciated. Christmas cards sold to benefit the hospital brought in \$10,000.

- 1992 -

In March the Sunshine Circle presented the hospital with an unrestricted gift of \$18,000 from the proceeds of its Holiday Mart.

Dr. Ralph Ownby, Medical Director, reported that the Joint Commission had awarded the hospital a full three year accreditation, which is the maximum that can be given. He noted that the Commission found the hospital's quality assurance programs, including the medical staff, nursing and other hospital departments, to be excellent. He said that a great deal of the credit should be given to Mrs. Judy Skillin, the hospital's Quality Assurance Coordinator, for this good showing.

Dr. Ownby also shared a letter he received from Healing the Children, an organization in the Richmond area. Part of this letter is quoted because it sums up so well the daily activities of Children's Hospital. "During 1990 and 1991, Children's Hospital generously helped the children whose names are on the attached list. They were very lucky to have had the excellent medical attention you offered them and their parents are extremely grateful. But, even more important than the physical rehabilitation, they experienced the love and concern of Children's very dedicated staff who treated these children as their own. The HTC children arrive at our mercy because of their handicaps and language barriers. Your personnel quickly and, almost unbelievably, turn fright and loneliness into a sharing of cultures, a silent trust and, finally, mutual respect, true friendship, love and healing.

"This warmth is found from the admissions staff through nursing, the laboratory, radiology, therapy, education, child life to the cleaning staff. All have shown the same genuine interest and the desire to be professional and efficient while making the process as easy as possible."

The Senior Board spent many hours updating the mailing lists for Donation Day, then stuffing 20,000 envelopes for the mailing. Board members spoke to many schools and civic groups encouraging their participation in collecting canned goods for Commodity Day and supporting Donation Day with monetary gifts. In 1992, 108 schools participated, and the Virginia Truckers Association again made the pickups as they have done for many years. These are the main projects of the Senior Board, along with managing and working in the Sunshine Gift Shop.

The Richmond Polo Club gave the Senior Board \$7,500 in honor of Board member Katharine Bowles, who donates her property for the annual polo match. Kappa Delta Sorority made its usual annual donation of \$25,000 to the hospital, as well as an additional \$25,000 convention gift. Hundreds of gifts from collegiate chapters and alumnae associations continued to come to the hospital for distribution to the patients.

Two long-time, dedicated members of the Senior Board died in 1992—Mrs. Herbert C. Lee (Dovie) and Mrs. Virgil R. Goode (Mildred), both to be greatly missed.

The Junior Board continued working in the Sunshine Gift Shop, helping with the Telethon and reading to children in clinics waiting for treatments. This Board approved a donation of \$37,461 to purchase a nurse call system and 30 compatible televisions at the request of the hospital administration. The proceeds from their annual Ball were nearly \$44,000, representing many hours of hard work.

George Comstock was named Hospital Administrator, replacing Craig Champion who resigned in June.

President and CEO Richard W. Wiltshire, Jr. noted since its founding, the hospital leadership and its dedicated staff have committed themselves to providing quality health care to the children of our community. In 1992 services included 49,631 therapy visits; 26,963 diagnostic procedures; 13,774 outpatient clinic visits; and 5,437 inpatient days. Over \$2 million in uncompensated care was given during the year.

Miracles never cease at Children's Hospital. This year contributions to the Central Virginia portion of the Children's Miracle Network Telethon totaled \$654,205, the largest sum ever raised.

- 1993 -

The Loveland Distributing Co., Inc., has held a "Christmas is For Kids" campaign for the benefit of Children's Hospital since 1987. This campaign is held in area restaurants and convenience stores where green, red and gold cardboard Christmas trees are sold to patrons for \$1, \$10, and \$20. Purchased trees are signed by the patrons and then displayed as part of the holiday decor. All the money, \$127,109.95, over the years, has funded the purchase of needed medical equipment and renovations of the nursing unit.

The hospital received an unrestricted bequest of approximately \$941,660 from the estate of Mildred Elliott Goode, who was an advocate and benefactor of Children's Hospital for more than 40 years. She served as President of the Junior Board, President of the Senior Board, and as an active member of the Board of Trustees. Through her estate she will continue to provide for the future health of our patients.

It was another successful year for the Children's Miracle Network Telethon, raising \$403,011 in Central Virginia. Hosted by Channel 12 personalities and supported by 1,200 volunteers who manned the pledge phones, trained the phone panelists, tabulated pledges, worked at the carnival, etc., success was guaranteed. This is always a special event at the hospital, involving patients, their families, hospital staff, and children who come to the carnival from surrounding areas.

Hospital President and CEO Ralph R. Crosby, Jr. noted that services provided during the year were 56,072 therapy visits 23,485 diagnostic procedures, 14,384 outpatient clinic visits; and 6,922 inpatient days. "The hospital is very grateful to the many local firms (some part of national organizations), academies, organizations and individuals who help make it possible for us to make miracles happen for our young patients on a daily basis," he said.

The Junior Board donated \$104,728 to purchase a Stenoscop Mobile X-Ray System which provides for a wide range of surgical procedures requiring fluoroscopy, including general surgery, orthopedics and trauma. With this new and technically sophisticated equipment, physicians are able to see pictures on two screens and receive faster results. This gift was made in memory of Mildred Elliott Goode. This Board continued all of its usual volunteer hours, including decorating Christmas trees around the hospital.

The Senior Board produced in-house the Donation Day brochure, using the Desktop Publisher/Computer it had given the Fund Development Office earlier in the year. This amounted to a considerable savings in the cost, by not having to go through an ad agency. The Senior Board stuffed 22,000 brochures for mailing in one day. The Donation Day campaign raised \$462,271.11. Food Donation Day was again a big success with 92 schools participating. Additional canned goods were collected by the Junior and Senior Board members and the Ginter Park Woman's Club. The local trucking companies, by donating their trucks and drivers, help make this project a success.

The Sunshine Circle held its first Fashion Show at The Jefferson Hotel in April to benefit the hospital, and donated \$30,000 for uncompensated care from the proceeds of the show and its 40th Holiday Mart.

We were saddened in December with the death of Dr. Leroy Smith who started the plastic surgery unit at Children's Hospital in 1945 and was its chief until 1987 when he retired. He was a long-time member of the hospital's Board of Trustees and served as chairman of our Building Fund Campaign in 1983. He was Clinical Professor of Plastic and Oral Surgery at MCV for many years until



1986 when he became Emeritus Professor of Surgery. During his career he corrected facial deformities of 6,000 children at Children's Hospital.

- 1994 -

The Children's Miracle Network Telethon, broadcast live locally by WWBT-12 June 4 and 5, raised over \$582,000, a 45 percent increase over the 1993 total. This increase was attributed to national and local sponsorships, as well as special events and telephone income. The Junior and Senior Boards each donated \$1,000 as seed money for this event which is dedicated to raising funds and awareness programs for the benefit of the children served at Children's Hospital and Children's Medical Center of MCV Hospitals.

The decision was made in May by the Board of Trustees that Children's Hospital would no longer have a Food Donation Day in November nor accept any food donations in the future. This decision was made as a matter of Quality Assurance and in line with Health Department regulations. The Senior Board, working with the Development Office, will look for another way to raise awareness of Children's Hospital through working with children in area schools.

Upon request from Dr. Daniel Wohl, director of Pediatric Otolaryngology, the Junior Board agreed to earmark the proceeds from its Annual Ball for a new operative microscope. So many children have ear problems and the need for up-to-date equipment is critical.

Dr. Ralph Ownby, Children's Hospital Medical Director since January 1, 1971, celebrated his retirement with family and friends at a luncheon given by the Board of Trustees on June 24 in Vose Auditorium. Dr. Ownby served in the dual role of Medical Director of Children's Hospital and Professor of Pediatrics at Medical College of Virginia for over 20 years. A member of Children's Hospital Board of Trustees, Dr. Ownby had the responsibility of coordinating medical and ancillary services in the comprehensive program of patient care.

The Hospital was distressed to lose Dr. Meena Hazra to death of breast cancer in August. Dr. Hazra, a native of Bombay, India, who came to Children's Hospital in the mid-80's, was a specialist in attention-deficit hyperactivity disorder. She was loved and respected by her patients and noted for working closely with parents, local school systems, and other health professionals in managing children with this and other disorders.

Dr. Donald A. Taylor, a Pediatric Neurologist who most recently served as Medical Director of Cumberland Hospital and as a partner in Pediatric Neurology Associates, P.C. in Richmond, was named as Children's Hospital Medical Director and Chief Operating Officer on September first. Dr. Taylor is a certified member of the American Society of Neurorehabilitation.

Dr. Ellen S. Kaitz also joined Children's Hospital on September 1 as a full-time physician in the Pediatric Rehabilitation program.

The Sunshine Circle and the Senior Board donated funds to purchase ortho-

pedic surgical equipment at the request of Dr. Nogi. The Sunshine Gift Shop gave funds to purchase a compressor for the ice maker and to update wiring in the Education Department and provide emergency lighting. Each year many community groups have special events to benefit Children's Hospital, and 1994 was no exception. The South Richmond Rotary Club held a golf tournament, Virginia Against Child Abuse held a luncheon, etc.

The Shannon Tolley Golf Tournament, started in 1989 and held each year at the Prince George Golf Course in Disputanta, VA had brought in a total of \$107,900 through 1994. Shannon had been a patient at Children's Hospital, and her grandparents, Clyde and Jean Meek, organized this event in her honor. The funds raised purchased new medical equipment, a hospital car, and renovated the Speech and Audiology Departments. This is an example of community and individual commitment to Children's Hospital.

Beginning in 1982, The Blue Knights, a motorcycle club of law enforcement officers, have sponsored the Teddy Bear Run to benefit the hospital. This annual run is a parade of hundreds of motorcycles decorated with stuffed teddy bears that travel from Richmond's southside to the northside to patients at Children's Hospital. Here children eagerly await the arrival of the bears from motorcycle clubs and enthusiasts from across the country. Each patient admitted to the hospital as an inpatient is presented with a teddy bear donated by the caring bikers.

The Sunshine Circle gave \$10,000 towards an in-house pharmacy which was dedicated in August, and in December gave \$8,800 to purchase equipment in Physical Therapy.

In addition to its annual gift of \$25,000, Kappa Delta Sorority continued to support the Chem Strip program, Musical Therapy and indoor swimming at a nearby pool. The Sorority contributed a total of \$39,737 in monetary gifts and services during the year.

During the 1994 fiscal year, services provided at Children's Hospital included 16,849 diagnostic procedures, 7,998 outpatient therapy visits, 5,668 inpatient days and 14,144 outpatient visits.

- 1995 -

In January the Joint Commission completed its survey of the hospital and complemented the Administrative Staff on a job well done.

Admissions were down slightly for inhouse patients and for rehabilitation patients, but surgical operations and the outpatient center increased in volume. The length of stay at Children's Hospital reflects the trend at all hospitals. With changing technology and insurance limitations, only the critically ill stay in any hospital very long.

The Sunshine Circle held its fund-raising Fashion Show on March 30 with over 900 people in attendance at the two showings. Profits from this project will be used for uncompensated care.

The Senior Board Care and Equipment Fund was established in 1995 to provide funding for patient care and/or equipment for children of underinsured families. Funding requests will be considered when the care or equipment is considered necessary for the patient's recovery or progress and is recommended by the physician and/or therapist.

The Junior Board gave \$70,000 towards the purchase of special x-ray equipment, with the remainder of \$58,000 to be paid over the next two years.

The S.A.F.E. (Safety Awareness for Everyone) Program made its debut at Children's Hospital. This program, designed to provide a consistent and quick way to identify how much supervision a patient requires, allows patients to achieve as much independence as possible. On admission to the inpatient unit, a patient is issued a colored arm band identifying how much assistance he or she needs to travel safely around the hospital.

As Children's Hospital prepares to celebrate its 75th Anniversary on April 28, 1995, it is busy creating new ways of providing even better service. The hospital has a regional and state reputation for its treatment and care in the field of pediatrics.

In a January interview for a local magazine, Dr. Donald A. Taylor, Medical Director, said, "The physicians we have on staff and those who support our care are as good as or better than any in the entire region. Four of the areas in which Children's Hospital excels are pediatrics, orthopedics, pediatric rehab and pediatric neurological rehabilitation, unique chronic illness care, and outpatient diagnostic services. These centers of excellence define Children's Hospital."

Dr. Taylor noted that its years of experience and Children's Hospital's tradition of keeping abreast of the latest developments in medicine had helped establish the hospital's reputation as a leader in the area of pediatric rehab and neurological rehabilitation departments. By developing appropriate partnerships with all other child healthcare providers in the area, and by consolidating certain programs so as not to repeat medical services, Dr. Taylor said he believes that Children's Hospital will indeed become the most comprehensive pediatric hospital in the region, if not the state.

From its beginning in a small clinic started by Dr. William Tate Graham in 1917 to the present, the hospital has grown to meet the needs of the times. It has kept pace with the advances in medical technology and support services, always striving to do the very best for each individual patient. Children's Hospital looks forward to its next 75 years, confident that it can meet the challenges of the future.

April 1995

## APPENDIX

Board of Trustees

Medical Staff 1995

Senior Board

Junior Board

Sunshine Circle

Children's Hospital  
Board of Trustees  
April 1, 1995  
Corporate Officers

Coleman Wortham, III, President  
Eleanor M. Goode, President-elect  
Donald A. Taylor, M.D., Medical Director  
Jay Nogi, M.D., Surgeon-In-Chief  
George J. Comstock, Administrator

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Mr. Henry M. Massie, Jr.	

#### Medical Staff 1995

Donald A. Taylor, M.D.  
Medical Director

Jay Nogi, M.D.  
Surgeon-in-Chief

#### Active Staff

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Susan E. Atkins, M.D.  
William H. Bowers, M.D.  
Charles L. McDowell, M.D.  
Jay Nogi, M.D.  
Chester H. Sharps, M.D.  
David S. Zelouf, M.D.

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Mary N. Megson, M.D.  
J. Jane Radcliffe, M.D.  
Deidre Tyson, M.D.

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E. Bruce Johnson, M.D.  
Lucinda L. Everett, M.D.  
Terry W. Hurt, M.D.  
Jay H. Shapiro, M.D.  
L. Robert Stallings, M.D.

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Philip B. Peters, D.D.S.

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Lydia Kernitsky, M.D.  
Robert T. Leshner, M.D.  
Edwin D. Myer, M.D.  
Donald A. Taylor, M.D.  
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##### *NEUROSURGERY*

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J. Latane Ware, M.D.

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Charles H. Cockrell, M.D.  
Nathaniel W. Cuthbert, M.D.  
Talmadge R. Howell, M.D.  
James D. Wadsworth, M.D.

##### *REHABILITATION MEDICINE*

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Carl J. Wilson, M.D.

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Ann T. Kessel, M.D.  
Gita V. Massey, M.D.  
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Richard M. Schieken, M.D.  
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### *CLINICAL PATHOLOGY*

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1995-96

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 Mrs. M. H. Temple  
 Mrs. Fred L. Tremmer, Jr.  
 Mrs. George Tyler  
 Mrs. Roland B. Ward, Jr.  
 Mrs. Hampton H. Wayt, Jr.  
 Mrs. W. William Wilson  
 Mrs. Archer E. Wright  
 Mrs. Horace Wright

*Honorary Members:*

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 Mrs. David L. O'Conner  
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 Mrs. Dwight P. Swan  
 Mrs. Alva E. Tate  
 Mrs. Warren L. Wolstenholme  
 Mrs. William W. Young