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Story of research and
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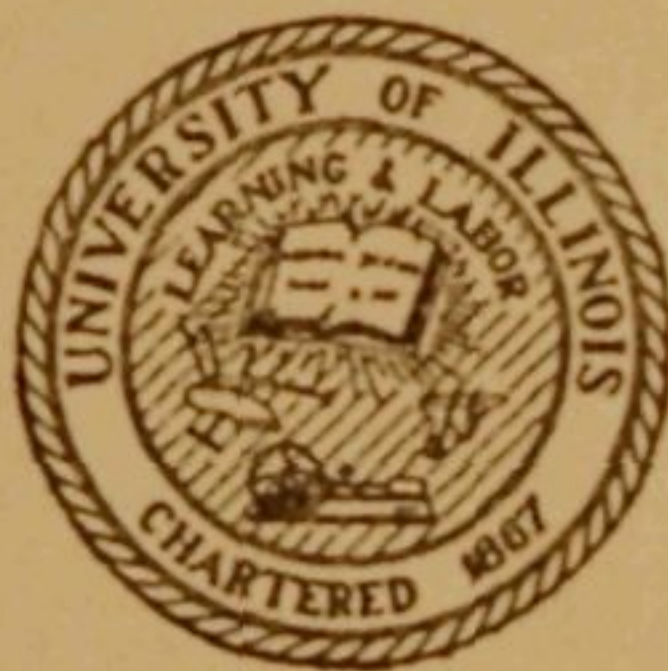
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The Story of the Research and Educational Hospitals



Extract from the
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to the Board of
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THE STORY OF THE RESEARCH AND EDUCATIONAL HOSPITALS

Inasmuch as I was not a party to the discussion between the University and the Department of Public Welfare which led to the establishment of the Research and Educational Hospitals and the arrangement with the University concerning their management, I have searched the files of the President's Office for information concerning this project in its early stages. This report, therefore, is based on correspondence on file in the President's Office and on documents referred to in the text. My own part during the term of my presidency of the University has been the somewhat difficult task of getting the agreement carried out, even in a limited way. Whatever credit is due for originating the plan must be given to former President Edmund J. James, former Governor Frank O. Lowden, and Honorable Charles H. Thorne, former director of the Department of Public Welfare. In my opinion, the project was a statesmanlike plan in the interest of the public welfare in the matters with which it dealt. It was a proposal to coördinate certain State activities and agencies and to institute a plan looking towards the reduction of the growing number of wards of the State, defective through disease, mental or physical, not only by curing the individual patients but by finding, through a study of their illnesses, methods of eliminating at least some of the causes of those diseases and so lessening the number subject to them.

In a letter dated November 19, 1917, addressed to President James, Director Thorne wrote that the group hospital plan was delayed because he wished to confer with Speaker Shanahan. Evidently, therefore, the matter was under discussion as early as that date.

On April 19, 1918, Director Thorne wrote President James: "the State of Illinois under its present administration code now has a form of executive management which will not only be effective but will endure, and the State Department of Public Welfare, having in charge the administration of State institutions, requires in Chicago at least four hospitals for the treatment of the indigent of the State. These will be, Eye, Ear, Nose, and Throat Hospital, Surgical Institute, a Psychopathic Hospital and a general hospital. All of the above will be made available for teaching purposes." Others were included later, as shown by the agreement between the University and the Department.

In the same letter, Mr. Thorne mentions the need for a school for nurses and a school of social service, notes the fact that many school

children suffer from physical and mental defects and that these and other similar conditions "will create a demand for men trained in medicine, surgery, and dentistry beyond anything heretofore thought necessary." He goes on to say: "the functions of the University are primarily professional for teaching purposes. The functions of the Department of Public Welfare are primarily administrative and both, being creatures of the State, could better perform their respective functions, better serve the people, if they could be so coördinated that the work of administration of the hospitals and schools should fall upon the Department of Public Welfare and all the professional, teaching and research work should fall upon the University medical staff."

On March 24, 1919, Director Thorne sent President James "a copy of the memorandum in regard to the suggested plan of coöperation between the University of Illinois Medical Schools and the Department of Public Welfare." According to the correspondence, a committee was appointed, including three representatives of the Department and three of the University, to work out details. Writing on April 9, 1919, to Mr. Thorne, President James remarked, "the more I work into the possibilities of this plan of coöperation, the more clearly do I see what a statesmanlike proposition you have put up, and I hope that it will be possible to move rapidly in the direction of realizing your plans." The committee evidently worked out a plan agreeable to both parties.

On June 25, 1919, Director Thorne wrote President James: "enclosed please find two copies of the agreement between the University of Illinois and the Department of Public Welfare," etc. It fell to me to answer this letter since President James had at that time withdrawn from his duties as President on account of ill health. I found that the agreement as submitted had been approved in substance by the Board of Trustees in March, 1919. It came up for action at the meeting of the Board in July, 1919, and inasmuch as President James had withdrawn from active duty, it fell to me to sign the report, by direction of the Board. From that time, I have found it strenuous work to get the agreement carried out. That the arrangements entered into between Director Thorne and President James had the approval of Governor Lowden, is shown by the statement in his message of January 8, 1919, as printed in the Journal of the House of Representatives for that year, page 16, that the report of the Department of Public Welfare "will disclose a well thought out plan." Evidently, the general plan and the proposed arrangement were known also to the Speaker of the House and the Chairman of the House Appropriations Committee.

During the session of 1921 I was notified of the beginning of injunction proceedings against the inclusion of the eye and ear hospital in the scheme. At the suggestion of the Director of Public Welfare, conferences were held on this matter and an agreement was reached to the effect that such beds as were devoted to eye, ear, nose, and throat work in the Research and Educational Hospitals would be kept filled with typical cases for study from the Illinois Charitable Eye and Ear Infirmary. This agreement, however, was never ratified by the Director. Later, other interests secured an appropriation for a separate building in another location.

Progress in carrying out the plan was so slow that I called the attention of Governor Len Small to the matter and on October 12, 1923, he suggested a conference between representatives of the University and the Director. At the request of the Director a committee was appointed to advise him of the minimum number of beds necessary to begin operations in the following October, on the opening of the College year. This committee, representing the University, suggested the modest number of 100 beds as the minimum and was promised at least 200 by October, 1924. They were not ready at that time. Through the summer of 1924 the Supervising Architect of the University did all in his power to secure more rapid progress, but without success. He reported on October 14 that he had found no evidence that anything had been done towards securing the equipment necessary for the opening of the Hospitals.

It was not until April 1, 1925, that the Hospitals were opened to receive the first patient. On April 20 the Supervising Architect was informed by the managing officer of the Hospitals that the Department would provide funds to operate on a fifty bed basis until July 1, although 200 beds had been promised for the preceding October.

On October 23, 1925, the President of the University laid the situation before the Board of Trustees, the matter was referred to a special committee to confer with the Governor and Director and this committee received assurance that the provision asked for would be met, up to 200 beds. This was on April 14, 1926. The beds were not forthcoming. The Director wrote on August 11 that he had arranged to place 50 more beds in the Hospitals by October 1, 1926. In spite of the pressing need of these Hospitals for equipment, more than \$175,000 of money appropriated for them was allowed to lapse at the end of the fiscal year. For something more than a year now we have run on a 150 bed basis.

It will be seen from this account that we have had a continuous struggle for seven years to get, I will not say adequate provision for

our work in these Hospitals, but to get anything done at all. We have made spasmodic advances on occasions when I have appealed to the Governor personally, and he has intervened and ordered things done. The result is that a plan carefully worked out, concerning which the advice of many of the best medical educators of the country at the time was obtained, which had been presented to groups of medical men for their approval and had attracted wide attention both among practitioners and medical educators and was regarded by them and others as the most notable movement in the development of medical research and medical education within a generation, has been checked and its purposes largely defeated. In my opinion, your Board should make a strong effort, and if necessary, an aggressive campaign, to have the original plan carried out in full and to have restored to that plan as far as possible divisions of work that have been separated from it in the past half dozen years. Moreover, in my judgment, the University should resist attempts to take away any other department or portion of the work originally contemplated to be done by these Hospitals.

In the last Legislature an attempt was made to secure an act detaching the Institute for Juvenile Research from the group concerning which the agreement was made between the University and the State Department. While this attempt was defeated in its original form, the "Omnibus Bill" carried an appropriation of \$400,000 for a building for this purpose with the evident intention of taking this work away from its present association with the University College of Medicine and putting it somewhere else in the State, probably on the South Side. In my judgment, this effort should be opposed by the University. We should insist on the retention of the Institute for Juvenile Research in accordance with our contract. We should ask for means for its development at public expense and should urge that the building for which an appropriation has been made should be located on the Hospital grounds. We should ask for funds to develop the Children's Surgical Institute. In short, I believe that we have put up long enough with the half-hearted coöperation which we have received and that we should seek legislative sanction compelling the fulfillment of our agreement or get entire control of the Hospitals. This would be in the interest not only of the University but of the public.

In his message to the Legislature called in special session in May, 1928, Governor Small recommended the transfer of the management of the Research and Educational Hospitals from the Department of Public Welfare to the University. A bill for this purpose passed the Senate and was introduced into the House. It was suppressed there, according to my information, at the request of certain people inter-

ested in preventing the carrying out of the agreement between the University and the Department.

THE DISPENSARY

A hospital needs a dispensary through which patients, on examination, are passed into the hospital. In default of the provision for a dispensary by the Department, we transferred our College Dispensary to the Hospitals and have operated it there ever since. This Dispensary is, therefore, not part of the Hospital organization, but is part of the organization of our College of Medicine. It has been in operation for thirty years or more, reaching back to a period considerably before the transfer of the old College of Physicians and Surgeons to the University. In order to meet the expenses of this Dispensary, we have always made a small charge for medicine and registration. No charge has been made for services. Our methods are the usual methods of dispensaries. Only those who cannot pay for services receive consideration. We make insistent inquiry into the ability of a patient, who comes to our Dispensary, to pay. If he can pay, we do not admit him. I have no doubt that in spite of our efforts some dishonest people get by, but I do not know.

The fact that we charge 25 cents for registration and the cost price of drugs has been made the basis of statements that we are illegitimately collecting fees in a State hospital. The above statements show the charge to be untrue. If the Hospitals were sustaining the Dispensary they would need an additional appropriation for operation of at least \$50,000 a year.

THE NURSES' TRAINING SCHOOL

A suggestion was made some two years or more ago that the University take over the work formerly done by the Illinois Training School for Nurses to provide nurses for Cook County Hospital. In the winter and spring of 1926 proposals were made that the University should do this work. The University did not see its way clear to do so, but the Board stated that it would consider any proposal put up to it by the proper authorities of Cook County. I was asked to enter into formal discussion of the matter with the efficiency expert of the Cook County Board of Commissioners representing the committee in charge of the discussion for the purpose of trying to find, if we could, a plan, or scheme, or series of proposals for the establishment of a training school, under the University, which probably would be acceptable on the one hand to the University Board of Trustees and on the other

hand to the proper authorities of Cook County. Neither the representative of the Cook County Board nor myself was commissioned to make any agreement binding our principals. Our sole function was to discuss the matter informally with the idea that if we found something that both thought acceptable it would be submitted to our principals for their consideration and possible approval. No suggestion was made that I was willing to recommend to your Board.