

# THE HOSPITAL ON THE HILL: A HISTORY OF FAULKNER HOSPITAL

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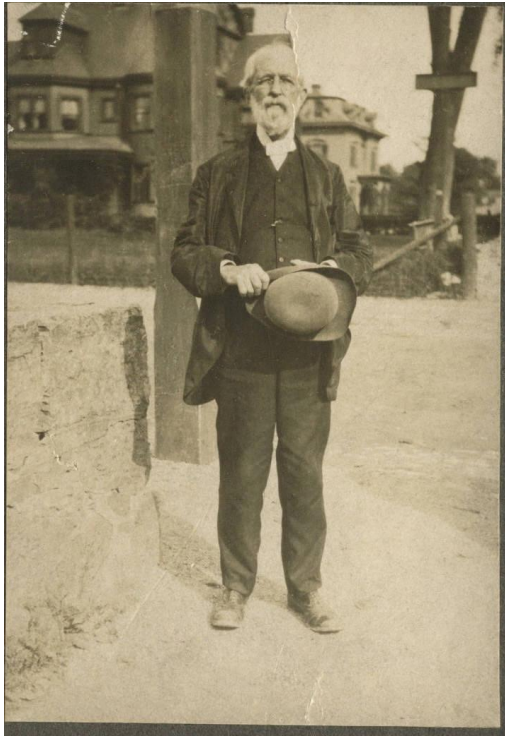
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## The Faulkner Family

The story of Faulkner Hospital begins with the Faulkner Family. George Faulkner, son of Francis and Ann (Robbins) Faulkner, was born at Billerica, Massachusetts, on July 14, 1819. He was the youngest of twelve children, six of whom were born in Watertown,



two in Shirley, and four in Billerica. All the Faulkners lived to maturity, nearly all to old age and nine married. George's father Francis Faulkner, who died in 1843 at eighty-two years, was believed to be the earliest manufacturer of woolens in this country, through the establishment of the Faulkner Mills in Acton, Massachusetts. Faulkner Street in Billerica is named after him. The Faulkner Homestead is the oldest building in Acton, a Colonial block house with oak beams built in 1707, listed in the National Register of Historic Places. The house served as a garrison for protection from Indian raids during Queen Anne's War of 1702-1713 and again served as a garrison during the Revolutionary War. Francis Faulkner was one of eleven children of Colonel Francis Faulkner, who fought bravely in the Battle of Lexington during the Revolutionary War and served as a member of the Provincial Congress of 1774 and the General Court during 1783-1785. The Colonel's father was Ammi Ruhammah Faulkner of Andover. Ammi Ruhammah was the child of Lieutenant Francis Faulkner and Abigail Dane Faulkner, who was convicted of being a witch in the Salem Witch Trials of 1692. She was spared being hanged because she was pregnant with her seventh child. His name, of biblical origin, means "My people have obtained mercy" because he had saved his mother's life. Abigail Dane Faulkner's father was Rev. Francis Dane, who wrote this "Recipe For Deafness" in the 1600s - *Take a good quantity of camomil & two handfulls of Greene worm-wood and Seeth them in a pot of running water til they be very well Sodden, and put a Funnell over it & let ye steame goe up into ye eare, & then goe to be warm & stop your eare with a little black wool & a graine of civet.* (1)

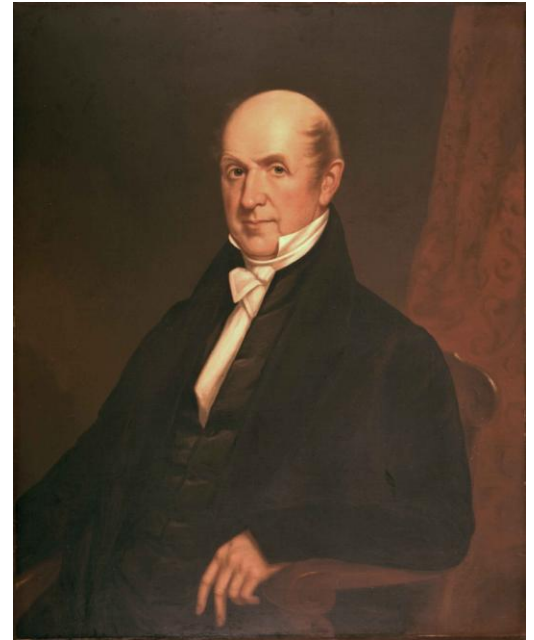
*Dr. George Faulkner*

The family lineage has been traced back to Kingscleare (Kingsclere), Southampton County, England to an earlier Francis (Fawconer) and an Edmond Faulkner, (1625-1686) (Fawconer), who immigrated to Salem in 1638-1639 to become one of the original settlers of Andover, Massachusetts in 1644. Edmond Faulkner, a "vintnor" (licensed to sell liquors), purchased Andover from the Indian Sachem Cutshamache for the paltry sum of six pounds, currency, and a coat. (2) Edmond married Dorothy Raymond and was the son of Richard and Joanne Faulkner, who were born in the late 1500s in Hampshire, England. (3) The Kingsclere Heritage Association traced the Fauconer Family back to the year 1263, where the name of Ralph Fauconer occurs in a grant relating to Wyke (or Week) Manor in St. Mary Bourne. (4)

*Francis Faulkner*

Other distinguished relations to the Faulkner family include an uncle of George Faulkner, who became Congressmen, and a cousin, Benjamin R. Curtis, who served as Judge of the Massachusetts Supreme Court. (5)

One of George Faulkner's brothers, Luther Winthrop Faulkner of Billerica, was the proprietor of a mill in South Lowell. His wife, Miss Martha P. Merriam of Concord, wrote a letter that was encased in a bottle and left in the First Parish Church, where it was later found by a minister. The letter was written to call attention to certain trees planted in Billerica, one of which was to commemorate the twenty-first birthday of the Faulkner's eldest daughter, Belle, who traveled to China in 1871. This tree was planted at the Luther Faulkner House, a stately white home built in 1833. The other trees were planted in Billerica, to pay tribute to the first man who fell at Bunker Hill (Asa Pollard of Billerica) and to commemorate the one-hundredth year anniversary of the signing of the Declaration of Independence. (6) The Luther Faulkner House became a well-known landmark, and one of its future owners even replanted versions of the original trees that were lost in storms throughout the years.





*The Luther Faulkner House*

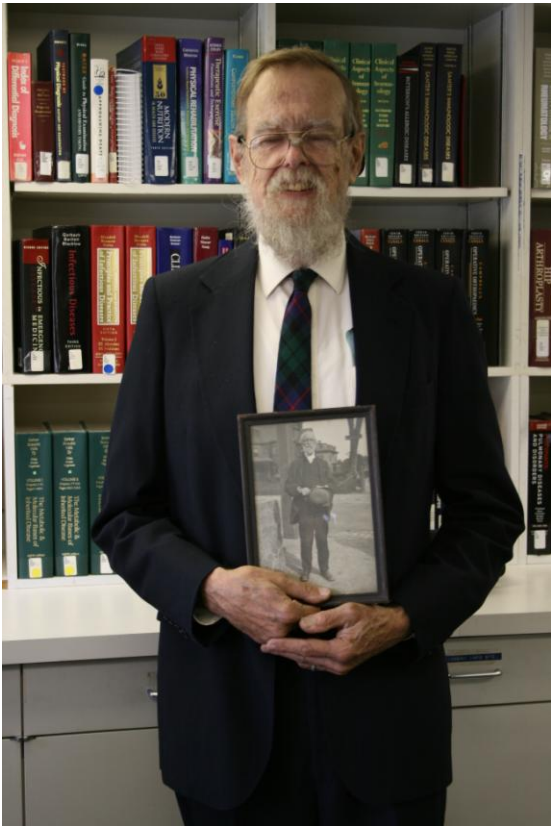
Another brother, James Robbins Faulkner, took over the Faulkner Mills and founded the Faulkner Kindergarten in Billerica. Two of George's brother Charles's children became physicians. There was also another Charles Faulkner, who was a founding member of the Board of Managers for Children's Hospital in Boston and was instrumental in its governance from its inception. (7)



*Left to right – Lois, William, James R., Dr. George, Ann E., Charles S., Dwight F., Winthrop, Lydia H., Luther W. Faulkner*

The Faulkner family is also related to Ralph Waldo Emerson, as Colonel Francis Faulkner's second son Winthrop was Emerson's grandfather. Abel Adams, father of Abby Faulkner, was also close friends with Emerson. (8)

The family name has been recorded as Falconer, Fauconer, Fauckner, Faulkoner, Faulkener, Faulknor, Fawconer, Fawkener, Fawkenor and Fawkner. (9) The name Faulkner is a British occupational name for someone who keeps and trains falcons, which was a common practice in feudal times. (10) Edmond (George's great great great grandfather), true to the Faulkner name, bore arms of "sable, three falcons argent, belled" (11) The Falcon Inn in Kingsclere dated back to Shakespeare's time. Descendents of the original family still live on Fawkoner Road in Kingsclere as well.



Many members of the Faulkner family have remained in touch, with annual reunions and websites devoted to family news. A very special reunion for 45 Faulkner family members was held at Faulkner Hospital on September 10, 1960 -- a memorable day of tours, presentations and festivities. Margaret (Rita) Faulkner Kingsbury has compiled an enormous genealogy of the descendents of Edmond Faulkner, with nearly six hundred pages detailing eleven generations. The current generations of the Faulkner family are active in the world of medicine, and include physicians, hospital volunteers, registered nurses, laboratory technicians, dentists, x-ray machine salesmen, medical school professors, psychologists and psychiatrists, surgeons, certified nursing assistants and occupational therapists. (12) Many descendents have taken a keen interest in the family's history, such as Kathleen Brenner Duble, who wrote a children's novel called *The Sacrifice* (13) that tells the story of Abigail Faulkner and the Salem Witchcraft Trials. At left is a photo of George Faulkner's third great nephew, Dr. Peter Jeffries, holding a photograph of Dr. George Faulkner himself during a visit to the hospital in 2009.

George Faulkner received instruction at the Billerica Academy and Westwood Academy, and at the age of fifteen left school and became a clerk in a store in Boston, where he worked for four years. Following his clerkship, he resumed his schooling. After one and a quarter years at the Academy at Leicester and one year at Phillips Academy, Exeter, New Hampshire, he entered Harvard College as a freshman. He taught a District School each winter while at Harvard. Upon graduating he went to Keene, New Hampshire and spent one year with famous surgeon Dr. Amos Twitchell, then returned to complete his medical studies in Boston. He received his MD from Harvard Medical School on August 25, 1847. (14)

Dr. Luther M. Harris was a longtime family physician who, when burdened with the infirmities of age, gave up his practice to George Faulkner. (15) Dr. Faulkner soon found himself in possession of an excellent practice. His practice location was listed as "Roger's Drug Store" after Charles B. Roger's century old drug store on Centre Street opposite Burroughs in 1873. (16) Dr. Faulkner continued in active practice until 1875. For many years Dr. Faulkner was one of the leading physicians and one of the prominent citizens of West Roxbury. He was skillful, tactful and popular, and was often called in consultation. He was said to show the utmost public spirit as a citizen. Dr. Faulkner was heralded as a "legendary physician" by the Jamaica Plain Historical Society.

Lloyd Brown, a student at Harvard Medical School who later went on to practice orthopedic surgery at Faulkner Hospital, recalled Dr. Faulkner's exam in Surgical Techniques. His penned diary entry dated January 31, 1905 exclaimed, "It was a hard exam and I had to hustle to finish." (17)

Dr. Faulkner was also an avid art connoisseur, and admired the work of another George, George Fuller. Dr. and Mrs. Abby Faulkner donated a Fuller painting to the Museum of Fine Arts in Boston - "The Dandelion Girl" was a gift of Dr. and Mrs. George Faulkner, through the Trustees of the Faulkner Hospital in 1911. (18)

He was also a devoted church member; the First Baptist Church in Jamaica Plain counted him among its dedicated and influential members (19), and he established the Central Congregational Church in May 1852. (20) In politics he was a Democrat and he was Chairman of Ward 23 of Boston. He was one of the founders of the Jamaica Plain Friendly Society (which provided relief to the temperate poor by orders for sewing and in cases of illness or distress: food, fuel, clothing, and light), the Jamaica Plain Dispensary (providing free health care for the "sick and worthy poor"), the Eliot Club (a men's club that met for dinner and a speech once a month) and the Fraternal Council of Churches. He was also a member of the District Medical Society and of the Massachusetts

Medical Society. He summered with his family in Falmouth, Massachusetts and raced in the professional single skulls during the Charles River Rowing Regatta. (21)

He moved a number of times in Jamaica Plain, first living on the corner of Maple Place and Seaverns Avenue, then on Pond Street, and finally at 29 Greenough Avenue, about a mile from Faulkner Hospital. Dr. Faulkner's Greenough Avenue home was situated near a sheet iron store, a dry good store and a brewery. (22) In the late 1940s, the property became a Northeastern fraternity house, and a condominium was built at 29 Greenough Avenue in 1989. (23)

His first wife, Mary Ann Spaulding, was born in Billerica in 1822. She and George Faulkner were married in Cambridge on the day he received his degree in Medicine, August 25, 1847. (24)



After Mary died in 1869, he married his second wife, Abby Larkin Adams (1823-1900, left, courtesy of the Jonathan Hubbard Collection), in Jamaica Plain, Massachusetts, in 1870. Abby was the niece and adopted daughter of Abel Adams, a wealthy and prominent merchant of Boston and Abby Larkin (also spelled Larken) Adams. Mrs. Faulkner inherited a fortune, which she dispensed generously to various causes, and she was an Officer of the Corporation of the Massachusetts Infant Asylum. (25)

George and Mary Faulkner had three daughters, only one who survived to become an adult. Their first daughter, Mary W. Faulkner, was born in 1852 and lived slightly over five months. Their second daughter, Mary S. Faulkner, died at nearly five months of age in 1854. The State death records showed that these infants succumbed to cholera infantum and dysentery, which were unfortunately quite common at the time. Mary Faulkner (below, right), born in West Roxbury in 1859, was George's and Mary's third daughter. Abby Faulkner came to love her stepdaughter dearly and treated her like her own child. Dr. Faulkner's carriage was a familiar sight with his Scotch terriers and his daughter Mary with him. (26) Mary only lived to be 37, died on April 18, 1896, and was one of the first people in Boston to be cremated. Services were in the family's home, and friends were requested not to bring flowers. She was said to have inherited her father's ability, honesty and good sense, as well as his profound sympathy with the poor

and the unfortunate. Upon Abby's death, a trust fund was set up to build Faulkner Hospital as a memorial to Mary. The sums provided to the hospital under this trust amounted to \$237,817.89 from Mrs. Faulkner's estate and \$248,021.30 from Dr. Faulkner's (27).

Long before her death, Abby Faulkner had conceived the idea of a hospital in remembrance of Mary, whose life was devoted to benevolent works. (28) Abby Faulkner died in January 5, 1900 and was cremated. In the *New York Times Personal Notes* of January 22, 1900, it was written that, "The late Mrs. Abby L.A. Faulkner of Jamaica Plain, Mass., bequeathed all her property for the erection of a hospital there 'for the people' on the death of her husband, Dr. George Faulkner. She had purchased a site for it." Charles P. Bowditch and Alfred Bowditch were the executors of Abby's will, where she had entreated them to name the hospital "The Mary Faulkner Hospital" in memory of her "beloved daughter Mary."



Dr. Faulkner was fondly remembered by many in the community:

In those 1860's I also recall my first acquaintance with Dr. George Faulkner, who was such a familiar figure as he drove about in his buggy with his white horse and small scotch terriers, accompanied usually by his wife and their little daughter Mary. While he made his calls, the mother gave the little girl her first schooling or read to her. Well we remember the calls of that good physician: his every kindly presence in the sickroom and his helpful, cheery words in the homes of anxiety and care. How little we thought in those days that a wonderful hospital would be built bearing his name! And what could be a more fitting memorial to him and his family? (29)

His cheery optimism and kindly presence in the sick room dispensed comfort real as any medicine. "Comfort, support and cheer your patient" was his maxim, and into every prescription went a generous dose of his hearty doctrine of the healing power of nature. There was a Scottish dominie whose words he loved to quote: "Be the change which death brings what it may, he who has spent his life trying to make this world better can never be unprepared for another." (30)

A friend remembered him as alert and breezy and wrote that, “It is his keen interest in life, in every side of life that appeals to me. He is so teeming with humanity.” (31)



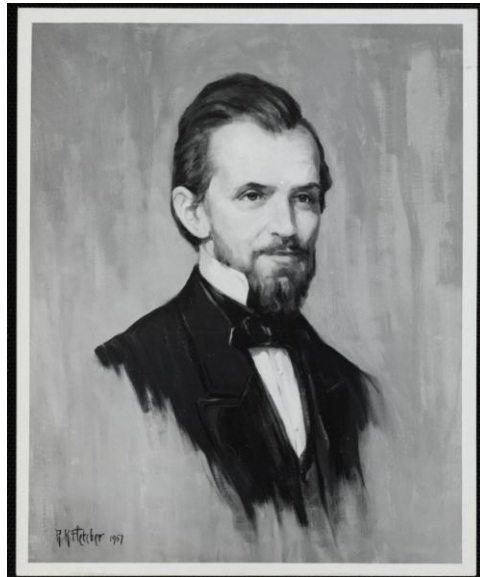
Dr. George Faulkner outlived all his siblings, walked every day in his 80s and was still active in the community into his 90s. He was considered one of the oldest physicians in Boston. He died in his home on August 27, 1911, and was cremated. His remains were buried at Mt. Auburn Cemetery in Cambridge, Massachusetts, alongside his wife Abby and daughter Mary and surrounded by weeping beeches and *Waldstemia fragarides* at Consecration Dell. The acorns that adorn the monument portray a sense of heartiness and endurance.

*Courtesy of the Jonathan Hubbard Collection*

*Courtesy of Forest Hills Cemetery*



*Oil painting by Richmond K. Fletcher  
Courtesy of Boston Public Library*



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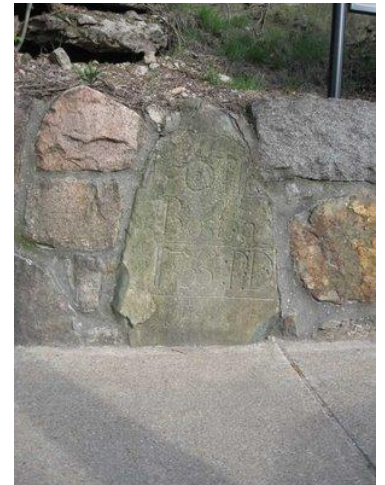


## A Look Back in Time

Gazing at the rolling hills and native trees of the surrounding area, it is easy to imagine how serene and lush this area must have been centuries ago. This area was first home to the Massachusetts tribe, who fished in what was later known as Jamaica Pond and hunted for deer or moose. When the first settlers came over from Europe, they were greeted by a landscape of pristine ponds and cascading foliage. Jamaica Plain, once part of the Town of Roxbury (originally Rockberry, for the Precambrian Era sedimentary rockberry puddingstone formations found there – now Roxbury Puddingstone is the official rock of Massachusetts), was first called “the Pond Plain” - referring both to Jamaica Pond and the type of land that surrounded it. It had also been referred to as "Jamaica End" and "Jamaica of the Pond Plaine". Jamaica Plain was named in 1667 to commemorate Oliver Cromwell’s conquest of Jamaica. Centre Street was first laid out in 1663 and is one of America’s oldest roads. The street was first called “the Dedham Road” and was part of the overland route out of Boston. It was also called Dedham Post Road and Dedham Path. Portions of the street were called Austin Road, in honor of Arthur W. Austin, a prominent attorney and Walter Street, after Reverend Nehemiah Walter, for a brief period. The street was first named Centre Street in the 1820s permanently renamed Centre Street in the 1870s. Allandale Street was named in memory of Dr. Allan, after his estate “Allan’s Dale”. Townspeople were advised to “use Allandale water for Dyspepsia and kidney complaints.” The first dwelling in the area was built in 1633 and was a simple log cabin. (1)

In the 1600s, the property that Faulkner Hospital now occupies was owned by one of the area’s first settlers, “Freeman” Edward Bridge, who possessed a “handsome landed property” of forty-seven acres and owned most of the land between Lowder's Land and West Roxbury Village. (2) Mr. Bridge came to Roxbury about 1637 with his wife Mary. He was an original donor of “The Free Schoole.” (3)

The Peacock Tavern was built on the corner of Centre and Allandale Streets in 1735, one of six taverns in the area. This Tavern was identified by the Judge Paul Dudley 1735 milestone. It was a lovely inn and from early days renowned for its great food and good cheer. The attractive building boasted a large porch, wide doorways and a colorful sign with a peacock painting on it. When the Revolutionary soldiers (including George Washington himself) were in Boston, they frequently enjoyed skating parties in Jamaica Pond, and often ended the day at this tavern. John Hancock, signer of the Declaration of Independence and Governor of Massachusetts, used to frequent the Tavern in the summertime. The first “Keeper of the Inn” was Captain Lemuel Child. Samuel Adams, another Declaration of Independence signer and Massachusetts Governor, bought the tavern in 1794. (4) The marker (also known as a milestone) is still visible. If you cross Centre Street, you will see a sign for the Arnold Arboretum. Judge Paul Dudley’s etched 27” wide x 45” high marker is a triangular-shaped stone in a rock retaining wall on the easterly side of Centre Street, a little to the left of the Arboretum’s sign and facing a speed limit sign. (Photo courtesy of Mark Bulger)



The next building on the property was the home of Mordecai Lincoln Walls (1816-1879) a successful Boston merchant. An impressive Greek revival, Ionic columned home was built for the Walls family in the 1830’s. (5)

A map from 1896 shows four residences on the corner of Allandale and Centre Streets – Mary C. Wallis, Isaac P. Hall, Harriet Manning Whitcomb and Charles Manning. Harriet M. Whitcomb’s residence was once known as the Manning Homestead of Manning Hill. (6) The Wallis House was presented to the hospital in 1950 by Winthrop L. Wallis and Theresa Carlotta Wallis and remained on the Faulkner Hospital property until 1953. The Whitcomb House remained on the property until 1963 and was used as classrooms and student residences. The hospital also owned the Malcolm House on Malcolm Road in 1968, which was also used for student residences.

So what was it like to be living in Jamaica Plain at the time of the opening of Faulkner Hospital?

Imagine a time when family practitioners like Dr. George Faulkner made house calls by stagecoach. Anna L. Manning, a Boston Public Library librarian (and a Faulkner Hospital patient) who wrote an extensive history of Jamaica Plain and West Roxbury during the 1960s, recollected the 1870s, when “Medicine Men” and “Rainwater Doctors” practiced in this area. She had fond memories of Dr. Solomon’s Vaudeville Troup visiting West Roxbury each May. The Troup set up their stage, lighted by gasoline torches, and put on a fine show filled with singers and clowns. At the end of the show, Dr. Solomon sold his pain-killing tonic for \$1.00 a bottle, and anyone who bought a bottle could also have a tooth pulled out for free. (7) In a Business Directory hailing from 1873, the region was home to homeopathic and magnetic physicians, apothecaries and druggists – along with a sizable number of boot and shoe makers, curriers, carriage smiths and wool pullers. (8) At the time of the opening of Faulkner Hospital, the Jamaica Plain community was in the midst of an epidemic of “The Grippe”, a form of influenza. The local papers were peppered with advertisements for remedies for coughing and breathing problems, and one could even purchase “fresh aerated milk from tuberculin tested cows.”

Jamaica Plain was a vibrant neighborhood at the beginning of the twentieth century. The residents interacted in social and business settings, attended community events such as sports contests and parades and gathered on the shores of Jamaica Pond for annual events like July Fourth festivities. (9)



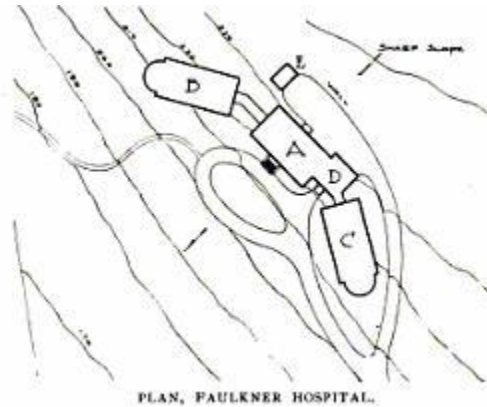
*Jamaica Plain c1914, Library of Congress, LC-USZ62-98782*

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## The Early Years

Plans for the hospital were reported by the Massachusetts Medical Society in 1900, "The work of the hospital will have to be decided later by the trustees, but it is probable that it will contain a medical and a surgical ward, as well as out-patient and convalescent departments. It is hoped that the work of construction may begin in the spring." (1)



On December 5, 1900, Faulkner Hospital was incorporated, for a charter of \$5.00, with funds received from Dr. George Faulkner and his late wife Abby L. A. Faulkner's estate. The real estate transfer was posted in the *Jamaica Plain News*; the value of the 315,627 feet of land was listed as \$25,000. The Certificate of Incorporation, signed by Secretary of the Commonwealth William M. Olin, stated the intent of the real estate was "for the purpose of the maintenance of a hospital or hospitals, and the doing of all things necessary and proper therefore." (2)

The hospital site, situated within the limits of the city of Boston, on the corner of Centre and Allandale Streets, was chosen by the founders after careful personal investigation. Faulkner Hospital is situated on Green Hill, the second tallest hill in Boston. The hospital afforded important sanitary and hygienic advantages, stood on a high, southerly slope of seven acres, opposite the spacious grounds of the Arnold Arboretum, and obtained abundant sunshine and unusually pure air, besides a broad and attractive outlook towards the hills of Milton. The district was well-known as a "place of residence for delicate people" and ranked high among the health resorts of New England. People prone to suffering from pulmonary, bronchial and catarrhal diseases were said to do well here and heart cases were frequently sent here from other areas where they were faring poorly. (3)

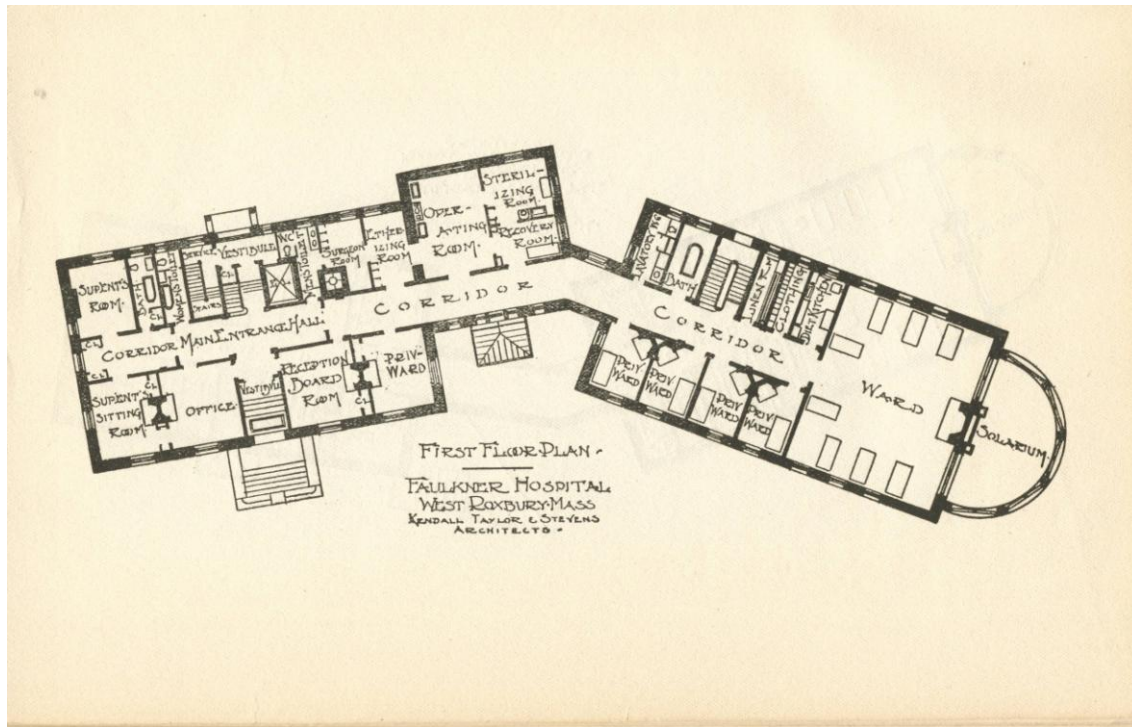
Faulkner Hospital's architect, Edward Fletcher Stevens of Kendall, Taylor & Stevens, was known for his use of domestic imagery in hospitals. Mr. Stevens was a member of American Institute of Architects, the Royal Architectural Institute of Canada and the American Hospital Association. The building was commenced in the summer of 1901, and completed within two years. The style of architecture was modern French Renaissance and the fireproof building was made of dark red water-stuck hard brick laid in white mortar with elaborate cream terracotta and trimmings of granite and copper, with materials from Spiers-Fish Brick Company of Boston. The hospital had a cast-iron widow's walk and dormer windows with rather exquisite decoration. The entrance to the Administration Building was ornamented with an elaborate cartouche. The roof was made of slate, with copper cornice, dormers and trimmings. The interior finish was white ash and quartered oak. The floors were maple, marble and terrazzo, finished with ash. The plans called for a wing on each side of the central administrative building. (4)



Edward F. Stevens lovingly relayed his attention to detail and design:

The maternity department of the Faulkner Hospital, Jamaica Plain, Mass., presents an interesting method of saving floor space and therefore cost. The width of the corridors is reduced, and by using a splayed door jamb additional room is secured for the turning of stretchers or beds in the hall. This splayed space is utilized in the rooms for closets. The delivery rooms are on the third floor, and their floors are sound-proofed. Special features are: the bay window in the nursery, which gives additional sun-light; the blanket warmer and drying closet; the oriel from the nurses' utility room, which gives opportunity for the care of flowers at night in a temperature lower than that of the room; the special rooms at the end of the building, which can easily be isolated if desired. (5)

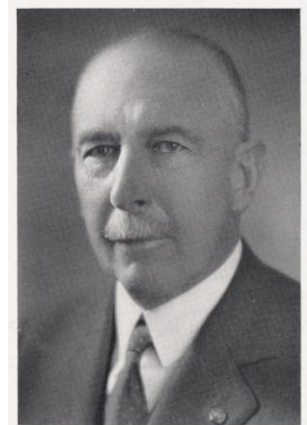
Susan (Torrey Revere) Chapin was great granddaughter of Paul Revere, wife of original Trustee Henry B. Chapin and mother of 1950s Board President and Treasurer John Revere Chapin. Mrs. Chapin's hand turned the first spade of earth during the groundbreaking to commence the building of Faulkner Hospital. (6)



The hospital and equipment represented an investment of nearly \$9,100,000. (7) It was opened to the inspection of the general public on February 25 and 26, 1903 and opened for two patients on March 9, 1903. The buildings were three stories high, and situated in the center of a seven-acre lot. The original building contained twenty-six beds (six beds were free), with plans to increase to fifty by later extensions. Wards were separated into male and female units. The Administration Building contained a first floor with an office, parlor and bedroom for the superintendent, a reception room, operating room, etherizing room, sterilizing room, recovery room and solarium. The operating room boasted a glass roof and a side wall partially made of glass, which afforded an abundance of light from the north. (8) The second floor housed the nurses' rooms and the dining room, and the kitchen, laundry and servants' quarters were on the third floor. A wing housed two open wards of eight beds each and a two bed ward, eight private rooms and a sun room. Up until 1976, open wards on separate floors were used for male and female patients. The basement contained the examination room, pharmacy, laboratory and store rooms. The total capacity of the hospital during its first year was thirty patients. (9)

Many of the rooms were furnished by members of the Trustees; one room was known as the "Charles H. Souther Room" in honor of the second president of the Board of Trustees. (10) Mr. Charles H. Souther (1849-1905) served from 1901-1904. A lifelong businessman who graduated from the English High School in Boston, Mr. Souther had purchased the former 21 acre Wellington Estate known as "Allandale" in 1883, opposite the site on which the Faulkner Hospital was built. He was known for his devotion and unremitting efforts toward Faulkner Hospital and his high character. Mr. Souther was also a member of the Massachusetts Horticultural Society and a frequent exhibitor of plants and flowers at its exhibitions. (11)

Dr. Henry Jackson was appointed Advisory Physician, and Dr. Franklin Greene Balch (photo at right), Advisory Surgeon. Dr. Balch, born in Jamaica Plain, had been an "interne" at The Massachusetts General Hospital and was married to Lucy Rockwell Bowditch. Four physicians from Jamaica Plain completed the medical staff: Dr. Henry W. Broughton, Dr. Arthur P. Perry (President of the Norfolk District Medical Society), Dr. J. C. Stedman, and Dr. John H. S. Leard. Dr. Arthur Nicholson Broughton was the assistant and substitute for Dr. Balch. The Superintendent was Miss Laura Coleman, and Miss Louise M. Coleman was her assistant. Both Miss Colemans came from the City Hospital Training School for Nurses. The first Trustees were: Mr. Charles H. Souther, Chairman; Mr. Charles P. Bowditch; Mr. Alfred Bowditch, Treasurer (both Mr. Bowditchs had been nominated by Mrs. Faulkner prior to her death); Mr. Henry Bainbridge Chapin; Miss Emily Groom Denny, Secretary; Miss Ellen C. Morse; and Miss Cora Bowditch. All the board members were from Jamaica Plain, except for Miss Denny, who lived in Brookline. Miss Denny was a close friend of Mary Faulkner, and her sister Elizabeth Denny married Dr. Elliot Proctor Joslin, the founder of the Joslin Diabetes Center. (12)





*Members of the first Faulkner staff: Dr. John S.H. Leard,  
Dr. William W. Howell, Dr. Arthur N. Broughton,  
Dr. Franklin G. Balch, Dr. Henry Jackson*

The hospital was a “free” hospital given to the old town of old West Roxbury (formerly Ward 23). From its initial care for thirty patients in cozy rooms with fireplaces, even free to those who needed the care but who could not pay at the time, progress in medicine soon made it into a large teaching hospital. (13) During the first twenty months there were 514 patients in the hospital, with the hospital providing 3,043 hours of free treatment, performing 277 operations and welcoming 23 newborns. The hospital tracked occupations of its patients in the early days, which included a blacksmith, icemen, lamplighter, charwoman and “maker of mathematical instruments.” (14)

The hospital was originally purposed for all medical and surgical cases that were not contagious, although the latter intent was not realized, as the hospital’s first patients admitted included those with typhoid fever, bronchitis and malaria. In fact, there was such a high demand for beds during the typhoid fever epidemic of 1908 that the hospital asked patients to bring their own beds to accommodate everyone. (15)

The Bylaws of the Faulkner Hospital Corporation and the Rules of the Trustees were completed in 1903 and outlined hospital governance, surgical and medical service, and rules for patients and visitors. When the hospital first opened, patients had to provide a physician-signed application blank to the Superintendent to be admitted to the hospital. Visitors were allowed only between 3P.M. and 4P.M., and no more than two visitors were allowed to visit any patient at the same time. (16)



FAULKNER HOSPITAL, WEST ROXBURY, MASS.  
Kendall, Taylor & Stevens, Architects.

The opening of Faulkner Hospital was heralded by the community. According to the 1901 *Quarterly of the Harvard Medical Alumni Association*:

The hospital is most complete, with every modern convenience for the care of surgical and medical cases. At present there are twenty-seven beds, six of them free, and the rest open to the use of members of the Massachusetts Medical Society who

live within the limits of the old town of West Roxbury. The hospital is fully equipped; and no expense has been spared to secure the latest and most approved designs in arrangement and in appliances, so that, while it is not a large hospital, it may justly be considered the best in this part of the country at least. The purpose of its founder, the late Abby L. A. Faulkner, wife of Dr. George Faulkner, of Greenough Avenue, Jamaica Plain, was to model its conduct and scope as nearly like that of the Massachusetts General as possible. The institution's designed for residents of the West Roxbury District, and all visitors will be welcomed.

The *Roslindale News* hailed the opening of the hospital with a front page story, "The surroundings are picturesque, rural, but not wild, quiet and restful. . . A most valuable institution, a noble memorial of the life of her it commemorates, Mary Faulkner." (17)

*Pettigrew's New England Professional Directory* was published in 1904 by Richard Richardson Pettigrew. The *Directory* described the early practices of the hospital:

Medical and surgical cases will be treated at the hospital, and upon the approval of the Superintendent obstetrical cases will also be received. Contagious, insane, or venereal cases will not be received, and incurable cases only by the consent of a Trustee. Application for admittance to the hospital must be made to the Superintendent on an application blank signed by a physician. Any applicant for the charities of the hospital must be a resident within the limits of the old town of West Roxbury and must be recommended by a physician. The charges for private rooms shall be \$3 to \$5 a day, but where there are two beds in the room the charge shall be \$15 a week. Ward beds for residents of old West Roxbury \$10.50 a week, and for non-residents \$12.25 a week, which is the minimum price. A patient v paying less than \$10.50 a week is considered a hospital patient and is cared for by the attending physician or hospital surgeon. Any physician who is a member of the Massachusetts Medical Society and a resident of the old town of West Roxbury may bring a patient to the hospital for operation and have the use of the operating-room and all necessary assistants and appliances, for which the minimum charge will be \$5. Such patients are only admitted by the consent of the Superintendent, and will not be allowed to remain in the hospital after recovering from the anesthetic. Private patients who are permanent residents of the old town of West Roxbury may employ any physician pr surgeon who is a member of the Massachusetts Medical Society, without regard to his residence, subject to the approval of at least two of the Trustees. The surgical service is under the charge of a surgeon appointed by the Trustees, and who has the authority to appoint a substitute. The medical service is under the charge of four residents of the old town of West Roxbury who are appointed by the Trustees. Their respective service shall be for three consecutive months, as arranged by the Trustees. The Trustees shall also appoint an advisory physician. Patients may be visited by their friends on any day between 3 and 4 o'clock. No more than two visitors are allowed at one time.

The world was a very different place at the turn of the twentieth century, when whole town gathered for skating and sleighing on Jamaica Pond, but patient stories from that time seem very in much in spirit of those of today. One notable patient, Andrew Jay Peters, mayor of Boston, shared his musings with Faulkner Hospital trustees, "When I was a patient here in 1908, this hospital just about filled the needs of the community." Mr. Peters fondly reminisced about the twice-a-day hospital barge and the horse-drawn carriages bringing patients in the earliest days of Faulkner Hospital.

One early patient was overheard chatting with another on one of the stormiest, gloomiest days in January:

"So, this is your first experience in a hospital! Well, how do you like it?" laughed one.

"I have had a lovely time," was the unexpected reply;" all the nurses are so kind and cheery, and everything is done in the best way. I haven't even been lonely for a minute. But it's because I'm in a wonderful hospital – the finest anywhere around here!" (18)

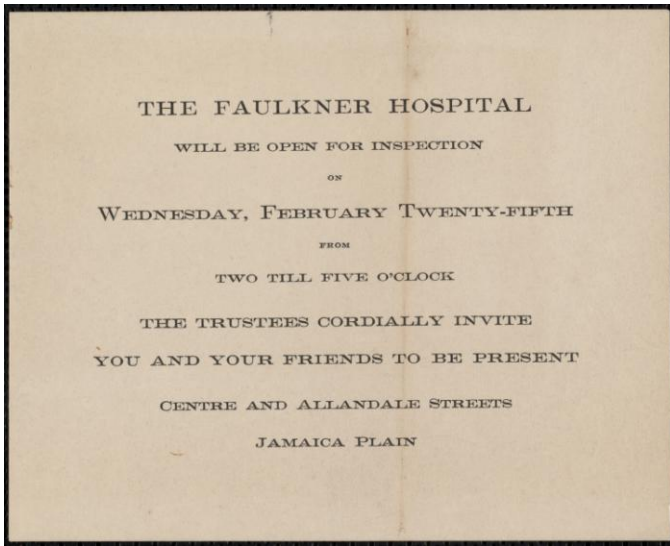
An oral history presented to the Jamaica Plain Historical Society recounts one man's story of the day he was born:

"Dr. Arthur Nicholson Broughton had a house and offices on Jamaica Pond at 44 Elliot Street. He picked Mother (and me) up in his sleigh and took us to Faulkner Hospital in a snowstorm and I was born the next morning."

Cornelia Balch, daughter of Dr. Franklin Balch who lived in The Balch House on top of Moss Hill, recollected visiting patients with her father during the first years of the hospital. Mrs. Balch W. Seeler was connected to the hospital in other ways too, as she was Charles Bowditch's granddaughter and Comelia Bowditch's niece. In a letter to the hospital, Mrs. Balch W. Seeler exclaimed, "Faulkner was very important to three generations and then all my four children were born there!"



*Postcard of Faulkner Hospital*



The *New England Medical Gazette* reported that, “The report of the Faulkner Hospital, Jamaica Plain, for the year ending May 1, 1911, shows that during this period 440 patients were treated in the institution, an average of about 17 days for each patient. It was recently voted by the trustees to permit members of the Massachusetts Homoeopathic Medical Society to send their patients to the Hospital on the same terms as members of the Massachusetts Medical Society. Possible cause for friction among the medical fraternity in Jamaica Plain seems to have been eliminated in every way,” and “The recently published eighth annual report of the Faulkner Hospital, Jamaica Plain, Mass., records the work of that institution for the year ending April 30, 1912. During this period, which was marked by the death last summer of Dr. George Faulkner, to whose daughter the hospital is a memorial, a total of 439 patients received 6921 days’ treatment. Five nurses were graduated from the training-school.”

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## The School of Nursing



The Faulkner Hospital School of Nursing, originally called the Training School for Nurses, opened in March 1903 (on the very day the hospital opened) under the direction of the Superintendent with nine pupils. Miss Laura Coleman was the hospital's first Superintendent, serving from 1903-1905. In addition to overseeing the Training School, the Superintendent was charged with responsibility for the conduct of the whole hospital under the direction of the Trustees, the Registrar of the directory of nurses, and the appointment of all the female servants. The first graduating class in 1905 (left) boasted six graduates: Gertrude H. Lyon, Josephine T. Sennott, Anna M. Berford, Helen G. MacLarren, Margaret Foote and Helen J. McCarthy. Five of them became private nurses, and Miss McCarthy became the new Assistant Superintendent of Faulkner Hospital.

In 1906, the school affiliated with the Massachusetts Charitable Eye and Ear Infirmary and in 1913, with Massachusetts General Hospital and Massachusetts Babies Hospital for Pediatrics (Jamaica Plain) and the Infant's Hospital (Boston). In 1922, the school affiliated

with Somerset Hospital in Maine, offering two students from their school the opportunity to study at Faulkner Hospital. (1) Arrangements were also made with Simmons College for Faulkner Hospital nursing school students to take selected courses at Simmons, such as Public Health. In the 1930s, the school affiliated with Children's Hospital, Charles V. Chapin Hospital (Rhode Island), Boston Psychopathic Hospital and McLean Hospital, but discontinued its affiliation with Massachusetts General Hospital. The school was registered in both Massachusetts and New York State. Graduates were eligible to take registration examinations and practice as a registered nurse in any state.

Applicants in the early years of the Training School (which was limited to twenty-one to thirty-five year old unmarried women) had to pass an examination in English and practical arithmetic, and provide a brief personal history and a physician's certificate of good health. It was recommended that a student visit the school personally to apply, accompanied by her mother. However, the earliest applicants were not required to be high school graduates. In 1928, the standards for admission to the school were raised, with applicants required to show preparation in English, History, Mathematics, Chemistry and a Language. (2)

Once accepted, students to pass a probationary period and were paid \$9.00-\$12.00 per month after their probation to defray the expense of textbooks and uniforms. The first students of the training school received instruction in cooking, hospital housekeeping, general care of the sick, proper management of the patient under various conditions, emergency management, massage, medicine administration and period-specific theories such as "practical methods of supplying fresh air." A class on posture was added to the curriculum in 1922. The school provided scholarships to many nursing students throughout the years.

The early nursing students had long hours: 7 A.M. to 8 P.M. for day nurses and 8 P.M. to 7 A.M. for night nurses, with breaks for study and recreation and two weeks vacation. Nurses on night duty were required to sleep between 9 A.M. to 4 P.M. The dress code included three gingham dresses and common-sense boots with rubber heels. The school first opened as a two-year program, expanding to a three-year program in 1904. An official "House Mother" was hired in 1920. Students learned through text-books and lectures from hospital staff. Dr. Henry W. Broughton taught "Obstetrics" and "Diseases of the Chest," Dr. F. G. Balch lectured on "Fractures" and Dr. A. P. Perry instructed on "Poisons and their Antidotes." (3)

However, life was not all toil and drudgery for the students. From early on, they participated in many activities that made Faulkner Hospital a fun place to be, such as sleigh rides, the Glee Club, Christmas tree parties, Valentines Day parties with desserts from Hanley's Bakery, New Year's Eve dances and a bowling team. Pauline Turner recalled many students and staff sledding down the driveway on cafeteria trays after a heavy snowfall in the 1960s. There was a recreation field for the nurses, complete with a tennis court, built in 1928. The nurses celebrated the opening of the tennis court with an afternoon tea. It was reported that, "the addition of the swimming pool has had enthusiastic response from the entire student body" when the 25 x 50 foot, 52,000 gallon capacity pool with a diving board was built by the Continental Swim Pool Corporation in 1964. (4) The pool was open day and night and was very well used as a social gathering place in the summer. This pool was not just enjoyed by the nurses. Every summer the hospital would host a fabulous summer party, where the "piece de resistance" was watching the Attending Physicians push the Chiefs of Service into the water.





and Breast Centre. The rooms even have the same brick interior walls that used to decorate the dorms. Each reception center in Belkin House used to be a nursing student lounge.

An education at the Faulkner Hospital Training School prepared students for successful, productive and fruitful careers in whatever branch of nursing they chose. Reports came from doctors outside of the district of West Roxbury praising the work of many of the Faulkner Hospital graduates and commending the training provided at the school. (6) Dr. George W. Gay, a long-time close friend of Dr. Faulkner, delivered the address at the opening of the Nurses' Home on June 13, 1913:

Members of the graduating class: Be honest, be patient, be sympathetic, be kind and gentle in your care of the sick, be considerate of the family and friends, be loyal to the physician, be true to your profession and to yourselves.

Let the golden rule be your guiding star. And so at the end of a long a successful career you may enjoy the satisfaction of realizing that you made no mistake in entering the noblest profession . . . (7)

In 1915, the Nurses' Alumnae Association was formed, which became a member of the Massachusetts State Nurses' Association in 1920. Some of the early activities of this association included a sale and dance to start an endowment for a free bed at the hospital for a graduate nurse. (8) A Student Association was formed in 1923, which sent several members to sessions of the National League of Nursing Education Convention. (9) The first Nurses' Annual Reunion was held in 1925, a marked success that resulted in renewed friendships, school pride and interest in the hospital and the school. (10)

Even in its infancy, the nursing school was an enormous asset to the community. Miss Laura E. Coleman, the Training School's first superintendent, was cited for her heroic assistance after a railroad disaster in Epernon, France in 1906. (11) Nurses cared for forty-seven patients during the typhoid epidemic of 1908. During the First World War, student nurses served both with the American and British Expeditionary Forces in France, and many graduates joined the Red Cross Nursing Service. A constellation of 184 gold stars was added to the service flag of the department of nursing of the American Red Cross in Washington to honor their service. (12) At the request of the United States Navy, the hospital also offered to place fifty extra beds at its disposal should occasion demand it. The nurses responded to the Halifax Disaster of 1917, when the city of Halifax, Nova Scotia, Canada, was devastated by the huge explosion of the SS Mont-Blanc, a French cargo ship. During the influenza epidemic of 1918, student and graduate nurses volunteered nobly to care for afflicted patients, both at Faulkner Hospital and other institutions. (13) In the 1920s, the school affiliated with the Cambridge Visiting Nurses Association and sent students on visits in the community. (14) During World War II, the school participated in the Federal Nurse Training Program and 79 students joined the United States Cadet Nurse Corps. (15)

In the mid-1920s the Training School for Nurses changed its name to the Faulkner Hospital School of Nursing.

In 1926, the Massachusetts Department of Mental Diseases established a program with a three month course for nurses in Mental Hygiene. Faulkner Hospital was one of twelve hospitals to offer this program. The syllabus included stream of consciousness,

One of the many benefits to the nursing students was on-campus housing. A Nurses' Home was designed by Wheelright, Haven & Hoyt and opened on June 12, 1913, with accommodations for twenty-three nurses. The home boasted a spacious outdoor porch with a broad view of the Blue Hills of Milton, and offered nurses the opportunity to enjoy the refreshment of sleeping in the open air. The living room was furnished partially with furniture from Dr. and Mrs. Faulkner's home itself. The home also contained a library, lecture room and kitchen laboratory. A concrete subway connected the Nurses' Home to the Administration Building, with steam piping to protect the students from the winter cold. (5) This home was also outgrown, and a larger new Nurses' Home opened in 1926. The classrooms were on the first floor and in the basement, which also housed faculty offices. This building became a residence apartment house with a fitness center for employees after the Nursing School closed. This building was named Chapin House in 1948. The "old" Chapin House was torn down in 1982, and the "new" Chapin House housed the Faulkner/Sagoff Centre



alcoholic psychosis and hydrotherapy. (16) In October of 1927, the School of Nursing became one of the first to cooperate with state hospitals to help “care for the Insane” through an affiliation with the Boston Psychopathic Hospital. (17) In 1930, the nursing work began to be supplemented by a new group of workers, known as nurses’ aids. These young women performed much of the routine non-educational work which was formerly done by the student nurses. (18)

The New York State Board of Registration of Nurses performed a survey of the school in 1931 and reported: “It is evident that those in charge of the School aim for the highest nursing standards both for the ultimate good of the patient and the education of the student. The progress made since the last survey is noted with interest and satisfaction.” (19)

In the 1940s, a sociology component was added to the program. Students could arrange to study at agencies that included the Family Welfare Association, New England Home for Little Wanderers or the Directory for Mother’s Milk. (20)

The School of Nursing received full accreditation from the National League of Nursing Education in 1941. In fact, out of 1,100 nursing schools in the country, Faulkner Hospital was one of only 209 which received full accreditation in 1954. The school was also accredited by the Massachusetts Board of Engineers in Nursing. (21)

The Faulkner Hospital School of Nursing affiliated with the Peter Bent Brigham Hospital for Student Nursing Experience on the Metabolic Wards and Out Patient Services in 1957. During this same year, the United States Supreme Court decided that student nurses were to be deemed employees. (22)


Coinciding with the Women’s Liberation Movement, the School of Nursing updated its policy in 1962 to allow students to marry if they were already enrolled. However, this permission would only be granted upon the student meeting “in conference with her parents or guardian with the Director of the School”. (23) The first married student to enter the school was Karen Spada who had eloped in 1969, prior to her husband enlisting in the war. In 1970, the first two male students entered the Faulkner Hospital School of Nursing.

The School of Nursing facilities once again expanded in 1965. The program also expanded in the 1960s, to run for 33 months. (24) The hospital decided to bring a professional science teacher to the school. Mimi Iantosca, who received her undergraduate training at Regis College and her Master’s degree in Biology from Boston College, was hired in 1967 to teach Chemistry and Microbiology. Mimi, who had also taught at the Beth Israel Deaconess Hospital School of Nursing, was an instructor at Faulkner Hospital in Chemistry, Microbiology, Growth and Development and Basic Mathematics. The Growth and Development class provided preparation for the nurses’ pediatric rotations at Children’s Hospital. She eventually expanded the program to include Mathematics. At the time, nurses prepared patient medications, which had not been premeasured. The class assured that the students were comfortable with critical concepts in medication measurement and accuracy. The advertisement to the right appeared in magazines during the 1960s and 1970s.

Instructor Mimi Iantosca remembers the School of Nursing as a “trial by fire”, where freshman had to leap into clinical settings and care for patients immediately. As a “tough” teacher, she worked hard to prepare her students for going “up the hill” to face life or death situations. “I’m not the only teacher who felt that way,” said Mimi. “Everyone did everything they could to prepare the students to be the best nurses.”

Mary Hourihan, who has worked at Faulkner Hospital since graduation from the School of Nursing, has fond memories of Mimi Iantosca’s Microbiology Class, which was one of her favorites. “It was such a difficult and challenging course, but it was fascinating and compelling too. And I use what I’ve learned from it in practice.”

Mary agrees with Mimi that the students benefited greatly from the integration of classroom learning and practice. “Something I’ll never forget happened during my freshman year,” said Mary. “I was doing my physical rotation and one of my patients began experiencing unusual symptoms, including a rapid heartbeat.” Mary knew from her classroom training that something was very wrong and quickly ran to get her instructor, who helped and then called other nurses and physicians to rush the patient to emergency surgery (remember - this was in the days *before* CODE BLUE). The patient, who had been discovered to be bleeding internally, survived.



*When \_\_\_\_\_ sings for Faulkner Family events, we think our nurses are talented and beautiful.*

*When \_\_\_\_\_ and her team mates care for our patients, we know our nurses are talented and beautiful.*

## **Your talents are welcome at The Faulkner Hospital**

A 186 bed progressive teaching hospital in a park-like setting only 5 miles from NEW Boston.

A friendly place to work with challenging opportunities in medical, surgical, and specialty nursing.

Excellent salaries, differentials, and benefits.

Ongoing training programs and a generous tuition refund plan.

Motel-type apartments with free parking, swimming pool, tennis courts, and recreation room.

Apply to: Mrs. B. Becker, The Nursing Office  
THE FAULKNER HOSPITAL, 1153 Centre Street,  
Boston, Massachusetts 02130

Just like School of Medicine students, the School of Nursing students had rotations. These rotations occurred during their freshman and junior years. What made it especially interesting was that the students got to live in different on-campus dorms while completing their rotations. For example, during a Pediatric rotation, students would live in dorms at Children's Hospital. But when the students were at Faulkner Hospital, Chapin House was like a real home. Mary Hourihan remembers it as a stately building, lovely inside, with elegant touches like oriental carpets, crown molding, built-in china cabinets and comfortable leather sofas and armchairs. Also, the House Mothers, especially the Night House Mothers, really were like second mothers to the nursing students. Many students continued to live at Faulkner Hospital after graduation, in a three-story graduate residence apartment building across from the pool, with about fifty apartments for Faulkner employees.

The student nurses had a chance to participate in various community programs throughout their course of study, such as conducting blood pressure screenings in local community centers and exercise classes for older adults in school gymnasiums. (25)

While many things have changed throughout the years at the nursing school, one item remained pretty much unchanged: the nursing cap. There was a real tradition that can be seen in the archival photos as far back as 1905. Nursing school freshman wore plain white caps. Second year students had a black stripe sewn on each side of their caps and seniors' caps were adorned with a full, but thinner, black stripe that went all the way around the cap. The "Capping Ceremony" was held at the end of each freshman year, and the freshman faculty put a cap on each student.



Even though it was many years ago, School of Nursing graduate Mary Hourihan remembers her cap distinctly. When she was a student in the 1970s, everyone was responsible for making their own caps. Students were presented with a piece of thick, white muslin-like cloth that had to be starched (which some students sent to a laundry and some did themselves) and shaped a certain way. It took Mary about three hours to fashion her cap, which she shaped around a lit bulb to achieve a rounded shape in the back (kids – don't try this at home!) "Once you had that cap, you never wanted to lose it," said Mary, "because you *never* wanted to have to go through that process again to make another one!"

Other Faulkner Hospital School of Nursing traditions involved presenting graduates with a symbolic long stemmed red rose (thorns removed) upon graduation, (26), the lighting of the Florence Nightingale Lamp at capping and a school ring emblazoned with the Faulkner seal. (27) Graduates were able to wear their treasured white uniforms for the first time. For a time, all graduates also received an official Faulkner School pin, emblazoned with red, blue and gold. The circular pin encased a four-pronged flower with a stylized, overlapping F and H in the center circle.

Graduation took place in formal nurses' uniforms with long sleeves, high necks and buttons up the arms. The straight-cut uniforms were white as snow, atop white stockings and white oxford shoes. Sandals were absolutely forbidden! In fact, the right shoes were so important that students were told *not* to buy shoes before admission to the school, but that they will purchase them following an orthopedic examination during their first week. The student uniforms have changed dramatically through the years. Prior to 1967, students wore stark white aprons over dark uniforms with black stockings and black shoes. After that, pale blue thinly striped uniforms with white collars and cuffs were worn. The female students were never allowed to wear pants. Mid-century uniforms contained removable buttons in two parts. In the 1970s, the white shoes the nursing students wore were affectionately called "clinics."

Class photos and yearbooks from the school reflect the spirit and the trends of the times. In the 1950s, the yearbook was called "The Faulknan". The 1971 yearbook, entitled simply "Us . . ." included quotes like, "Live for the moment, man," and "Open your heart and let the sunshine in." The 1976 yearbook was poignantly called "Yesterday . . ." and included photos of each student dressed in uniform accompanied photos where most students donned versions of peasant blouses and bell bottom pants, lounging amongst the leaves and trees of the hospital gardens. Quotes under student pictures bring back memories with, "Color my world", "Spring rain" and "Love bug."

The Trustees voted to phase out the School of Nursing in 1975, after examining numerous factors, including national trends in nursing education and cost. There were 105 students enrolled at that time and the school continued its existence until all had graduated. At that point, many students became staff nurses at Faulkner Hospital, as the facility had recently expanded. (28)

After the School of Nursing closed in 1978, the Trustees considered using the buildings for nursing home facilities, hospice care, physicians' offices, employee housing or a mental health center. (29) When the buildings were eventually taken down, a number of people who had played a role in their history were given a brick to remember the school by. Mary Martin, RN, Operating Room

Nurse, still has her original brick, which is displayed in her living room. Other staff also had the opportunity to take a brick. Dolly Marmol from the Blood Bank used her brick to line her garden, which she likes to look at because, “it reminds me of The Faulkner.”

Over a dozen graduates of the school continue to serve on the staff, including Bonnie Fallon, Nurse Manager for the ICU and Dialysis, Mary Hourihan, Endoscopy, Betsy Kasper, Day Surgery, Linda Luce, Pain Clinic, Mary Martin, Operating Room, Karen McGrath, Clinical Leader, Emergency Department and Patricia Marinelli, Clinical Leader, ICU. Classes remained close, and have held five, ten, and even twenty year reunions. “The Faulkner Hospital School of Nursing was a truly fabulous school,” exclaimed Mary Hourihan. “When I was applying to nursing schools, I really wanted to go to The Faulkner; it had the reputation as being one of the best.”

The class of 1971 wrote a poem about their nursing school experiences, which was dedicated to Mimi Iantosca.

Throughout our life we see  
A guiding hand;  
The pitfalls set for us  
Were grimly planned.  
But always when and where  
They opened wide,  
Someone who seemed to care  
Stood by our side.

Through the pictures and the writings,  
Through each individual of this class,  
We will try to convey our feelings  
Of love and thanks,  
In a way that others may understand.  
That is our way of doing,  
That is our way of being,  
And that in itself is us.

Graduates of the Faulkner Hospital School of Nursing graduated to become leaders in their field, such as Rita P. Kelleher, Class of 1929, who became the Dean of Boston College School of Nursing the year after it was founded. Rita Kelleher also served as the Chair of the Board of Registration in Nursing. (30)

The legacy lives on . . . Funded by a sustaining scholarship established by the Faulkner Hospital School of Nursing Alumnae Association, the Massachusetts Nurses Foundation offers Faulkner Hospital School of Nursing Alumnae Memorial Scholarships. These awards are bestowed annually with first preference given to applicants who are lineal descendants of alumnae of the Faulkner Hospital School of Nursing. The hospital also began a series of Annual Nurse Recognition Award Ceremonies in May 2011.



Mary (Casella) Snyder (left, with her nursing pins) visited Faulkner Hospital on September 9, 2011. At age 99, she may be the oldest living graduate of the School of Nursing. Following is her oral history:

“I was born in Athol, Massachusetts in 1912. Back then there wasn’t much choice for women in terms of a career – you could go into bookkeeping, teaching or nursing. I saw an ad in the paper for nurses and decided to become one. It happened to be for Faulkner Hospital, so I applied. My parents and I had an interview with Miss Ladd, the head of the school, and I was accepted right away.

The first day of school they gave us a real tea in the basement where the school was. The first night all the nurses were sobbing because they missed their families so much. Then school started and I loved it. My first lesson was in posture. All my teachers were doctors – Dr. Balch, Dr. Young and Dr. Frothingham. Dr.

Frothingham was wonderful - when he called for the nurses, he asked, “Where are all my angels of mercy?”

There were 30 girls who started in my class, and 10 graduated. We were watched closely and after three months, *some* of us got caps. After one year, we got a black band on our cap. I was trained at Massachusetts General Hospital and Children’s Hospital too.

All the nurses took classes together to learn how to care for patients, but most of our time was spent working and learning on the wards. We prepared hot water bottles for patients because they were put completely out for surgeries and births and the hot water bottles were for when they “came to”. We took temperatures and had to sterilize the thermometers in tubes in between patients. We gave medicines, such as morphine (which was kept in a special cabinet with a lock and key), aspirin, codeine and ether. There wasn’t any penicillin when I started out.

I liked working in the delivery room, which was a very happy place. We sterilized bottles for formula and helped mothers learn to breastfeed. And we kept our eyes on those babies! When a baby was choking, I knew how to put my fingers in her mouth so she would stop choking and start coughing and be able to breathe again.

And we took notes! The doctors depended on the nurses' charts and those were the first things they would look at when they walked in the room. Sometimes the nurses had to teach the young doctors. I remember a time when an intern wasn't able to draw blood. The head nurse exclaimed, "Let Mary do it!"

We had fun too. There were dances, and a tennis court where the nurses played against the doctors. Once one of the nurses wanted to play a joke and dressed up the human skeleton in our classroom in a robe. Well, the instructor was NOT amused!

We also liked the dining room and the meals. I remember Saturdays with fish cakes and beans, and we always had three flavors of ice cream with wine sauce. Sometimes we had broiled chicken, and the dining room's "Dolly sisters" would ask us if we wanted to walk or fly. One thing that was hard was that there was no air conditioning – sometimes it got so hot in class we nodded off at our desks.

I graduated in 1934 and worked at Faulkner Hospital until 1942. Then I worked out in California until I retired in 1955. I was a private duty nurse and a military nurse. With my Faulkner Hospital education, I could work anywhere in the world. I had no qualms about not making it when I applied for a job. Faulkner Hospital nurses were known as the best bedside nurses. I'm so happy to be able to give back to Faulkner Hospital through this oral history."

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## Leaders in Medicine and Research

From early on, case records of Faulkner Hospital were published in the clinical literature. Two cases were described in Dr. G. H. Ingall's article on Gastric Ulcer in *Annals of Medical Practice* in 1906. *Boston Medical and Surgical Journal* described the following cases: a fifty-one year-old housewife with "girdle pains" requiring much Codeia for relief, and a fifty-two year-old salesman, following a hearty dinner of steamed clams, complaining of a "stomach ache." (1) Case records from Faulkner Hospital have also appeared in *JAMA*, for example the case of successful passage of a flower corsage pin from the stomach of a fifteen year old boy. (2)

The earliest physicians were required to be members of the Massachusetts Medical Society or the Massachusetts Homeopathic Medical Society (which no longer exists). (3) Speaking of homeopathy, one of Faulkner Hospital's earliest neighbors was the Massachusetts Homeopathic Hospital, built on Allandale Street in 1905. (4)

The hospital's first house staff was appointed in 1918.

In addition to the nursing staff, the Faulkner Hospital medical staff served the country courageously. During World War I, four physicians, Dr. Balch (Senior Surgeon), Dr. Dole, Dr. Osgood and Dr. Oliver traveled to Europe to serve. (5)

Remember that the early doctors did not have computers or MRI machines, yet they were able to practice efficiently and admirably using the best practices and technologies offered in their times. A Faulkner Hospital physician practicing during the 1920s summed it up succinctly:

Let us take for example the common question of appendicitis. A clean-cut appendix should be recognized by any competent physician wherever and whenever seen, but under certain conditions it is one of the most difficult cases to diagnose. By actual count there are in the extreme case nearly forty conditions to be differentiated before the right diagnosis can be reached. We may have to use various kinds of X-Rays, blood chemistry examinations, highly complicated and technical neurological examinations, cystoscopies, and in fact the whole list of tests, before arriving at an accurate diagnosis. Yet if we do not know what is really the matter the patient cannot be treated to the best advantage and perhaps not cured at all. (6)

An official Medical Department was opened in 1930. A new position was created on the Medical Staff in 1932, that of Physician to the Faulkner Hospital. Dr. Channing Frothingham was appointed to fill this position, which meant that he was in charge of the medical service. Prior to his position at Faulkner Hospital, Dr. Frothingham, who was described as a man of skill, enthusiasm and ability, was associate Clinical Professor of Medicine at Harvard Medical School and also Physician to the Peter Bent Brigham Hospital, possibly the first "link" to The Brigham. (7) Dr. Frothingham served as the president of Massachusetts Medical Society 1937-1939.

Most people are familiar with the *New England Journal of Medicine's* weekly feature, "Case Records of the Massachusetts General Hospital," but did you know that the *NEJM* used to publish "Case Records of the Faulkner Hospital"? Beginning in 1937, the clinical meetings at the Faulkner Hospital were in the form of clinio-pathological conferences with paper discussions of cases not seen by the discussor. This form of medical exercise met with enthusiastic response at Faulkner Hospital. (8) These records included difficult-to-diagnose cases such as coronary occlusion and De Quervain's disease.

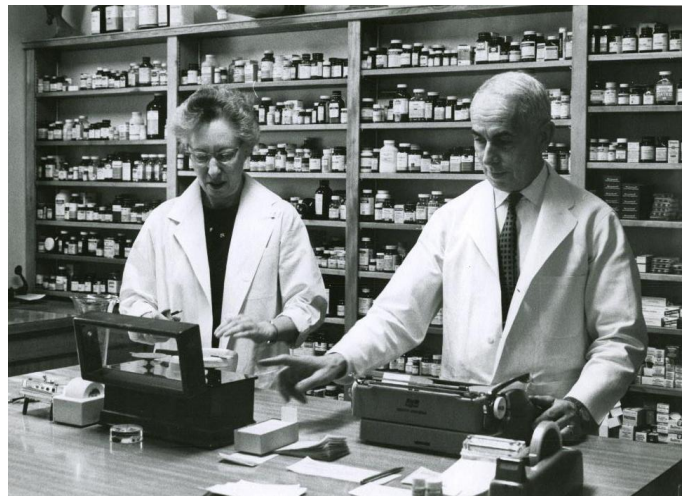
Faulkner Hospital's first official designation was in 1934 by the State Department of Health as a Centre for the typing and distribution of pneumonia serum. (9)

The 1930s heralded the enlargement of medical services at Faulkner Hospital, with the introduction of a Physiotherapy Clinic, Neurological Department, Bronchoscopic Department, Anesthesia Department (one of the first departments of its kind in a community hospital), Occupational Therapy Department (which included therapy on weaving looms), Electrocardiology Laboratory and Tumor Clinic, as well as a laboratory technical course and the employment of a dietician. (10) In 1937, Dr. Herbert L. Johnson's experiment to determine the clinical value of insulating patches and absorbable sutures made from foetal membranes won an award at the Scientific Session of the American Medical Association. (11)

Under the direction of Dr. Elliot P. Joslin, namesake of the Joslin Diabetes Clinic, Faulkner Hospital embarked upon pioneering research in the area of successful delivery of babies to diabetic mothers in the late 1930's. Pregnant diabetics would receive prenatal care at the New England Deaconess Hospital, and then come to Faulkner for delivery and postnatal care. This was a revolutionary concept and led to remarkably good results. (12)

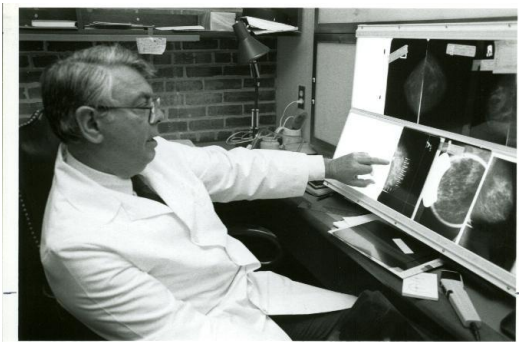
The 1940's were overshadowed by World War II, with blackout curtains tacked up throughout the hospital, and even the closing of a surgical ward due to shortage of nursing staff. However, there was still growth. A Blood Bank was developed in 1943 by Dr. Lamar Soutter (who later served as Dean of the University at Massachusetts Medical School) and Faulkner Hospital began to make its own intravenous solutions. (13) The Blood Bank was originally run by nurses, with medical students and externs performing many tasks. At the end of 1942, 8 members of the Faulkner Hospital staff and 87 of the associate staff were serving in military services.

Faulkner Hospital was once again a leader by securing a “new” drug – penicillin – in its pharmacy almost a year prior to its release for general civilian use. The Pharmacy Department also introduced vaccines such as Salk and Asian Influenza as they were discovered. (14) The first blood transfusion using the Kimpton-Vincent method was performed here by Dr. Vincent in 1958. The Laboratory also contributed to medical advances, as Clinical Chemist Dr. Mayo E. Brown introduced new techniques for measurement of specific gravity by body fluids and for the estimation of proteolytic enzymes in the blood. Dr. Brown was also awarded a \$93,000 research grant in 1963 from the National Institutes of Health for investigation of the fibrinogen molecule. (15) In 1965, Faulkner Hospital sponsored an international conference on side effects of drugs. The staff reported for the first time original research on the connection between drugs and manifestations of collagen disease. (16) A year later, another medical milestone was achieved when the first ever intrauterine transfusion was performed here by Dr. John T. Bowers, Jr. (17)



The 1960’s were a time of change and growth. In 1961, under the direction of Dr. John R. Graham, six members of the Faulkner staff joined forces to start a Headache Study Group, which developed into the world-renowned John R. Graham Headache Centre. The Psychiatric Service began in 1966, which soon merged with the Adams Nervine Psychiatric Hospital. (18) An Intensive Care Unit was also built in 1966 and a Department of Social Service followed in 1967. Nuclear Medicine also came to Faulkner Hospital in 1967 with the advent of radioisotopic scanning. A Concentrated Care Center (which later became the Intensive Care Unit and Cardiac Care Unit), Ambulatory Diagnostic Clinic, Stoma Therapy Service and Pulmonary Services Department were added in 1969. (19)

On October 31, 1967, Faulkner Hospital discharged its last obstetrical patient. The Division of Medical Care of the Massachusetts Department of Public Health recommended that the hospital close its Obstetrical Service. The Trustees and the hospital’s Committee on Future Development had examined cost, utilization and community needs, and decided that the resources were needed for medical and surgical beds. A banquet was held at the hospital to honor all those who built Faulkner Hospital’s Obstetrical Service. (20)



Faulkner Hospital affiliated with the Joint Center for Radiation Therapy in 1972 under the leadership of Dr. Norman L. Sadowsky (left), along with other Harvard teaching hospitals. Dr. Sadowsky was one of the pioneering doctors to perform mammography and obtained one of the first dedicated mammography machines in the United States for Faulkner Hospital in 1971. Also in 1971, the center was the first in New England to use thermograph equipment, and in 1973, one of the first in New England to use xerography.

Before the 1970s, there were few subspecialties at Faulkner Hospital, and consultants had to be brought in from the outside. That changed as the hospital began to build new subspecialty programs. Between 1970 and 1990 the Department of Medicine, under the leadership of Dr. Andrew Huvos, developed departmental status, as well as Gastroenterology, Hematology, Oncology, Infectious Disease, Nephrology, Endocrinology and Metabolism, Cardiology, Neurology, Pulmonary Disease and Rheumatology Services. The Diversional Therapy Department (with training in embroidery and macramé), Pediatric Service, Otolaryngology, Nutrition Clinic, Ostomy Clinic, ER Follow-Up Clinic, Ear Nose and Throat Service, Ophthalmology Service and Faulkner Anesthesia Associates also began in the 1970s. (21) Many of the departments and services started out with solo practitioners, such as Nephrology, with Dr. David Cahan serving as both the Chief of Nephrology and the hospital’s first full-time nephrologist.

The Audiology Service, Day Surgery Program, Pre-operative Evaluation Clinic, Incontinence Clinic, Alcohol Detoxification Unit, Centre for Reproductive Health, Breast Centre, Eye Consultation Unit, Refractive MRI Unit, Eye Surgery Centre, Eyecare Laser Centre and Dental Service were expanded in the 1980s. (22) Faulkner Hospital affiliated with the Headache Research Foundation in 1986, which was featured on television programs like *20/20* and *Chronicle*. (23) The 1990s saw the creation of the Emergency Medicine Department, Liver Centre, Pacemaker Clinic and Cardiac Catheritization Laboratory. (24)

Faulkner Hospital also among the first hospitals to make forays into the area of cardiac rehabilitation, as its cardiac rehabilitation center was one of the original four founded in Massachusetts in 1975. Faulkner Hospital’s first cardiac rehabilitation center was in Roslindale featured a treadmill and a stationary bicycle. The cardiac rehabilitation program was certified by the American

Association of Cardiovascular and Pulmonary Rehabilitation in 2011. (25) The hospital continued to expand, opening a Vein Center and a Foot and Ankle Center in 2000 and a Thyroid Clinic in 2009.

All the expanded services, departments and subspecialties led to a renaissance in research and discovery. In 1975, Dr. Norman L. Sadowsky described what he considered to be a major breakthrough in diagnostic x-ray testing – Computerized Axial Tomography (CAT Scan), which he felt should be available in the “new” hospital, and the first CAT Scanner was installed in 1979. (26) After a second CAT Scanner was purchased, the first one was donated to a hospital in China. To thank us, the envoy from the Chinese hospital came from New York to Boston and took a group of radiologists to the Joyce Chen Chinese Restaurant in Cambridge. Joyce Chen herself sat with Dr. and Mrs. Sadowsky, and was extremely honored to meet the Chinese diplomat. Dr. Sadowsky also pioneered same-day mammography results. (27) In 1987, Dr. Sadowsky, Dr. Edward M. Kwasnik and Dr. Rudolph W. Vollman developed a new technique for improved localization and surgical excision of nonpalpable breast lesions. (28) Dr. Sadowsky also made early forays into the area of speech recognition software for radiology reports, using Kurzweil technology. (29)

Faulkner Hospital was a site for a 1980 research grant from the National Institutes of Health, which enabled us to make major contributions to the field toward the surgical and pharmacological approaches to patients with portal hypertension and variceal bleeding. This body of research continued for more than twenty years, resulting in articles in the literature published by Dr. Norman Grace, Dr. Stephen Wright, Dr. Daniel Matloff, Dr. Stephen Drewniak and others at Faulkner Hospital. (30) Faulkner Hospital was also among the first hospitals in Boston to use laser treatment for esophageal cancer, treat bleeding esophageal varices endoscopically through sclerotherapy and perform percutaneous endoscopic gastroscopy.

In 1981, Dr. Geoffrey Sherwood made medical history when one of his patients received the first transfusion of “rejuvenated” blood, which was chemically treated to prolong the period of time that can safely elapse between donation and usage. The process of rejuvenating outdated blood was developed by scientists in Boston and the process was licensed by the American Red Cross Northeast Region. The first licensed unit of rejuvenated red cells ever transfused was transfused at the Faulkner Hospital under the auspices of Dr. Sherwood and the Faulkner Blood Bank and has lasting effects for optimizing the blood supply. (31) Dolly Marmol, the first Medical Technologist to work in the Faulkner Hospital Blood Bank, was also the first technologist to cross-match rejuvenated blood.

Dr. Kenneth Pariser, Dr. Dharendra Bana, Dr. John Graham and colleagues discovered the connection between headache and Raynaud’s Syndrome in the 1980s. (32) Joseph Audette and Dr. Paul Bettencourt developed an original nasal continuous positive airway pressure device (CPAP) in 1982, which improved the quality of life for sleep apnea patients. (33) Dr. Raymond L. Murphy, Dr. Frank Davidson and Dr. E. A. Del Bono devised a computer-based system to count crackles (a type of lung sound) automatically. (34) Dr. Murphy, as President of the International Conference on Lung Sounds, was also responsible for the famed conference taking place at Faulkner Hospital in 1976 and 1981. Dr. George A. Violin was one of the first ophthalmologists to perform epikeratophakia, a surgery to attach a living contact lens made of human eye tissue to a patient’s eye. (35)

Dr. James A. Warth, Hematologist/Oncologist, discovered a new human red blood cell, an erythrocyte that was named a Sequestrocyte, and was accepted into the American Society of Hematology’s Slide Bank. (36) In 1998, Bruce Mattus, Dr. Paul Bettencourt, Rose Pachas, Bonnie Fallon and Margaret Ferguson developed infection control and oral care practices to reduce the rate of ventilator related pneumonia. (37) Dr. Amiel G. Cooper and Dr. Scott B. Shepard developed a novel polymerase chain reaction based method to analyze expression of two genes in a single reaction. (38) The first known single port robotic myomectomy was performed at Faulkner Hospital in 2011 (39).

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## Innovators in Surgery

The earliest paper by Faulkner Hospital surgical staff was published in 1906. (1) This paper had been read at the meeting of the American Neurological Association in 1904. It described a case where a tumor was found and removed, with "marked benefit to the patient."

The hospital soon outgrew the Operating Room that was originally built, and eagerly anticipated the opening of the new Surgical Wing (right), begun in 1928 and completed in 1929. The wing was officially opened and dedicated on April 24, 1930, in the presence of Governor Frank G. Allen, Mayor James Michael Curley and a most distinguished assembly of hospital officials and guests. The new wing, located on the hill behind the main building, provided 75 additional beds, which doubled the hospital's capacity. The wing included three operating rooms, three nose and throat operating rooms and one plaster room. The operating rooms were embellished with gray-green Terraza and equipped with Balfour tables, built-in closets for supplies, and sunken x-ray recesses for the reading of plates during the operation. The Surgical Wing abutted a new Service Wing, which included modern laboratories, cytology and fluoroscopy departments, and electrocardiogram, x-ray and metabolism rooms. (2)



In October of 1934, Faulkner Hospital hosted a special program for the American College of Surgeons to introduce them to the work of the Clinic "along the lines of Bone and Joint work, especially the Traumatic and Reconstructive type." Surgeons performed operations for the honored guests, and there were x-ray and pathological exhibits and lectures on topics like "Surgery of the Hand."

Full approval was approved by the American College of Surgeons in 1950. (3) The Surgical Recovery Room opened in November of 1959, adjacent to the Operating Suite. The room contained a self-sufficient unit for post anesthesia treatment of surgical cases. (4) One of the operating rooms created especially for the "new" hospital is twice as large as most operating rooms in the United States. Many new initiatives were planned and the building process was forward thinking. In the 1980s, there were even two operating rooms for the eyes, one for the left eye and another for the right eye. Same-day surgery was first offered in 1975.



Chief of Surgery Dr. Pardon R. Kenney was appointed in 1988. He was formerly Director of Trauma Services at Rhode Island Hospital and has been a Clinical Professor of Surgery at Tufts University School of Medicine since 1992. Prior to that, he was Associate Professor of Surgery at Brown University and Co-Director of the Brown University Medical School Surgical Residency Program. (5) Dr. Kenney saved the hospital in 1992, when there was a four month period between the last surgical residents from Deaconess Hospital leaving and the new ones from New England Medical Center arriving. Dr. Kenney quickly developed a plan to hire new young surgeons-in-training so that there would not be a gap.

Faulkner Hospital Surgeons have broken new ground in surgical research and techniques. Dr. Robert B. Hunt and Stephen J. Cramer were among the first to pioneer laparoscopic gynecologic surgery. (6) Dr. Susan Love, the first Director of the Faulkner Breast Center, created a signature program of "breast surgery for women by women."

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## Heroes at Work

Faulkner hospital doctors, nurses and staff have saved the lives of countless individuals through the years. Faulkner Hospital has treated victims of an electric trolley car accident in 1904, a rider thrown from a horse during a country club race in 1913 and a group of riders traveling in an early auto that skidded on an embankment in 1916. (1) While not all these stories have made the news, a number of episodes in Faulkner Hospital's history truly reflect the courage and heroism of the staff.

On the morning of April 11, 1966, a two-car Boston-bound New Haven Buddliner railroad commuter train was derailed near the Massachusetts Turnpike in Allston/Brighton. Within ten minutes, Faulkner Hospital's Disaster Plan was put into effect as key personnel took their positions in the second-floor Disaster Control Center. Victims were treated in five disaster treatment areas – triage, first aid, operating, burn and shock and emergency holding to treat all twenty-six patients within three hours. The hospital received national recognition for its efforts. (2) Although this was long before Joan O'Connor started working at Faulkner Hospital, she remembers the incident because her father worked at the Boston and Albany Railroad. He was a crane operator and was called in on the scene to clear the tracks after the wreck.

Soon after Frank Frey started in the Security Department in 1975, there was a terrible fire in the old kitchen right around suppertime. He recalls how his unit worked quickly to help move patients to safety, even relocating some to the roof deck temporarily. Seventeen-year-old kitchen worker Rosalie Hooley sounded the first fire alarm and the entire floor was evacuated in about ten minutes. (3)

Following the Blizzard of 1978, the first two babies born in Boston were delivered at Faulkner Hospital. At that time, the hospital didn't even have obstetrician services, but the two pregnant ladies could not make their way to any other hospital. (4) It snowed nonstop for two days, each time over twenty inches, with hurricane winds producing severe drifts. Many employees were stuck on the roads trying to drive home during the early part of the blizzard. For the first few days following the blizzard, the National Guard did not allow drivers on the road. Doctors and nurses who needed to get to the hospital had to show credentials to drive to work. Non-essential staff was sent home prior to the blizzard. Mimi Iantosca, working in Human Resources at the time, remembers calling in and being told not to worry, as there were many volunteers "manning the fort". Bill VanGelder, Director of Pharmacy, walked in from Westwood just to get to the hospital, as well as many employees and volunteers who lived nearby. After the fifth day, staff was able to drive to work if they could show proof (such as a paystub) that they worked in the hospital. The National Guard was in place on the roadway to verify this proof. As paychecks had to be sent out, Mimi had to pass the National Guard station under still horrific driving conditions. When staff needed clean clothes, they donned hospital scrubs. Volunteers tirelessly put together "Stormy Weather Kits" with three-day supplies of food and provisions for patients going home after the blizzard. The cafeteria staff was also heroes, making sure that everyone that was here – patients, visitors, staff and volunteers – were fed through the crisis.

In 1980, doctors at Faulkner Hospital saved the life of an 8-year-old Hyde Park boy who fell through the ice and was trapped underneath it for about 20 minutes before being rescued. (4) When the roof collapsed at a local YMCA, the emergency room, surgical, nursing and medical staff successfully treated two children and an eighteen year old lifeguard who suffered injuries. (6)

Faulkner Hospital was named a designated treatment facility for the U.S. Open Golf Tournament in 1988, and treated all visitors to the event requiring emergency care. (7) Dr. William Russell MacAusland (1922-2004), an orthopedic surgeon who was known as "Dr. Mac" to his patients at Faulkner Hospital, donated over two weeks of his service every year to the Carols Otis Stratton Mountain Clinic that he helped found at the Stratton Ski Resort, where he headed a rotation of volunteer physicians. Dr. MacAusland and his team skied with radios to quickly arrive quickly at the clinic when called. (8)

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## At the Forefront of Education

In addition to formal programs as an academic medical center, Faulkner Hospital has had a long-standing tradition of providing educational opportunities for its staff and the community. Faulkner Hospital was the first private hospital in the United States to have medical students and residents. “From our very beginnings, we called ourselves a teaching hospital,” stated Dr. Andrew Huvos, “but it evolved through time. A tremendous tribute to our teaching is that many of our residents stayed to join our medical staff” Dr. Stephen C. Wright joined the staff in 1973 as Coordinator of Medical Student Education, has served as Chief of Medicine and Clinical Professor of Medicine at Tufts University School of Medicine and Lecturer on Medicine at Harvard Medical School since 1995 and became Faulkner Hospital’s first Chief Medical Officer in 1998 until his retirement in 2011. “I see medical education as a means by which the hospital can continue to deliver the highest quality of care and to replenish the faculty by adding talented young people to the Department of Medicine,” declared Dr. Wright.

The hospital has enjoyed a long-standing history as an academic teaching community hospital. In what was heralded as an “experiment” – a Fourth Year Harvard Medical School Student lived at the hospital in 1918 to attend to the routine laboratory work. His experience proved satisfactory and the following year Dr. Edward D. Churchill (another fourth year Harvard student) took his place. This experiment proved so desirable that it became permanent and the next fourth year student filled the position as House Officer. (1)

The hospital’s teaching service was in full-force in the 1930s. Each “interne” (the spelling used at the time) was given care of a minimum of fifteen patients in each of the medical, surgical and obstetrical departments. Patients cared for by the internes (MDs who lived in the hospital for one year) were called “house patients.” (2) There have also been “externes” (later called simply “externs” – medical students who worked in the hospital for a few months, but did not live on campus) in attendance at the hospital. Externs are now called “sub-interns” and are medical students in their last year of training.

Educational opportunities went beyond the medical. In 1939, hospital experience was offered to students from the Kathleen Dell Secretarial School. The students studied switchboard, typing and hostess duties under the instruction of Miss Geiger. (3)

Numerous educational opportunities were offered to the surrounding communities. A sampling of “Sunday Afternoon Health Talks” in 1937-1939 offered “Girth Control” with Dr. Arthur A. Cushing and “Surgical Diseases of the Kidney and Bladder” with Dr. Edward L. Young, Jr. By 1938, free public lectures on ways of preventing illness had become an annual event. (4) Other lectures that have been held through the years include the David Davis Memorial Lecture, the Paul Bettencourt Lecture, Edward L. Young Lecture and Watch your Health lectures.

The public was not limited to lectures; Faulkner Hospital broadcast its patient lectures through radio series. In 1940, a broadcast on “Anesthesia for the Public” aired on WAAB as a contribution to the American Hospital Association. (5)

Faulkner Hospital physicians and nurses served as professors for various academic institutions. The course in Anesthesia for the Graduate School of Harvard Medical School was given by the Anesthesia Department of Faulkner Hospital in 1940. (6) In 1945, students from Harvard Medical School and Tufts Medical School lived in the hospital and acted as student assistants. (7)

Approval was granted 1947 by the American Medical Association and the American Board of Internal Medicine for Faulkner Hospital to begin a residency training program in Internal Medicine. In that same year a training school for x-ray technicians was inaugurated.



(8) Following that was approval by the American Board of Radiology and the American Medical Association for a residency training program in Radiology. (9)

In 1948, Dr. James Halsted, Chief of Medicine, established a hospital policy that all patients would be expected to participate in the education of physicians in training, thus enabling Faulkner Hospital to attract a house staff of residents with a wide range of specialties. (10)

What was it like to be a student at Faulkner Hospital during the 1950s? Dr. Jeanne F Arnold (left, married to Dr. Peter Faulkner Jeffries, center, a Faulkner family descendent) was an extern here and remembers those days well. Dr. Arnold and Dr. Jeffries visited Faulkner Hospital for the first time in fifty years on October 23,

2009. Dr. Arnold's class of third and fourth year externs woke up bright and early, enjoyed a free breakfast in the cafeteria (they were given no lunch) and spent their days studying at Boston University School of Medicine. Back at the hospital, dinner was provided, and the externs worked alongside the student nurses. Their responsibilities included examining patients (including newborns), taking histories and performing physical exams, updating patient charts, drawing and cross matching blood and starting IVs. One extern would be "on call" until 7:00 am the next morning, and still have to attend classes the following day. "Faulkner Hospital provided a very desirable opportunity for students," said Dr. Arnold. "Room and board was provided, and we received a stipend of about \$15-\$30 per month."

While Dr. Arnold completed her externship, Dr. Peter F Jeffries (third great nephew of Dr. George Faulkner) was attending Boston University Medical School and had a rotation in Radiology under Dr. Lloyd Hawes. The medical students shadowed the doctors from 8:00 am - 5:00 pm, and medical school tuition was only about \$1,000 per year.

Dr. Arnold and Dr. Jeffries met while both were students; Dr. Jeffries was supposed to be introduced to Dr. Arnold's roommate, but it was Dr. Arnold herself who caught Dr. Jeffries heart. It was a union meant to be! Before they met, Dr. Arnold had examined a baby who was 2 1/2 months premature as part of her externship. That baby, born on October 27, 1960 at 3 lbs, 9 oz, was Stephen Benjamin Jeffries, nephew of Dr. Peter Jeffries. Incidentally, Stephen Jeffries is not only a cousin of President Theodore Roosevelt, but shares his birthday and grew to a height of 6 feet 5 1/4 inches. His parents donated the hospital's first double position switchboard in 1961.

In 1958, fourth year medical students from Boston University were trained at Faulkner Hospital, and the affiliation with BU continued through the 1960s for the Pathology Department. (11) In 1960, Faulkner Hospital provided American Medical Association approved residency programs in medicine, surgery, obstetrics, pathology and radiology, a school for x-ray technicians associated with Northeastern University, a school for medical technology (which was the first in Boston and the third in Massachusetts) and a nursing school. (12) In 1968 Faulkner Hospital began a program for third-sixth year psychiatry residents from the Massachusetts Mental Health Center and the Physical Therapy Department also became part of the Northeastern University Division of Cooperative Education in 1969. The hospital also affiliated with Simmons College School of Social Work for a social work training program that same year. This program later affiliated with Boston College as well. Faulkner Hospital offered the first training program for gastroenterology fellows in the 1960s, through a consortium that included Faulkner Hospital, Lemuel Shattuck Hospital and St. Elizabeth's Hospital. Faulkner Hospital was one of the first dozen hospitals in the country to offer a fellowship program in headache. "Our Fellowship involvement is one of the hidden jewels of Faulkner Hospital," said Dr. Daniel Matloff, Chief of Gastroenterology, Associate Professor of Medicine at Tuft University School of Medicine and Lecturer on Medicine at Harvard University School of Medicine. "Many of our fellows have gone on to be chiefs of medicine or services at hospitals throughout the country."

Other educational programs that took place during the 1960s and 1970s included Occupational Therapy with Boston University and Tufts, Physical Therapy with Harvard Medical School, Boston University and Northeastern University, Administrative Residencies with Boston University, Pharmacy with Northeastern University and the Massachusetts College of Pharmacy and Community Health Services with Boston University. (13) Bruce Mattus, Director of Respiratory Therapy, who came to Faulkner Hospital in 1983, developed in-service training programs for nurses and a respiratory therapy program in conjunction with Labouré College, Roxbury Community College, Northeastern University and Bunker Hill Community College.

The winner of the most uniquely named class award probably goes to the Psychiatry Service's "Educational Groups for Normal People." These groups took place in the 1960s and "consisted of normal people who were all facing the same life crisis . . . pregnant women, engaged couples, parents adopting children, etc. The purpose of these groups was to "help people anticipate and prepare for the emotional changes they would be forced to undergo as they went through a specific critical change in their lives." (14)

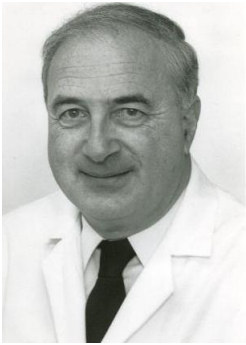
The Employee Education and Development Department began in 1975. A Speaker's Bureau was formed in 1977 with close to twenty physicians, nurses and staff. Founded by the Department of Community Health Services, early topics included the aging process, skin disorders, arthritis, mental illness, home emergency care and many others. (15)

When the "new" Faulkner was opened in the late 1970s, a variety of student programs were offered: 7 weeks with Boston University through the School of Nursing, two semesters with Boston University through the Graduate School of Social Work, two semesters with Boston College through the Graduate School of Community Health Nursing, one semester with Northeastern University through the Bouve College of Health Education and two months at Simmons College through the Sociology Department. (16)

A very unique educational opportunity was offered during the 1970s through the Radiology Department. A special Training for the Blind Program was offered to train blind people to develop films in an x-ray darkroom. Students could operate the darkroom under supervision by registered x-ray technologists. (17)

In the medical school Alumni Bulletins from the early 1970s, there is mention of a few students involved in internships at Falkner Hospital. In a June 1972 bulletin, for example, one student has an internship appointment at Faulkner.

An agreement dated February 6, 1974 between the Tufts School of Medicine and The Faulkner Hospital was signed by the school's dean, Lauro Cavazos, and Faulkner Hospital director William Skerry, which described a Tufts/Faulkner affiliation in the teaching of medical students. The program began with students being taught at Faulkner Hospital in select specialties, such as physical diagnosis, radiology, etc.



The Faulkner Internal Medicine Residency Program was established as an independent program in conjunction with Tufts University School of Medicine in 1976 under the leadership of Dr. Andrew Huvos (left). (18) Tufts then recognized Faulkner Hospital as a major teaching affiliate, as third and fourth year students could have their training in medicine here. Dr. Huvos also established a Continuing Medical Education (CME) program approved by the Accreditation Council for Continuing Medical Education (ACCME) in 1975; Faulkner Hospital was one of the first hospitals in Massachusetts to offer this type of program. Dr. Raymond Murphy, Dr. Norman Sadowsky and Dr. Norman Grace were among the first lecturers. Dr. Norman Grace held the position of Chairman of the Medical Residency Committee in Internal Medicine from 1973-2000. In 1991 the medical residency program was merged with that of Tufts/New England Medical Center, an affiliation that lasted until 1998, when Faulkner Hospital joined with Brigham and Women's Hospital as part of Partners HealthCare System. The residency program also served as the "growing tip," as many of the residents joined the staff following completion of their training.

Dr. Kenneth Pariser came to Faulkner Hospital in 1979. While serving as both the Chief of Rheumatology at Faulkner Hospital and the Director of the Rheumatology Fellowship Program at Tufts University School of Medicine, Dr. Pariser instituted the Program in Rheumatology in the 1970s and 1980s, where fellows rotated at both Faulkner and NEMC. In 1988 Dr. Pariser became Faulkner Hospital's first Director of Medical Education; his focus was on post-graduate internships and residencies. He helped establish a Joint Residency Program with NEMC, and both Categorical (three years) and Preliminary (one year) Internship Programs that delivered a solid general medicine education to enable physicians to practice in newly emerging subspecialties. The NEMC internships continued until Faulkner Hospital affiliated with Brigham and Women's Hospital, and then were transitioned to the new programs offered. Dr. Pariser also designed and implemented curricula for the residents for their first, second and third year to guide the programs educational function.

The surgical residency program also evolved over the years. Faulkner Hospital trained residents from Deaconess Hospital and Boston City Hospital through the Harvard Fifth Surgical Service from 1962 through the 1980s. In the 1990s, Tufts surgical residents rotated from The New England Medical Center. Many of the graduates of this program are now Chiefs of Surgery at various institutions.

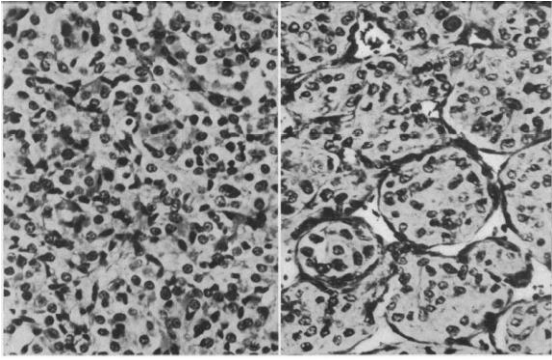
Physician Education can be fun! Dr. Max Bermann started a "Teaching Case of the Week", which included a box where the doctors could try to diagnose the case correctly and sometimes win a prize. Results would be announced the following week. Dr. Bermann recalled that Dr. Stephen Wright had the most correct answers.

The Faulkner Hospital Youth Alcohol Education Program, the first program of its kind in a Boston area hospital was launched in 1982. The program was free to local teens to teach teenagers about alcohol use and abuse. (19)

Faulkner Hospital began offering American Heart Association Advanced Life Support courses for providers in 1983. (20) Also that year, the hospital began live video teleconferences of educational seminars, debuting with "The Clinical Challenge for Physicians." The American Network broadcasted the teleconference in the Huvos Auditorium and provided live interaction for questions and answers through telephone communication with a panel of speakers. (21)

In 1989, Dr. Maria Warth, Chief of Endocrinology, began a Diabetic Education Program in conjunction with the nursing staff. The program included Diabetic Teaching Flow Sheets so that the teaching process could be monitored. Two of the hospital's nurses soon became Certified Diabetes Educators. (22) In 1994, new Training and Organizational Development Manager Rebecca Blair developed classes in Spanish and Russian for healthcare providers. Also that year, the Faulkner Hospital Excels Adult Literacy Program welcomed special guest Mayor Thomas M. Menino to its graduation ceremony. The Excellence in Core Education and Language Skills (Excels) Program began in 1992 and provided instruction in literacy, math and other basic skills. (23) Another educational program offered was TOPS, Training Opportunity Program for Students, where students with special needs from the Robert G. Shaw Middle School in West Roxbury could volunteer in various departments to gain valuable job experience and social skills. (24)

In 2000, the Department of Medicine at Brigham and Women's/Faulkner Hospital initiated a program to improve the effectiveness of house staff mentoring. (25)



LeCompte

Tumors of the Carotid Body

*A teaching case by Dr. Philip LeCompte*

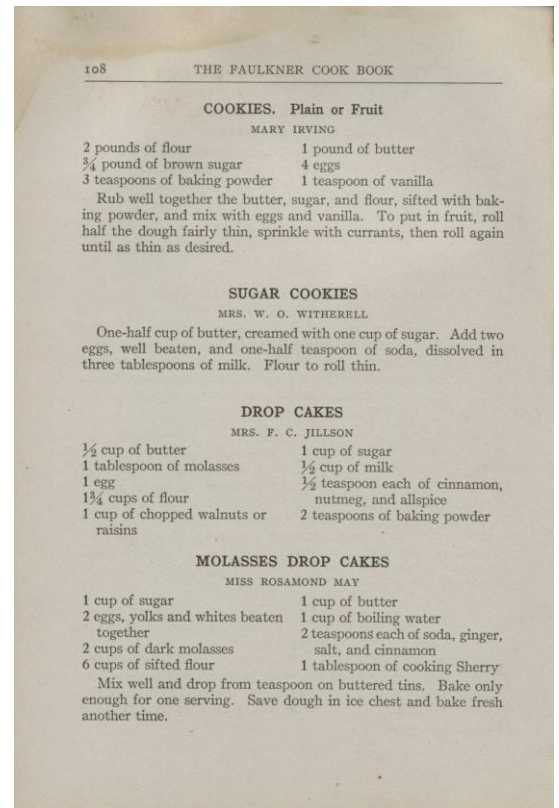
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## Library Services

The hospital maintained libraries from the start, including a nurses' library. Miss Marguerite Souther was a frequent volunteer librarian. One of its notable books has lasted over 100 years, an autographed version of *One's Self I Sing* by Elizabeth Porter Gould, author, activist and member of many women's clubs in Massachusetts around the turn of the century. Miss Gould donated the book to the library in June of 1906, a month before her death, "for the library of Faulkner Hospital, Jamaica Plain, Mass. with compliments." Early library supporters donated subscriptions to *Atlantic Monthly*, *Cosmopolitan* and *McClure's*. Even Dr. Faulkner himself donated books and magazines, including *World's Work*, *Century* and *Southern Workman*. (1)

Another treasure in the collection is *The Faulkner Cook Book*. (2) Chapters in this "book of tried and true recipes" include soups, fish, meats, vegetables, salads, eggs, cheese, desserts, puddings, frozen desserts, breads, muffins, cakes, cookies, chafing dish recipes, fruits, pickles, preserves, confectionery, beverages and sandwiches. Over eighty contributors provided their favorite recipes, including Mrs. Charles Souther and Mrs. Arthur Nicholson Broughton. A sample recipe, submitted by Mrs. M.W. Richardson, informs the cook that, "The Usual Method for Mixing Cake is to work the butter to a cream, adding the sugar gradually, then the beaten egg yolks, next the flavoring, and then the flour alternatively with the milk until both are used. Last of all, fold lightly the egg whites, beaten stiff and dry." *Faulkner Favorites Cookbook* was published in 1989 and *Flavors of Faulkner Hospital* in 2011.



Speaking of cook books, a famous local cookbook author, Miss Fannie Farmer, donated a copy of her own cookbook to the hospital in 1906. Miss Farmer operated Miss Farmer's Cooking School, which provided instruction to many of Faulkner Hospital's student nurses. Alas, this never made it to the library collection! The *Faulkner Hospital Babysitter Training Course Manual* by Bettie Hirshom and Laura Hollander of the Community Health Department was published in 1981. Although the library no longer has it, five libraries in New York, Pennsylvania and Ohio still own this guide. (3)

Historic collections the library maintains include the John R. Graham Headache Collection, the Irving Zieper Neurology Collection and the Michael G. Wilson Orthopedics Collection. Below: (left) A Faulkner Hospital librarian from the 1960s is ready to assist visitors, and (right) Director of Library Services Cara Marcus reads one of her favorite books in the collection – a 1936 Grey's Anatomy from the Michael G. Wilson Orthopedics Collection.

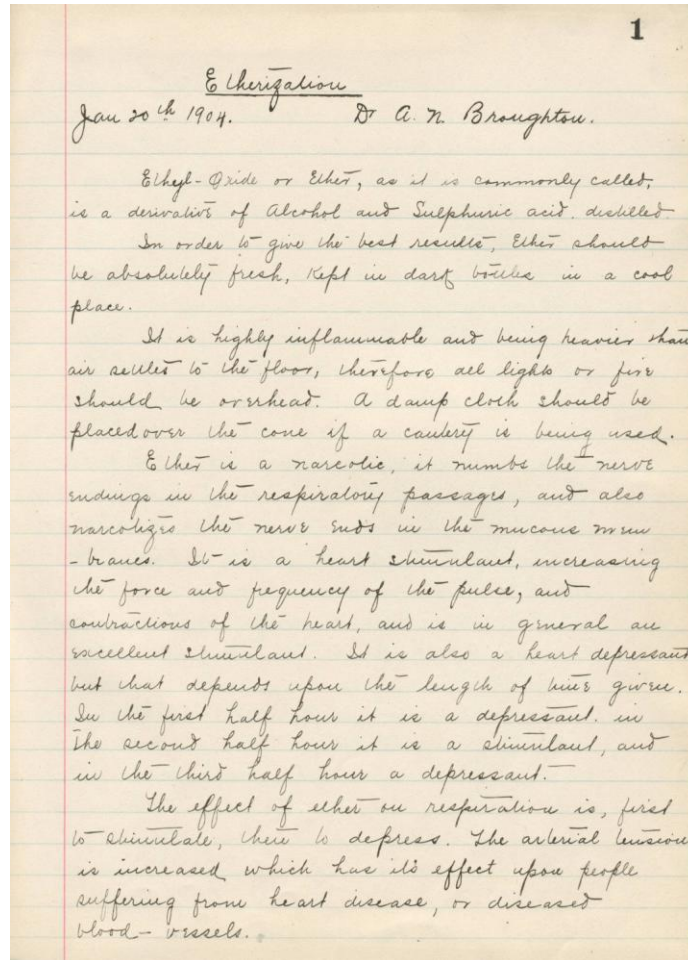


The original bound lecture series of 1904-1905 has also been preserved. Hand-inscribed in ink by Helen J. MacCarthy, the series starts with Dr. Arthur Nicholson Broughton's lecture on Etherization, which begins:

Ethyl-Oxide or Ether, as it is commonly called, is a derivative of Alcohol and Sulphuric acid, distilled. In order to give the best results, Ether should be kept absolutely fresh, kept in dark bottles in a cool place. It is highly



inflammable and being heavier than air settles to the floor, therefore all lights or fire should be overhead. A damp cloth should be placed over the cone if a cautery is being used.



The Nurses' Library was officially endowed in 1926, with a fund donated by the Training School Alumnae Association. (4)

In January 1931, the hospital founded the first Patients' Library. Marion L. Wheeler, Chairman of the Library Committee, reported that, "The library has had a most successful year and has been much appreciated by the patients. It now contains over 700 volumes and the distribution, twice a week, to patients averages 50 books each week. The volunteer workers have given generously of their time in distributing these books." Like other programs in the hospital, the Library Committee was quite enterprising, and sold about 200 of their oldest books in 1932 for the sum of \$5.00 to buy newer books. (5)

In 1933, one worker was responsible for cataloging and distribution of books to nurses and staff. In 1937, the Library became an official department of the Aid Society under the direction of Miss Souther and Mrs. Harvey. By 1940 there was a paid librarian every Tuesday and a cadre of "Pink Smock Girls" who volunteered on Tuesdays and Fridays. Patients on precaution were not visited by the book cart. Solicitations for book donations were made, provided the books were not "sad, depressing or unpleasant." (6)

## Ingersoll Bowditch Library

The Ingersoll Bowditch Medical Library was established in 1939, for the purpose of making available to all members of the staff and to the doctors in The Faulkner area medical books and the best professional periodicals. Dr. Franklin G. Balch, Jr., was the first librarian of the Ingersoll Bowditch Medical Library. It was "open to members of the medical care and allied professions." (7) A new library opened in 1963. Mrs. Ingersoll Bowditch was the guest of honor. Trustee Erling "Bud" Hanson remembers the special shelving that was designed for the library in the "old" building, with unique metal hinges designed to hold back issues of journals.

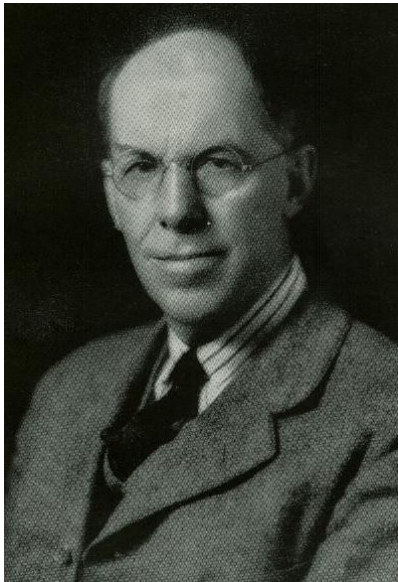
So who was the Ingersoll Bowditch Medical Library named after, you may ask?

The Bowditch family, whom the Ingersoll Bowditch Medical Library is named for, had a long association with Faulkner Hospital. Alfred Bowditch, born in 1855, was treasurer during 1900-1908. Lucy Rockwell Bowditch, born in 1868, was married to Franklin G.

Balch, MD, Senior Surgeon in Chief. Sylvia (Church Scudder) Bowditch volunteered and Mrs. Augustus (Balch) Putnam served as a trustee and was honored at the 1969 Faulkner Hospital Annual Meeting. The Bowditch family had settled Jamaica Plain in the 1840s and owned the entire top of today's Moss Hill. The Bowditch school in Jamaica Plain was named after a Bowditch ancestor when it was built in 1892. There is also a Bowditch Road in Jamaica Plain. Ingersoll Bowditch's ancestry has been traced to the 1500s to Robert Bowditch of Devon, England. The first of his family to emigrate to America was William Bowditch, who arrived in 1671 and served as the Collector of the Port of Salem. (8)

As a fitting tribute to the library, a number of the Bowditch family became authors. Nathaniel Bowditch (1773-1838) was the author of the *New American Practical Navigator*. Nathaniel Ingersoll Bowditch (1805-1892) wrote the *History of Massachusetts General Hospital* in 1851. Henry Pickering Bowditch founded the first physiological laboratory in the United States. (9)

There were two Henry Ingersoll Bowditchs, grandfather and grandson. Henry Ingersoll Bowditch (born in 1874), was the Director of Boston's Floating Hospital. His grandfather, also named Henry Ingersoll Bowditch (born in 1808) was a trustee for the Massachusetts Medical Society, chairman of the first Massachusetts State Board of Health and a champion for rights of women physicians. Both Ingersoll Bowditchs made significant contributions to medicine in their times. The elder Ingersoll Bowditch in particular, who died in 1892 before the founding of Faulkner Hospital, was also a major figure in the realm of library science. He authored a groundbreaking book *The Young Stethoscopist*, which has been referred to as "containing most valuable instruction in the art of auscultation and percussion of the chest." Through the auspices of the Massachusetts Medical Society, Henry Ingersoll Bowditch collected what was known as the "Bowditch Books" between 1849-1854, a collection of 1,687 volumes, 9,201 pamphlets and 16 broadsides. These books were given as a gift to the Boston Public Library and some were sent the Boston Medical Library during 1905-1917. (10)



Henry Ingersoll Bowditch spoke eloquently on the value of literature and reading to the medical profession. In 1868, when Professor of Clinical Medicine at the Harvard Medical School, he gave the valedictory address to the graduating medical students, "Read, then, not only medical, but as far as possible, good works in all departments of literature and science ; and permit me to add, that now is the appointed hour, the golden season of your lives." (11) Although the library was not named after Henry Ingersoll Bowditch, library staff feel that much of his spirit and love of literature lives on.

The medical library was named for Ingersoll Bowditch (left), another great leader in health care. He served as Faulkner Hospital's treasurer from 1908-1938 and lived on Woodland Road in Jamaica Plain. He was born in Jamaica Plain on May 31, 1875 to Charles Pickering Bowditch (one of the first Faulkner Hospital trustees) and Cornelia (Rockwell) Bowditch. He attended William Nichols's School in Boston, and also studied with a private tutor. He attended Harvard between 1893-97, receiving an A.B.; and obtained his S.B. in 1900 from the Massachusetts Institute of Technology. (Harvard College Class of 1897 Twenty-fifth Anniversary Report) He was trained as an engineer, but abandoned that profession to follow the family tradition of the management of estates and property. He also worked as a rodman for a lumberyard and managed the Chocorua Hotel in New Hampshire. (12)

In addition to his post as treasurer of Faulkner Hospital, Ingersoll Bowditch served as treasurer of the Community Health Dispensary, the Community Health Association, Sharon Sanitarium, the Associated Hospital Service, Jamaica Plain Dispensary and the Instructive District Nursing Association, as well as the president of the Sharon Sanitarium, vice president of the Hospital Community Council of Boston, an officer of the Massachusetts Hospital Life Insurance Company and manager of the Corporation of Adams Nevine. His far-reaching interests ranged led to additional committee and board appointments to the Arnold Arboretum, Eliot School, Harvard Observatory, State Street Trust Company, Massachusetts Cotton Mills, New England Lumberman's Association, Peabody Museum and the Society for the Advancement of Colored People. (13)

When he died in 1938, the Trustees were saddened to lose this gentleman of intense vigilance, earnest application, wise and generous counsel, wide experience, broadened vision and a sense of pervading modesty and simplicity. Ingersoll Bowditch became known as an important figure in the national hospital councils and had acquired a vast knowledge of hospitalization. He had become so interested in hospital management that every unit had learned to depend on his judgment and wise council. (14) In February 1941, the Medical Library was named in his memory. (15)

Ingersoll Bowditch and his wife also contributed to the world of libraries. Mr. Bowditch served as editor of the journal *Hospital Management*. (Tozzer) His wife, Sylvia Church (Scudder) Bowditch (1875-1964), a graduate of Bryn Mawr, gifted the Harvard College Library the correspondence, drawings, and diary of American editor Horace Elisha Scudder in 1960. (16) Mrs. Ingersoll Bowditch volunteered for the hospital's Linen Room thousands of hours during 1918-1964 and was President of the Auxiliary during 1948-1949. She received a Paul Revere Bowl in gratitude of her service. Upon her death, her many friends contributed a memorial in her name to be used for the library.

The early Ingersoll Bowditch Medical Library was very similar to its counterpart of today. In 1942, there were 260 volumes of textbooks, which were accessioned, catalogued and classified according to the Boston Medical Library classification (now defunct, the library switched to National Library of Medicine classification in 1971). Early acquisitions included *Cumulative Index Medicus* (a forerunner of today's online databases) and *Nelson's Loose-Leaf Surgery*. There were 14 medical journals, which were bound. The library was always open 24 hours a day, and was from the start a non-lending library. (17)

The Ingersoll Bowditch Medical Library became a member of the Hospital and Business Libraries Groups of the Special Libraries Association in 1944.

Dr. David Davis was another instrumental name in the founding of the "new" Ingersoll Bowditch Medical Library, built in 1963. Upon his death in 1963, The David Davis Memorial Fund was established to provide books and an annual lecture in his name. Dr. Lloyd E. Hawes, Chief of Radiology, was Chair of the Library Committee when the new room opened. (18)

The first database the Medical Library acquired was "MEDLINE Express on SilverPlatter" in CD-ROM format, back in 1992. At first this "state-of-the-art-system" was only available on a trial basis and Library Director Barbara Pastan urged staff to come in and search with it. (19) MEDLINE (PubMed) is now freely available from any computer with Internet access through the National Library of Medicine.

The Michael J. C. Patrick Library was dedicated on June 18, 1990. (20) The 6<sup>th</sup> and 7<sup>th</sup> floor Resource Rooms opened on November 5, 1998. The Patient/Family Resource Center opened on September 27, 1999. Diabetes and foot screenings were offered at the opening reception on December 8, 1999. (21)

*David Trull and Barbara Pastan at the opening of the P/FRC*



## Endnotes

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## Art and Artifacts

A Faulkner hospital patient, Mrs. Jessamine Gordon Warren, was the daughter of the artist who painted a glorious painting of Dr. George Faulkner at age 86 that hangs in the Sadowsky Conference Room. The artist, Emeline Hastings, completed the painting in 1905, but neglected to sign her work. Although she had often planned to visit the hospital some day to sign it, she died before she was able to. Emeline Hastings was a graduate of the Museum of Fine Arts and the portrait was her first commissioned work. Mrs. Warren remembers viewing her mother's painting in the waiting room of the "old" hospital. Another striking portrait of Dr. George Faulkner was completed in 1957 by Mr. Richmond K. Fletcher of Waban. The portrait was presented to the hospital in 1960 by the artist's wife, Marion Faulkner Fletcher, grandniece of Dr. Faulkner. Mr. Fletcher used a photograph of the children of Francis Faulkner taken in the mid-1800s to paint the portrait. (1) The first painting of Dr. Faulkner, along with a painting of his wife Abby Faulkner hanging in the Sadowsky Conference Room, were recently restored and reframed with soft satin frames with crackle gold finishes by the Fenway Art Center in Boston.

An oil portrait of Dr. John R. Graham was presented to the Graham Headache Centre in 1987. The artist, George Eisenberg of Marblehead, also was a feature illustrator for the *Boston Post Magazine* and created the first illustrations for Hasbro's original GI Joe action figures. (2)

Jack Wolfe (1924-2007) painted two remarkable works of art which he presented to the hospital as a tribute to his dear friend, Dr. David Davis, to commemorate the opening of the "new" Faulkner Hospital. Wolfe's work has been recognized by The Institute of Contemporary Art in Boston, The Whitney Museum and The Carnegie Institute. Mr. Wolfe, who hailed from Stoughton, Massachusetts, was well-known for his painterly and passionate brushwork of abstract expressionism. (3)

Imagine an art exhibit all about headache pain? The John R. Graham Headache Centre did just that in 1989, with a "Through the Looking Glass" exhibit on national tour of forty works of art, including work by Carlyn Marcus Ekstrom. It was to portray how devastating severe headaches can be that Dr. Egilius Spierings, Director of the Graham Headache Centre, created the exhibit. The pictures and pieces of sculpture were excruciatingly vivid, so much so that many of the Headache Centre patients who saw them winced visibly. (4) For a time, the exhibit was held on the second floor Chapin House for patients and staff to view. While this was a planned headache art exhibit, there was also an unplanned one. A contemporary sculpture composed of moving facets of metal was installed by the pool in honor of a breast cancer patient. While a beautiful piece of art, the metal surfaces reflected the sunlight and produced a glare that profoundly disturbed the headache patients in the hospital. The solution at the time was to pull the shades down on the windows facing the sculpture. A diminutive porcelain figurine of a child holding her head, entitled "Headache," was presented to the Headache Research Foundation by Danish artist Dr. T. Dalasgaard Nielsen in 1964.

Artwork to depict breast cancer survivorship hangs throughout Belkin House. Patient Kathy Clegg's artwork, "Mamma Mural" plays on the word "breast," depicting Hall of Fame quarterback Y.A. Tittle throwing touchdowns near Lake Titicaca as whittle-bellied boobies fly overhead. Clegg painted the mural to evoke laughter, even in the face of cancer. (5)

A beautiful, signed monoprint of a forest stream hung in the Ingersoll Bowditch Medical Library by well-known artist Neil Welliver (1929-2005), who studied under abstract artist Joseph Albers at Yale. Like Albers, Welliver was well-known for his square paintings, which he composed from top left to bottom right. Many of his works paid tribute to the bounty of nature in Maine, where he lived most of his life. Neil Welliver created woodcuts, silkscreens, lithographs, etchings and aquatints. His works hang in many museums throughout the world and a number of books have been published celebrating his art and life. The print exemplifies the "healing landscape" attributed to this fine artist. (6)

Also displayed in the Ingersoll Bowditch Medical Library was an awe-inspiring watercolor painting by Susan Schatter of the Charles River as viewed from the Harvard side. This work was donated to the hospital by Dr. and Mrs. Alvin Krakow in 1999. Dr. Alvin Krakow was the founder of the Harvard School of Dental Medicine's Post-Doctoral Program in Endodontics.

A collection of four prints were also donated in 1999 by the Krakows, which are displayed in the Patient/Family Resource Center. The artist, William T. Williams, is known for his pioneering use of color and form. *Memory and Mirrors* (7) is a reflection of the present but also a metaphor for the past. *HKL* (1970) is a series of four serigraphs depicting the four seasons. William T. Williams has received numerous awards including a John Simon Guggenheim Fellowship and National Endowment for the Arts Awards. (8) Another set of 11 serigraphs coordinated by Vera List, which were screen printed on falpaco and diecut, were donated in 1999 by the Krakows: Walter Darby Bannard's signed *Skyways* series from 1969. Facilities Staff Dan Massarelli suspended the prints from the ceiling in an inspired installation. Bannard's artwork has been represented in the collections of all the major New York museums and many others around the world.

A series of five watercolor paintings were commissioned for the Faulkner/Sagoff Centre's "Hope for the Future" Campaign. An "American Luminist," Donald Demers is a Fellow of the American Society of Marine Artists and his illustrations have appeared in

magazines such as *Reader's Digest* and *National Geographic*. The watercolors he created for the Faulkner/Sagoff Centre depict breast cancer survivors engaging in life – walks on the beach, tending their gardens, etc. (9)

Dr. Stephen Wright was thrilled when he won an original oil painting by Auxiliary member Anne Quinlan, an art instructor for Newton Adult Education. Anne's beautiful painting of Boston's famous swan boats backed by the Boston skyline depicts three ducks following the swan boats amid lovely blues sparkling in the sky and reflecting in the water.

There are a number of glorious clocks on display at The Faulkner. Dr. J. Martin Woodall, a psychiatrist who was medical director of Adams Nervine Hospital in Boston from 1935 until 1966, shared the story of a magnificent clock on display in the Admitting Department at Faulkner Hospital. The clock was purchased in 1895 from Shreve, Crump & Low, in Boston by Mr. Apsley of Hudson. Mr. Apsley was a close friend of Mr. Crump. When Mr. Apsley died and his estate was distributed, a member of his family who was a patient of Dr. Woodall gave the clock in gratitude to Faulkner Hospital for his care. For a time, the clock graced the halls of Chapin House. Another clock was donated by the family of Dr. Irving Zieper, who was on Faulkner Hospital's staff between 1962 and 2002 and became Chief of Neurology in 1983. The clock, placed in the Gutierrez Medical Staff Lounge, bears an inscription dedicated to Dr. Zieper's service. (10) A brass clock commemorating the new Faulkner Atrium was given as a Massachusetts Health and Educational Facilities Award by Bear, Stearns and Company to the Atrium Committee. A very beautiful British clock was presented in 1970 to Dr. John R. Graham by Miss L. E. T. Storar, British Consul in Boston. Dr. Graham was also responsible for changing the way all staff wrote dates at Faulkner Hospital. He asked everyone to format their dates as day, month, year (like 24 April 1960) to reduce confusion between the American and European date formats.

A stately wood and glass display case in the office of the Chief of Psychiatry houses a collection of 13 Buffalo China Rouge Lamelle dinner plates from the 1930s. Lamelle is French for laminated. Buffalo Pottery was granted a patent for a ceramic-making process in which two or more layers of clay were used to form the appearance of an inlay. The china features a black pin line inner-rim border and rose-beige outer border with floral designs.

The beautiful chapel, which was constructed in 1979, is framed by two floor-to-ceiling stained glass windows by artist Lois Chartres and imported from France. The many shades of blue, orange, yellow and red glass are inlaid in textural grey grout in an entrancing naturalistic pattern. James Lawrence, A.I.A., was the Chapel architect and the dedication was delivered by Fr. Charles McGahey of Holy Name Parish, Rabbi Alan Turitz of Temple Emeth and Reverend Blayne Colmore of St. Paul's Church in Dedham. When the Chapel first opened, hours were 7:00AM-10:30PM daily. The hospital had a full-time chaplain, Reverend Charles R. McGahey, beginning in 1972. (11) The Chaplaincy Department was renamed the Spiritual Care Services Department in June 2015.



The hospital renovations sparked the creativity of a number of artists. Dongik Lee created a detailed painting of the five-story addition completed in 1995. The Boxford, Massachusetts trained architect works in high contrast and varied contour textures, including pencil, pen and ink, prismacolor and watercolor paints. (12)

Shreve, Crump & Lowe created an iconic pitcher of an open-mouthed fish with an elegantly swirling tail aloft entitled "Pink Gurgling Cods." The designer issued a limited edition of the pitcher in pink to promote breast cancer awareness with proceeds benefiting the Faulkner-Sagoff Breast Centre. (13)

There was a lovely pink dogwood tree planted in the oval in front of the main entrance to the original Administration Building in 1958 in memory of Dr. Franklin G. "Daddy" Balch, Faulkner Hospital Trustee and Surgeon-and-Chief from 1902-1930. The tree was planted through a donation by Mrs. J. Mott Hallowell, a member of the Board of Trustees. (14)

Many of photographers have been so inspired by the bounteous hills surrounding Faulkner Hospital that they have created images for posterity. Photos on record at the Harvard University Library Repository include Alfred James Fordham's "Lilac (Syringa) Collection with Faulkner Hospital in the Background" (1974), Sheila Connor's, "Bussey Hill Road and the Oak (Quercus) Collection with Faulkner Hospital in the Background" (1980) and Corliss K. Engle's "Faulkner Hospital Viewed from Peter's Hill" (1989). The

Repository also owns a series of lantern slides from 1936 with views from Peter's Hill and Bussey Hill looking towards Faulkner Hospital.

The photographic exhibit displayed outside the Huvos Auditorium, "Healers of our Age," was donated by Katherine Burrage in 1989. The photos, taken by world famous photographer Yousef Karsh, capture the spirits of immortal scientists, such as Albert Einstein and Sir Alexander Fleming. (15)

Perhaps you've wondered whether Allandale Farm on Allandale Street and Newton Street on the Jamaica Plain/Brookline border has a Faulkner Hospital connection. After all, it was once called Faulkner Farm after its first owner, Charles Faulkner, and George Faulkner did have a brother named Charles. Faulkner Farm was later home to the Brandegee Estate, Mary B. Brandegee's property, which spanned more than 3,600,000 square feet. Edward D. Brandegee was a personal friend of President Theodore Roosevelt an Instructor of Dentistry at Harvard, and possibly knew George Faulkner through their mutual Harvard affiliation. When Faulkner Hospital opened, Faulkner Farm was also open for public visits throughout the summer so the community could view its fine gardens and Italian architecture. And when the American Academy of Arts and Sciences held its fourteen hundredth meeting in 1957 at Faulkner Farm, the Academy directed attendees by way of The Faulkner Hospital. (16)

There is even a "Faulkner song" in the hospital archives, although as of this writing, there is no information about its creator or origins. The reference to "black bands" probably pertains to the stripes on nursing student caps as they move through their education. So make up a tune and sing along:

We'll be loving you always  
While the skies are blue always.  
We'll have our black bands,  
We've been in many lands,  
But we come again always, always,

We'll be true and blue always.  
Even though we've been through  
We know we still have you  
To tell us what to do always.

The following poem can be attributed to Mrs. John A Caskie, President of the Faulkner Aid Association in 1964. Mrs. Caskie wrote this poem in the spirit of the "Faulkner Family" (17)

Someone has blended the plaster,  
Someone has carried the stone,  
Neither the man nor the master  
Ever builded alone.

Building a room from the weather,  
Or building a house for the king,  
Only by working together  
Can we accomplish anything.

A beautiful undated poem - "A Lantern of Mercy" by E.M. McDonough begins:

The physician serves with dedication and labors with untiring toil.  
How valiantly Dr. George Faulkner worked to cure the sick and to attain his goal  
Ever providing hospital care for families and their new born  
Fervently striving so that everyone could enjoy the happiness of a brighter dawn  
And knowing that those with malignant pain will soon experience eternal joy.

While no information was provided about the origins of this poem, E. M. McDonough, principal of the Boston Continuation School during the early 1900s may have been the poet. There were also two Dr. Eugene McDonoughs at Faulkner Hospital, a father and son. The Senior Dr. Eugene McDonough was a general practitioner and the Junior, Dr. Eugene F. (not M.) McDonough, was an oncologic surgeon.

Jane Pinanski, a former patient, wrote: "Ode to the Faulkner" (18)

If I ever needed a hospital  
There is only one place I would go,  
Where the people are the  
pleasantest  
Of anyplace I know

You are never kept waiting  
If you really are in need,  
And volunteers come around with  
cart  
If a book you want to read.

You can even have a TV set  
And maybe a telephone,  
So your friends can call on you  
And you'll never be alone.

The nurses are always very kind  
The doctors are the best.  
They always tend to all your needs,  
They never seem to rest.

If you like eating  
The food just can't be beat,  
And if you want something special  
They'll try to get you a treat.

Of course you know this Hospital  
Where everyone is so kind.  
It is Faulkner in Jamaica Plain  
It's the best one you can find.

This amusing jingle was created by the Infection Control Committee in 1997 - "Check the Halls" (19)

Check the Halls for Human Folly  
Fa-La-La-La-La-La-La-La-La  
Hepatitis Won't Be Jolly  
Fa-La-La-La-La-La-La-La-La

Barriers for good protection  
Fa-La-La-La-La-La-La-La-La  
Are the keys to no infection  
Fa-La-La-La-La-La-La-La-La

There was even a poem written to commemorate the glass wall installed in Hollowell Hall in the nurses' dormitory. (20)

Large panes of glass that make up a wall,  
Now show all that happens in Hollowell Hall.

Housemothers smile with secret delight,  
While boyfriends frown at the horrible sight.  
What an impediment to that last kiss goodnight!

What is the purpose of that sheer wall?  
Need you ask –  
For the delivery of pizza to Hollowell Hall!



Dr. George Faulkner endowed the hospital with its own creed: *The patient is at the hub of the wheel.* (21) The early crest was equipped with the Falconer family motto *Armis Potentius Aequum*, which means "Justice is more powerful than arms." The crest included a knight's helmet, denoting that there was a knight in the family, and a bunch feather lure used by the falconer to recall the hawk. The School of Nursing yearbook for 1959 listed this as the Faulkner Hospital pledge and creed: *Reverently do I pledge myself to the wholehearted service of those whose care is entrusted to this hospital. To that end I will strive in the fulfillment of my duties holding secret whatsoever I may learn touching upon the lives of the sick. I acknowledge the dignity of the cure of disease and the safe-guarding of health in which no act is menial or inglorious. I will walk in upright faithfulness and obedience to those under whose guidance I am to work, and I pray for patience, kindness and understanding in the holy ministry of broken bodies.* Faulkner Hospital adopted the following motto in 1964: *The crown of these is made in love and friendship. And sits high upon the forehead of humanity.* (22)

A new seal, graced by three falcons and Dr. George Faulkner's famous top hat, replaced the seal of Dr. Faulkner and his horse and buggy in 1956. The falcons are based on the original meaning of the Faulkner family name. In 1970, a seal was designed with two snakes coiling around a bird with outstretched wings encircling the words "Renaissance at the Faulkner." This seal was emblematic of the plans for building "The New Faulkner" and displayed the motto, "We are Building a Distinctive Community Hospital." (23)

The Faulkner Hospital logo evolved through the years too. In the 1970s, a logo was designed with a puzzle-piece-like shape connected the F and H of Faulkner Hospital. To celebrate the tenth anniversary of the "new" hospital building, Frisbees were made with this logo and given to all staff to put their plates in for a free lunch celebration. There were also magnets and keys made with the logo. The key with the first logo was used by many years by Gift Shop volunteers to open the jewelry case and is now part of the hospital Archives. This logo has been used as a line drawing, with shading and filled-in on stationery and assorted documents. A Renaissance logo was created in 1970 to symbolize the building of the new hospital. This logo combined a Phoenix and a Caduceus. (24) The logo of the 1990s was a stylized modern rendering of the hospital, the hill and the surrounding trees. Created by Lapham/Miller in 1989, this design was said to highlight the clinical advantages of a teaching hospital combined with the friendliness and compassion offered in a community setting. In a classic typeface, Faulkner Hospital was displayed under this illustration. This logo adorned custom embroidered scrub wear, athletic shirts, tees and caps. Another logo used in the 1990s into the 21<sup>st</sup> century (shown at right) displayed a tower made by four nested diamond-shaped blocks.

The Faulkner Hospital banner has been proudly waved in community parades, such as the Roslindale Day Parade, which we sponsored. (25)

A figa (Brazilian good luck charm), carved of jacaranda wood, was presented to Faulkner Hospital by Dr. Alan G. Greene, who brought it from a two-month tour of duty aboard the S.S. Hope, stationed in Brazil, in 1972. (26)



Bonnie Fallon, RN donated her School of Nursing ring, which was 10K gold and engraved with her initials. The ring was designed by Balfour and nursing students purchased it to have a lasting memory of their school years. Each class used their own design; Bonnie's class of 1968 created a ring with the Faulkner family crest. Bonnie also donated her porcelain Florence Nightingale lamp given to her at her capping ceremony in 1966. The lamp is decorated with filigree designs and includes the original candle that was given to Bonnie.

Paul Keating, Director of Facilities, donated the American flag that was flown over the United States Capitol at the request of Massachusetts Senator John Kerry, in honor of the anniversary of Faulkner Hospital.

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## Food and Dining

The hospital initiated a “kitchen garden” in 1903, supplying the hospital with vegetables during the summer. Student nurses enjoyed planting potatoes and buckwheat about the hospital. (1) At the turn of the twentieth century, refrigerators were a new invention and ice boxes were used to provide cool storage. There were two cold storage rooms in the basement, which they used for both medicines and canned fruits. Nevertheless, staff and patients dined on a varied menu that included asparagus tips, haddock and corned beef. Milk was delivered from a contractor. (2)

Steam-heated equipment was introduced and a transportation car to run between the main kitchen and the diet kitchens was installed in 1923. (3) The Service Building, completed in 1930, contained a floor of special dining rooms for supervisors, special nurses, students and maids, finished in Colonial and Tudor design in antique maple, oak and walnut. (4)

The Precedent Book of the 1930s included a “Special Anemia Diet”. While some of the recommended foods, such as Cornflakes and Wheatena, are familiar - other entries, such as Pettijohns, Red Muscle Meat and Dandelions, seem exotic and even formidable today. A sample “Colon Diet” from that same time was quite bland, consisting only of egg, milk, cream, butter, macaroni, rice, bread and Cream of Wheat. There was a “Faulkner Method for Treatment of Gastric or Duodenal Ulcer,” which included “a dropped egg on toast” and Uneda crackers (Nabisco). The book also included sample menus for a high caloric diet, high vitamin diet, liquid and soft solid diet, low fat diet, low protein diet, “Diet for Reducing,” “House Diet” and “Karell Diet” (also known as the “Karell Cure”, which was invented in 1866 by Philippe Karell, Physician to the Czar of Russia) The Karell Diet at Faulkner Hospital consisted of 800 cc of thin milk given to the patient in 4-6 portions throughout the day, with no other food or fluid given. (5)

When Faulkner Hospital first opened, nurses prepared all the baby formula. In 1943, the H. P. Hood & Sons Company (the same company that makes Hood Milk) was enlisted to make up the formula through their laboratory. (6)

World War II affected many facets of Faulkner Hospital life, including food services. The dietary department had to deal with wartime food rationing, as well as a substantial decrease in their staff, and they had to rely on high school students to prepare and serve food for the hospital. Things improved after the war and the department was able to purchase four electrically heated food trucks for the Medical and Obstetrical floors. A graduate from the Fannie Farmer School of Cookery joined the Faulkner Hospital staff as pastry cook to produce “delectable desserts.” (7)

Meals were provided for nurses at Faulkner Hospital through the 1940s. In 1948, employees were given meal tickets for the number of meals they were entitled to. The first “Pay Cafeteria” for staff, employees and guests opened in 1949. The kitchen of the 1950s boasted hot-top and fry-top ranges, deep-fat ranges and a double-deck roast oven. (8)

In the 1950s, the food service program was a combination of centralized and decentralized service. Faulkner Hospital used Crotty Brothers as the food management consultant. The dietary staff included dietitians, therapeutic dietitians, diet kitchen aids, student nurses, diet maids, chefs, cooks, ward dietitians and administrative dietitians. Diet maids transported hot and cold food trucks to each floor. A typical ward patient’s food tray included meat, soup, bread, butter and beverage. There were “Nourishment Girls” in the 1960s who prepared snacks for patients who needed in-between meal feedings. (9)



Faulkner Hospital was likely the first hospital anywhere to implement automation of dishwashing (left). Patients in the 1960s were treated to Syracuse China serving trays embellished with the Faulkner crest. A typical patient dinner menu from the 1960s included six appetizers, seven entrees, three salads, fifteen desserts and eight beverages (including cream sherry). The Pharmacy had a “liquor license” to serve alcoholic beverages to patients upon their physician’s approval. Prime Ribs of Beef or Prime New York Sirloin were offered at least once a week. (10) Faulkner Hospital’s distinctive menu for the 1971 Service Awards Dinner included Seafood Newburg, Southern Fried Chicken, Cold Tongue and a dessert offering of Jell-O Molds. The gourmet menus were heartily appreciated by diners, and Faulkner Hospital had a reputation for excellence in food among area medical students. “When I was a medical student here,” recalled Dr. Daniel Matloff, “Faulkner Hospital was known for its spectacular food, especially the incredible smorgasbord served at the annual holiday meal,” a tradition that began in 1974.

John Dantona, Cafeteria Manager, first came to Faulkner Hospital as a cook in 1977, when the “new” Faulkner Hospital was less than a year old. If you remember anything about the 1970s, you probably remember the vivid colors and patterns that decorated everything from dresses to wallpaper. Well, the cafeteria was no exception! It was decked out in the brightest orange, blue, green and yellow that could be imagined. Not only were the walls painted in these eye-catching colors (in bold zigzags, no less), but the chairs, food trays and storage areas all glared in the same color palette. Adding to the mystique were gleaming stainless steel appliances, dividers of live plants and an entire window of open glass with a perfect view of Centre Street. There were beverage and snack vending machines right in the cafeteria. At some point, it was decided that the zigzags of color were a bit much, so the bright orange, blue, green and yellow effects were relegated to tamer horizontal stripes.

When John first came to Faulkner Hospital, food service was managed entirely in-house. Since there were no computers to help him create schematics for how the food would be laid out in the cafeteria, he drew diagrams by hand. The staff included cooks, chefs, dietitians, supervisors, managers and a director. The Sieler Corporation arrived in the early 1980s and brought some of their own staff in to work side-by-side with Faulkner Hospital staff. In 1990, the cafeteria was managed by Sodexho, which merged with Marriott Food Service Management Services to become Sodexho Marriott Services in 1998. “What Sieler and later Sodexho Marriott Services brought was a national level of food service management,” stated John. “They brought in executive chefs and a full management team with a great deal of expertise to create new menus and processes. There has always been a special bond between Faulkner Hospital and Sodexho Marriott staff; they wanted to stay here forever.”

The Sieler Corp. continued Faulkner Hospital’s tradition of hearty, wholesome, home-cooked meals, such as beef and turkey pot pies and homemade meatloaf and instituted “Theme Days” like Italian, Caribbean and Greek Food Days. Their sample menus included Grapenut pudding, a “Bermuda Triangle” sandwich and a “Sunrise” sandwich. Guidelines were supplied for everything, from placing cake points toward the customer to putting fondant on Danish. Prices will put a smile on your face - \$0.45 for a small coffee and \$0.50 for a bagel. Early Sodexho offerings included a “Dip and Dunk Basket,” a “Delicious Club” and a cryptic menu offering called “Dynamite.” There was a small salad bar, and the grill shared space with the deli – the same cook would serve hot or cold sandwiches. Only two cash registers were in the cafeteria at that time. A trend in food design through the 1980s and 1990s was to garnish everything with curly kale, so the salad bar was literally encased with this attractive garnish. The cafeteria was open between 6:00 a.m. – 11:00 a.m., then again from 11:30 a.m. - 6:30 a.m.

In 1989, the Faulkner Hospital Employees Activity Committee, which began in 1970, created a cookbook entitled *Faulkner Favorites: A Collection of Recipes from Faulkner Employees and Friends*. This helpful book included a calorie counter and a meat roasting guide. Longstanding Faulkner employees Joan O’Connor (Sweet and Sour Dressing), Mimi Iantosca (Ginger Chicken with Peaches) and Dolly Marmol (Philippines Egg Roll) were among the contributors to this cookbook. Glenna Bridges, MRI Supervisor, who has worked at Faulkner Hospital since 1973 in the Radiology, CT/Scan, Mammography and Nuclear Medicine Departments, created this tasty, nutritious and easy recipe for Dill Dip in Pumpernickel Bread:

- 1 cup sour cream
- 1 cup mayonnaise
- 1 teaspoon minced onion
- 1 teaspoon dry parsley flakes
- 2 teaspoons dill seasoning
- 1 teaspoon celery seed

Cut top off pumpernickel; pull out inside of bread. Mix preceding ingredients and chill several hours if you like. Use torn or cut up bread pieces as dippers and put dill dip inside bread shell.

Faulkner Hospital offered a new room service program for patients in the 1990s, through Sodexho Marriott Services. The program followed the restaurant and hotel concept of “food on demand.” The program allowed a patient to order food from 7:00 a.m. - 6:30 p.m., which was cooked-to-order and delivered to their room within 45 minutes. In addition to English, the Room Service menu was translated into three other languages: Russian, Spanish and Haitian Creole. The menu included comfort foods, vegetarian options, heart-healthy items, and ethnic specialties. (11)

The Gourmet Bean Cart opened in December of 1995, in the mezzanine next to the Atrium Conference Rooms. The purveyor of specialty coffee and snacks was well-received by staff. (12) John Dantona was sent to Kraft Headquarters in Chicago for intensive training to become a “Barista”; he returned and trained the other staff who served at the Gourmet Bean.

One thing everyone who visited could agree on – the food has been delicious! Ruth Imbaro from Patient Information has worked at Faulkner Hospital for nearly thirty years, and still remembers the special way they made tuna melts “back then.” The melts were layered on English muffins with cheese and dressing, and melted under a heating device until they were “just right.” John Dantona knows many people who are not members of the hospital staff, do not have a medical appointment, and yet still come here just to eat in the cafeteria. The all-time customer favorite through the years has been the real New England clam chowder. And John’s personal favorite is the old-fashioned homemade meatloaf with sides of mashed potatoes and corn.

The recipe for Faulkner Hospital's popular Sodexo Meatloaf – *Baked Ground Beef Loaf Seasoned with Onions, Garlic and Bread Crumbs*, has been graciously shared for all to enjoy:

**Ingredients for 1 loaf, with 24 4 oz. portions:**

- 5 lb, 12 oz ground beef
- 10 oz diced yellow onions
- 8 oz plain dry bread crumbs
- 1 cup, 2 tblsp pasteurized liquid eggs
- ¾ cup ketchup
- 1 cup 2% milk
- 2 tblsp salt
- 2 tsp ground black pepper
- 1 tblsp garlic powder
- 2 tblsp, 1 ½ tsp Pepper Supreme



**Procedure:**

1. In a mixer bowl, combine all ingredients. Mix with a paddle until mixed well. Please 8 lb in each greased 4" shot gun pan (split, long hotel pan). Pack tightly to remove air pockets.
2. Place pans upside-down on sheet pans. Do not remove pan from meat loaf. Bake in a preheated 325 degree F. convection oven for 55 minutes or until internal temperature is 155 degrees F. Remove from oven. Gently tap pan to release meat loaf. Let stand for 15 minutes before slicing.

Note: Do not prepare meat mixture the day before it is to be baked. Use within 24 to 48 hours.

*Photo of Faulkner Hospital meatloaf by Kafine*

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## A Culture of Philanthropy

The establishment of Faulkner Hospital in 1900 drew waves of benevolence and bounteousness from its founders, supporters, patients and their loved ones. Throughout the first few years, denizens of flowers, reading materials and even medical equipment were donated. The hospital was awash in Easter lilies, rhododendrons and carnations bestowed by grateful members of the community. Dr. Faulkner himself donated a grand piano in 1905. Supporters remembered the hardworking staff and students too, with donations of concert tickets and ice cream and cake for the nurses. (1)

The hospital realized immediate needs and in 1904 established the Faulkner Hospital Aid Association, to assist in furnishing supplies to the hospital. In February 1906, representatives from twenty churches in the West Roxbury district met elected officers and adopted By-Laws. Their first major work was a Cutting Committee that helped make garments for hospital staff, linens, towels and even bandages. This committee was later renamed the Work Committee and the Surgical Dressings Committee. (2) The Aid Association also raised money through rummage sales, tag sales (which were formally abolished in 1923) and bridge parties.

By the second decade of the twentieth century, a number of thriving funds had been set up to benefit the hospital: the General Fund, Robert Charles Billings Fund, Hospital Music Fund, West Roxbury Free Bed Fund, George S. Curtis Free Bed Fund, Bowditch School Free Bed Fund and Susan G. Bacon Fund (also for free beds). By 1915, over half-a-million dollars had been raised through these funds. (3) A Building Fund Committee was established in 1921.

The Bowditch School Free Bed Fund was an excellent example of families who came together to support the hospital through many interrelated venues. The Bowditch School, named after Nathaniel I. Bowditch (1773-1838), an actuary of the Massachusetts Life Insurance Company. In 1874, the school was placed under the trusteeship of Charles Bowditch, who was also one of the first trustees at Faulkner Hospital. In 1927, the “girls” of the Bowditch School raised \$8,000 through bazaars, rummage sales, bridge parties, concerts, dances, candy sales and personal gifts. Thus was the start of the Bowditch School Free Bed Fund. (4)

The hospital made its first public appeal in 1930, as “it has grown too large to be supported any longer by a small group of friends.” The Faulkner Hospital Fund, located on 100 Milk Street in Boston, distributed leaflets entitled “Sixteen Points about Faulkner Hospital” to potential benefactors in the hopes of raising monies to build a new surgical wing, purchase necessary diagnostic equipment and pay for operating deficits. (5)

In 1931, The Faulkner Hospital Fund Campaign consisted of a myriad of committees: Dinner Committee, Endorsing Committee, Women’s and Men’s Committees, Suburban Committee, Nurses Committee, Publicity Committee, Jamaica Plain Committee and General Chairman Committee. (6) The 1930s also saw a myriad of innovative ways to give: “Red Books” sent out by mail to supporters, Donation Day, Christmas Fund and a Form of Bequest form for donors to remember Faulkner Hospital in their will. (7)

The Great Depression affected everyone in our country. In 1930, trustees noted that “because of the unemployment situation, there has been a greater call on the free and partly paid treatment” and the hospital once again rose to the occasion. While a drive for funds was considered unadvisable during the economic depression, individual trustees and the Executive Committee loaned their own money toward the payment of the new Surgical Wing. In 1931, several additional names were added to the Courtesy Staff of Doctors residing in or practicing in the district served by the hospital. (8) Annual Reports throughout the Depression years expressed the concern Faulkner Hospital staff had for the less fortunate and the pride taken in their ability to care for an ever-growing number of the nation’s poor.

A novel fundraising event in the 1930s was a Ladies’ Dog Club Show, held at the Dedham Country Club for the benefit of the hospital. (9)

In 1950, Faulkner Hospital received the old Wallis estate, property of Winthrop L. Wallis and his sister Theresa Carlotta Wallis, on the corner of Centre and Allandale Streets as a gift. (10) The Wallis House, a Greek Revival, ionic columned estate was taken down in 1953.





The Nurses' Alumnae Association managed the Sun Room Gift Shoppe (aptly located in the hospital's sun parlor) in the 1950s, which rose funds for both patient and employee needs. The shop offered a personalized flower service. Another popular fund-raising effort from that time was a Baby-Picture Service, sponsored by the Aid Committee. (11) The Faulkner Aid Association opened new Gift Shoppe in the early 1960s, located in the left wing corridor off the lobby. (12) The Aid Association also circulated Gift Cart and Craft Cart service to patients.

Television was still the "big new thing" in the 1960s and the Aid Association raised funds that year through a raffle with chances to win a television set. (13)

The Board established an Annual New Capital Fund in 1961. (14)

In 1967, Faulkner Hospital was able to purchase thirteen acres of wooded land, replete with a lovely pond, wetlands and

brook, across from Allandale Street due to the kindness of its Corporator, Miss Marguerite Souther. Miss Souther was the granddaughter of John Souther, who invented the steam shovel. The land was originally the H. W. Wellington Spring and Farm in the 1800s. An Italianate structure designed by Stephen M. Allen named The Allen House graced the property for a time. The Trustees had initially planned to use this land to expand across Allandale Street, and later hoped to use it for a pioneer effort to make outdoor nature experiences available to children through the Chickatawbut Environmental Education Center of the Massachusetts Audubon Society. The estate was sold in 1977 to Brian T. Broderick, Director of Metropolitan District Commission, who oversaw reservations and historic sites. The hospital still had use of some of the land, and continued the garden by composting grass cuttings and raked leaves there and storing many plants. The property was bought by Mount Pleasant Nursing Home in 1991, and became the site of the Springhouse Retirement community and Sofia Snow House. There is still a lovely patch of parkland and restricted private land known as Allandale Woods, where remnants of the original springhouse can still be found. (15)

In the 1970s, the department now known as Philanthropy was called Development. As the hospital was busily planning for the new Faulkner building, the Building Fund was its top priority at the time. However, the Development Department was involved in many other activities, including producing a 12-minute color motion picture about the hospital and conducting "Meet the Chiefs" programs. (16)

The Aid was responsible for bringing the first Dinner-Theater produced outside of New York to Boston. "Where's Charley" starring Will Abel (the musical version of "Charley's Aunt") opened at the Bradford Roof Dinner Theater on April 4, 1961.

A Friends of the Faulkner program was launched in 1973. The Faulkner Aid changed its name to the Faulkner Hospital Auxiliary in 1976. (17) The Auxiliary hosted its "last hurrah" at the Charles River Country Club in Dedham, with entertainment by WBZ Radio Personality Mel Simons.

During the 1980s Faulkner Hospital established a Lottery, which provided cash prizes for three winners each week, helped to support employee activities and benefitted the hospital's Annual Fund. Staff members were able to participate through a \$1.00 per week payroll deduction. (18)

An enjoyable fundraising event from the 1980s was the Board Cruise sponsored by the Physicians Defense Fund Trust. Dr. Paul Bettencourt, Chief Resident, planned this event to benefit the Trust, complete with musical entertainment for staff and their families as they cruised around the Boston Harbor. (19)

There have been some memorable benefit concerts throughout the years. The incomparable Ella Fitzgerald sang with her trio at Symphony Hall in 1985 on behalf of Faulkner Hospital. (20) Diva Diahann Carroll, who had appeared on the television show "Dynasty," also entertained Boston with a Faulkner Benefit concert at Symphony Hall in 1986. Faulkner Hospital and KISS-108FM sponsored her appearance which yielded proceeds for the new Faulkner-Sagoff Centre for Breast Health Care. She sang with a 26-piece orchestra and her performance was preceded by a choreographed fashion show presented by Yolanda of Waltham. (21) Other concerts featured folk singer Judy Collins, jazz great Mel Tormé, Leon Merian ("The Magic Horn"), The Boston Pops, The Divine Duppies, the Shirelles (famous for "Will You Still Love Me Tomorrow"), Jane Olivor, a Cabaret singer, and Barbara Cook, a Broadway star.

The Faulkner Hospital Auxiliary was a group of dedicated volunteers, who contributed in a myriad of ways to benefit the entire Faulkner Community. “The Auxiliary’s contributions really made a substantial difference in the patient experience here at Faulkner Hospital,” stated Rosemarie Shortt, Director of Patient/Family Relations. “Their concerted efforts at determining how patient stays could be made more pleasant were admirable.” The Auxiliary members were whizzes at fundraising, baking cookies to sell before Thanksgiving and hosting fragrant flower sales. The proceeds went to the Patient Needs Fund, which funded unique services like cable television for all patient rooms, automatic blood pressure machines in the Intensive Care Unit, geriatric chairs, Hoya lifts, blanket warmers and an eye exam chair for the Emergency Department. The Auxiliary also raised funds for the hospital-owned Village Manor Nursing Home, and had two benches installed in the home’s gardens.

The Annual Auxiliary Fashion Show was always an exciting event. Venues included the Dedham Hilton, Sheraton Needham Hotel, Somerset Hotel, Braeburn Country Club, Charles River Country Club and Blue Hills Country Club, and clothing designs featured Talbot’s, Filene’s, Loehman’s and Dress Barn. Auxiliary members themselves looked elegant as they modeled the latest fashions. Spanish and Hawaiian dancing was often featured. Some notable speakers were Beth Germano of WBZ-TV-4 and Susan Wornick of W-CVB-TV-5. Fashion show proceeds went toward various needs, such as new geriatric chairs for patients. (22) Another original fundraising event was the Auxiliary’s Bermuda Ball. Bermuda-themed music and decorations led the way to the highlight of the evening, a raffle for an all-expense paid trip to Bermuda. (23)

A Corinthian Road Race was sponsored in the 1980s with St. Paul’s Church in Dedham to benefit the Hospice Program. (24) Another sports-themed event centered upon the U.S. Pro Tennis Championships at the Longwood Cricket Club. (25) A fun fundraising event that took place from 1993 to 2013 was “The Briefcase Race”. At Loon Mountain in New Hampshire each March, Mike Lynch, a newscaster from Channel 5 donned a pink feather boa and stars in this event, which was mentioned on the station and has its own website. Racers dressed up in business suits and carried actual briefcases while racing down the mountain. Prizes were awarded for the worst suit, tackiest tie, most impressive crash and best excuse for a poor time. This event took place in conjunction with WCVB-TV’s sportscaster Mike Lynch, Mix 98.5, and the TJX Foundation and raised funds for the Faulkner Breast Centre.



A Breast Cancer Rally on the Boston Common was sponsored in 1992. (26) An annual Golf Tournament began in 1992, which benefited many departments. The first tournament took place at the Saddle Hill Country Club in Hopkinton. (27)

Since 1995, the kick-off theme for the Annual Gala has been “Tend your Own Garden.” The invitation to this formal fundraising affair that took place at the Four Seasons in Boston and is now at the Intercontinental Hotel first displayed a lovely drawing of an arbor with roses that was so coveted that it was framed and hung in the department for many years. This gala primarily raised funds for the Faulkner Sagoff Centre. These events were often hosted by television celebrities.

Forget Reality TV – you should have been there to participate in “The Faulkner Follies,” a competition between various Faulkner Departments that benefited The United Way. Players had a chance to try their hand at a Disaster Drill Race with mops, safety manuals (which were quite heavy), shoes and balls. If that wasn’t exciting enough, they could race in full Operating Room uniforms by tricycle or brave the main lobby golf course. (28)

Are you familiar with the yellow cancer bracelets first popularized by Lance Armstrong? Faulkner Hospital designed its own special bracelet to benefit The Faulkner-Sagoff Centre. These pink and even solid gold bracelets have helped improve breast cancer care and research and are sold in the Gift Shop. Adamas Fine Jewelry of Newton, Massachusetts, designed a limited edition sterling silver and rose gold breast cancer bracelet that benefited the Sagoff Centre.

When a cook in the cafeteria hit it big in Megabucks, he wanted to give back to the hospital in a lasting way. A large, stately shade tree was planted on the great lawn with a portion of his winnings. Another special garden was the Furden Memorial Garden, in memory of John T. Furden and Margaret S. Furden by their children. A plaque graces this garden in the 3<sup>rd</sup> floor parking lot rotary.

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## Giving Back to the Community

What wonderful communities Jamaica Plain, West Roxbury, Dedham and the surrounding areas have been! Faulkner Hospital benefited from liaisons and partnerships with various organizations right from its inception. In 1905, the Morning Musicales of West Roxbury provided a benefit spring concert to patients and visitors. (1) Another musical program was a Glee Club, which provided a singing instructor for students at the nursing school. (2) Many of the hospital's own musically gifted staff have performed for the hospital over the years, including Dr. Irwin Mirsky, who played bass fiddle and Dr. Wilfred Rounseville, Chief of Anesthesia who accompanied him on the saxophone during holiday parties during the 1960s. And of course, there was a Faulkner Filharmonic (the spelling used) Orchestra.

Through the years, staff were treated to wonderful community events, including "Faulkner Night at the Pops" and a hospital benefit performance of The Messiah. (3) A Community Relations Committee existed as early as 1938.

The year 1950 marked "A Half a Century of Service" and Faulkner Hospital celebrated in a big way. A basket of fifty golden chrysanthemums was donated and presented to the mother of one of the first nine babies born at the hospital in 1903. Faulkner Hospital President Charles F. Rowley presented the flowers to Mrs. Annie Aitken, while the event was recorded on WNAC radio. (4)

The hospital continued its tradition of community outreach, sponsoring an essay contest with cash prizes at the junior and senior high schools in Jamaica Plain and the surrounding areas in the 1950s and hosting a Career Day for fifty Horizon Club Campfire Girls in 1968. The annual Faulkner Hospital Variety and Minstrel Show also began during that time, with the first show at the Mary Curley Junior High School in Jamaica Plain selling out to a capacity audience. (5)

The community has given back to the hospital in many ways too. In the 1950s, Girl Scout Troup No. 424 in West Roxbury served as Junior Volunteers, delivering flowers and serving trays and brightening the days for the patients and the West Roxbury Garden Club planted a lovely array of perennials and bulbs in front of the Surgical Building. (6)

The Department of Community Health Affairs, the predecessor of the Community Benefits Department, was established in 1971. Among the early participants were the Southern Jamaica Plain Health Committee and the Health Task Force on Health Problems of the Poor and Elderly. (7) The Community Health Care Needs Department worked on many important projects throughout the 1970s, including providing financial support for Southern Jamaica Plain Health Center for nursing services. (8) The Community Health Care Needs Committee, chaired by Trustee Erling "Bud" Hanson, met monthly to express the public's opinion on how the hospital could best meet the needs of the community.

Although there were volunteers right from the start, a formal volunteer program debuted in 1957. Volunteers have contributed to the hospital community in so many ways through the years. Peggy Goode, who was Director of Volunteer Services during the 1970s-1990s, recounted many of their valuable programs and services, including Bingo Games and Sing-a-longs with piano accompaniment, bringing Boy and Girl Scout troops on tours of the hospital to introduce them to the hospital history and administering the Patient Needs Fund, which funded everything from television sets for dialysis patients to comfortable jackets and pants for low-income patients to go home in. A Volunteer Home Visiting Program for the Elderly enhanced the lives of older people living alone or in nursing homes. They brought a Kraft Cart to inpatient rooms and helped patients get started on knitting, embroidery and other relaxing projects.

Faulkner Hospital had an active Transportation Service for elderly of limited mobility during the 1970s. This service provided visits to doctors, hospitals and essential shopping trips. (9) Another popular program for seniors from that time was a Sunday afternoon dinner-and-recreation program. Once a month, the cafeteria and auditorium were turned over to seniors for old-time films, dancing, singing and games. (10) Another program sponsored in 1974 was a mobile Glaucoma Screening Program, using a Lion's Club Eyemobile. (11) A mobile van program for patients permanently hospitalized for chronic respiratory problems was also launched. The "Breath of Fresh Air Van" was a volunteer, non-profit organization that took the patients to movies, museums and even shopping malls. It was equipped with back-up respiratory equipment and wheelchair accessible. (12)

Another program implemented for the elderly was "Lifeline," an innovative emergency response system. Each subscriber wore a small, wireless signaling device on the wrist or a chain around the neck, which could be easily and quickly activated to provide a 24-hour instant link to the Faulkner Hospital Emergency Department. (13) Faulkner Hospital volunteers installed the lifeline equipment for countless subscribers.

In 1983, the Faulkner Health Centre opened - an employee health club equipped with weight training equipment and aerobic equipment such as slant boards, rowing machines, exercise bicycles and treadmills. To relax after a workout, there was also a dry sauna and a whirlpool tub. The Centre was situated in former nurses' dormitories in Chapin House and was staffed by exercise physiologists and health "coaches" and offered Saturday hours. Over 150 employees enrolled when the Centre first opened. (14)



During this time the hospital also offered a full-scale Employee Health Services program, with preventive medical services and health counseling for employees, prescription service and immediate care for illness and injury sustained while working. (15)

“Healthy Conversations” debuted in 1990. This program provides members of the Faulkner Hospital medical, clinical and administrative staffs, as well as community residents who serve on the Board, to speak to local community groups (business, religious, civic, etc.) about current health issues. (16) The program grew through the decades and broadened the horizons of the neighboring community on many topics.

Bright Horizons Family Solutions, a day care center for staffs’ children opened in September 1990. Human Resources interviewed many centers to make their selection. The center took over the space previously occupied by the pool and the graduate residence. (17) There was a playground for the children with climbing structures and a sandbox. There was an absolutely wonderful Halloween parade each year, where the adorable costumed children from the day care center were allowed to walk through office areas and wave to staff, followed by a party in the cafeteria.

On September 14, 1991, Faulkner Hospital hosted the “Play It Safe Fair” in conjunction with the Emergency Department Grand Opening. The fair boasted a safety belt conveyer ride, a Dixieland Band, a puppeteer and a martial arts self defense demonstration.

A newsworthy event was the 500th anniversary of Columbus' discovery of the New World, celebrated in 1992 featuring Nobel Prize winners who lived in the Bay State. The Faulkner Hospital president at that time was Elaine Ullian, who was also chairperson of the event organizer Celebrate Discovery. Ms. Ullian presented additional awards honoring the spirit of discovery and scheduled events including food and dance festivals, museum exhibits and musical programs all linked to the Columbus anniversary. (18)

Staff and volunteers and even patients visiting the Atrium Lobby have been treated to delightful holiday musical celebrations throughout the years. When the “new” lobby was completed, everyone was treated to a concert by the Falmouth Flute Choir, where volunteer Madeline Smith’s brother Dr. Walter L. McLean played the baritone and his wife Frances McLean, RN, played the flute, accompanied by a number of their friends. Although the McLeans themselves have not worked at The Faulkner, three of their children were born here.

Guidelines were established by the Attorney General of the Commonwealth of Massachusetts in 1994 to set forth principles regarding how they should fulfill their responsibilities to provide benefits to their communities suitable with their tax-exempt status. One of Faulkner Hospital’s immediate responses to this was the scheduling of colorectal cancer and mammography screenings throughout the community. (19)

Faulkner Hospital grew through the 1990s and was able to reach a wider number of communities through benefit programs. In 1994, the hospital sponsored poetry readings with local poet Vincent Ferrini at subsidiaries Village Manor Nursing Home and Hyde Park Express Care. (20)

Through the years, hospital staff and volunteers have enjoyed many shared functions and outings. The hospital has sponsored a variety of day trips, including outings to see the 4<sup>th</sup> of July Fireworks and tours of the Charles River Locks. Patients have enjoyed recreation while here too, such as a ping-pong table donated to the Alcohol Rehabilitation Program by the Lion’s Club. (21) Even patients who weren’t ambulatory were treated to special events. The Museum of Transportation brought a traveling show of antique cars and trucks to Faulkner Hospital, and patients were wheeled outside to view the exhibit. (22)

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## Facilities and Technology

Faulkner Hospital opened as “a model institution with all the latest improvements know to science.” The state-of-the-art building opened with a complete system of steam heating and ventilation, electric and gas lights, a system of intercommunicative telephones and a large elevator. (1) By the way, until 1986, Faulkner Hospital was one of only two hospitals in Boston who did not charge patients for telephone service. (2)

The original Rules of the Trustees mandated that Faulkner Hospital maintain the services of an Engineer, who “shall have charge of the fires and the grounds and shall assist in the heavier work of the hospital.” (3)

For many years, there was a “Doctor’s Walk” to the front of the “old” hospital.

Faulkner Hospital proudly advertised that “We use Staples Floor Wax” in 1914. H. F. Staples & Co., Inc. (established in 1897, no relation to the Staples office supply company) was one of the earliest inventors of premium waxes. The floor wax was made with imported premium grades of carnauba wax derived from Brazilian palm leaves. (4) The floors in the old building were not numbered, but rather called “A Floor,” “B Floor” etc.

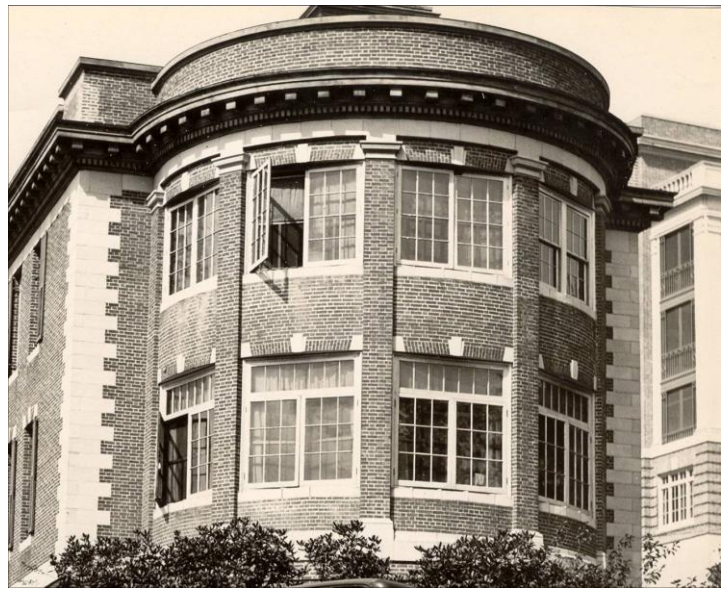
We often take technology for granted in the twenty-first century, but most of the medical and even basic technologies were not around when Faulkner Hospital opened its doors in 1903. What a treat it was in 1909, when ten electric fans were donated to the hospital, “which gave refreshment to many patients during the heat of the summer” and a free horse-drawn Malone & Keene Barge (originally ten cents) transported visitors to and from the hospital. (5) This barge was discontinued in 1924 when superseded by an even newer technology – the Boston Elevated Bus Line. Considering that many of the early patients and even staff arrived on horses (and two hitching-posts were set up for this purpose), these advents certainly improved access to the hospital. (6) Even the installation of an electric sewing machine in the hospital’s sewing room in 1924 was greeted with acclaim. (7)

When the hospital first opened, only two maternity cases were allowed at any given time. The original maternity ward soon outgrew its original space due to high demand. The hospital proudly introduced a new Maternity Building, designed by architects Messrs. Haven & Hoyt in 1917. This state-of-the-art building was equipped with fireproof construction, nearly soundproof walls, separate heating and even an electric elevator. Of course the first elevator, however “modern,” required an operator. While the elevator must have been upgraded through the years, some of the staff who worked in the old building remembered riding in a very creaky elevator. Donna Girard recalled the elevator had two gates that needed to be closed; one had metal lattice work and the other was a regular door.

The new Maternity Ward was designed to accommodate twenty-two patients, with two open wards and fourteen private rooms. Two floors each contained a nursery, outfitted with tiny beds, separate toilet trays for each baby and warming closets for bedding and clothing. A predecessor of the NICU was described as “a small room has also been provided for isolating a baby in case of need.” (8)

The hospital’s facilities continued to change as new equipment became available to make things easier, safer and more efficient. In 1928, the facilities consisted of an Administration Building, Medical Building, Service Building, Surgical Building, Maternity Building, Heating Plant and Nurses Home. (9) In 1930, the hospital was equipped with the utmost in modern conveniences, such as Telechron clocks, Monel metal hoppers and an automatic ice-making machine. There was even a feature whereby soiled instruments were rinsed, scrubbed and boiled, then pushed through a wicket to a clean instrument room. (10) 1936 saw the purchase of portable lights equipped with batteries for use in the obstetrical department and operating room. Also that year, underground electrical circuits were installed in the boiler room. In the new hospital, a Tunnel to the Operating Room was built, and that is why the basement floor is called T.

Faulkner Hospital was always on the forefront of recognizing and leading in implementation of new technologies. Realizing that the x-ray technology was becoming more and more of an important factor in diagnosis, the Trustees arranged for one to be installed in



1917 and appointed Dr. Lawrie B. Morrison as the hospital's first Roentgenologist (an earlier version of a Radiologist). (11) Other diagnostic, therapeutic and surgical installations have included a vasculator for vascular diseases of the extremities and surgical diathermy machines. (12)



The 1940s were a time of change and growth. In 1940, incubators for premature babies were a novelty. Faulkner Hospital built its own unit, constructed by staff engineers under the direction of an obstetrical nurse. The mobile unit provided temperature, oxygen and humidity control. (13) Stop lights were placed outside the hospital entrance in 1943 to control traffic. The Medical Records Department began reproducing records in the new microphotographic process (microfilm) in 1944. A basal metabolism machine and a portable electrocardiographic machine were added in 1945 (over 100,000 electrocardiograms were taken between then and 1975). In 1947, the first internal dial telephone system was installed, which was called an intra-mural dial telephone. The phone numbers even looked different back then; the hospital number was Ja-4-3200, with "JA" as the "area code" for Jamaica Plain. Internal numbers were 3 digits. During the 1970s and 1980s, the general telephone number for the hospital was 617-522-5800. The hospital was redecorated in the colors of the day with mod burnt orange and chocolate brown phones. The telephone number 617-983-7000 went into effect on July 1, 1992. (14)

While some plans were implemented, others fell through. In the 1940s, there were requests from the Evangeline Booth Maternity Hospital and the Salvation Army to build on the property on Centre and Allandale Streets. (15) Neither was granted, but the Evangeline Booth Maternity Hospital found a home on West Newton Street.

We assume now that all hospitals have security personnel, but that wasn't always the case in the past. Faulkner Hospital hired a Night Watchman, who "would also act as a special policeman" in 1946. (16) The hospital retained a Watchman until 1975, when the Security Department was formed with Jim Tierney, a retired Lieutenant from the Arlington Police Department, as Faulkner Hospital's first Director of Security. Security Officers were designated as Special State Police Officers in 1981. Theft was particularly a problem in the Pharmacy; in 1949 welded grills were placed on the outside of the three windows, a burglary alarm was installed and a heavy six-foot-high chest with a combination lock *and* keys to open both the outside and the inside was purchased to store narcotics. (17) The chest was so huge that the hospital needed an outside moving company to relocate it. In the 1980s, when it was no longer needed to store narcotics, it was moved to the Admitting Department to store patient belongings. The large safe was eventually donated to Ryan Construction Company.

The Engineering Department's annual report for 1949 depicted a move into post-industrial America with the installation of explosive proof wiring and the upgrade of coal stokers to furnaces. The Housekeeping Department also began using non-skid wax that year. (18)

The hospital was "re-decorated" by the Filene's Department Store in 1951. One warm touch for snowy days was the addition of "Melt-O-Mats" for the Ambulance Ramps and front steps. (19)

What did we do before we had air conditioning? We used radiators, believe it or not, but the mothers, babies and visitors to the Obstetrical Unit were certainly more comfortable when the first air conditioning unit was installed in 1952.

Other advances during the 1950s included a Kreiselman Resuscitator, an x-ray cystoscopic table, electric beds with push-button control and automatic bed-pan washers. A forerunner of the modern day Emergency Room was called The Accident Room at Faulkner Hospital in the 1950s (the first mention of the phrase "Emergency Room" did not occur until the *Annual Report for 1965*). Individual telephones were placed in patient rooms in 1954, at a charge of \$2.50 per week. In 1958, a new Audio-Visual Patient-to-Nurse Communication System was installed on each floor, which enabled a nurse to talk to each patient from her desk and monitor the patient's breathing sounds during the night. That was also the year the hospital changed from a coal to an oil heating system, eliminating problems of coal shoveling and dirt and ash removal. Even electric typewriters, calculators and business machines were



considered novelties in the 1950s and their introduction into the hospital helped improve efficiency. In the “new” Faulkner Hospital, every patient room had two bright orange telephones to match the striped orange curtains. (20)

Improvements continued throughout the 1960s, with the advent of an addressograph “Charge-a-plate” system of reproduction of all patient records. Faulkner Hospital one of the first hospitals in Massachusetts to use bacteria-eliminating chemicals in the process of laundry-washing. A fire alarm system of boxes and gongs connected the hospital with Fire Headquarters in 1962. The basement “dungeon” was transformed to a modern meeting room that year, equipped with a “disappearing screen.” Completing the groovy 1960s was the purchase of a water bed. Before you even start to wonder why – its purpose was to treat patients with decubitus ulcers. (21)



*Illustration of Proposed Hospital Design, 1964*

Decades before there was “Partners HealthCare System”, Faulkner Hospital *partnered* with the Hospitals Laundry Association in the 1970s to collaboratively wash linens along with Massachusetts General Hospital and other area hospitals. Before this there was a Laundry Department onsite. (22) For a while, the laundry facility was housed in the basement of Ladd House and contained steam pipes for laundering. Uniforms came back stiff as a board from the starch and the front and back had to be pressed apart.

Faulkner Hospital obtained its first Colonoscope in 1971. Prior to that, liver biopsies and upper endoscopies were performed. However, not all new technologies have stood the test of time. Dr. Max Bermann, Associate Radiologist and Assistant Clinical Professor of Radiology at Tufts University Medical School, came to Faulkner Hospital in 1972. “Many of the technologies we used during the 1970s and 1980s are not used anymore,” explained Dr. Bermann, “such as Intravenous Pyelograms, Sialograms, Myelograms and Epidural Venograms. With the advent of the Colonoscope and the Endoscope, treatment became much better and diagnosis outpaced anything that we could do before.”

Faulkner Hospital was awarded a grant in 1976 toward an Emergency Medical Services Radio Base Station. The hospital worked with the Council of Boston Teaching Hospitals to implement an EMS Communications Project. (23)

Joan O’Connor, who came to Faulkner Hospital in 1979 and first worked in the Continuing Care Department, said that there was no computer in her office when she first started. Everything was handwritten on paper, including referrals and documentation. There were not individual photocopiers in departments, but she remembers going to a photocopying room on the fourth floor if she needed a copy of a document.

Mimi Iantosca recalled typewriters in Human Resources in 1976. Not everyone even knew how to type, but there were staff who typed for the department. Employment applications were filled out in longhand and filed. If someone needed to send a memo to another employee, it was written by hand, then typed, then proofread, and then delivered by hand. Memos that needed to go out to all staff were delivered with Thursday afternoon paychecks (which were also delivered at that point, since direct-deposit was far off in the distant future). Department heads or their designees would come to the Payroll Department each Thursday and sign for the paychecks. Computer payroll began in July 1972. This was the first time employees were able to see year-to-date figures on their paystubs. Pauline Turner, who worked in the laboratory, recalled that employees were paid in cash handed out in small bank type envelopes until about 1960.

We take computers for granted now as they are entrenched in every aspect of our lives. But way back then they were “new” technologies and very different than the PCs and laptops of today. During the 1950s, the Admitting Office used an IBM Electric Typewriter for its documentation. The Accounting Office depended on its Adding Machine and was excited to receive a new National Cash Register and Billing Machine. Faulkner Hospital pathologists used dictaphones in the 1950s and 1960s. In 1961, Faulkner Hospital was selected by the American Hospital Association to participate as one of five hospitals in “experimental research” on the application of digital computers in hospitals. A Committee for the Future was convened, which included a Subcommittee on Information Sciences and Applications in 1968. Teletype was first used for an On-Line Computerized Census Control and Utilization Review System in 1972. An IBM MT-ST Automatic Programmed Typing Machine was seen as a “tremendous asset to us, managing to keep up with the continually increasing volume of work,” and an early automation system – MOSAICS (Medication Order Supply and Individual Charge System) reduced nurses’ paperwork by approximately 50 percent. The hospital began installing a “Total Hospital Information System” in 1984, which included the Meditech Registration System. The first patient care units to go “on-line”

with Meditech were floors 6-7, Telemetry and Concentrated Care. A “computerized” AIS System 200 paging system soon followed, with individual page IDs for staff that eliminated operator involvement. The first automated teller machine (ATM) was installed by Bank of Boston in the third floor lobby in 1985. The first fax machine was installed by the Medical Records Department in 1989 to transmit medical records information between facilities. A benefit of this new technology was that it was able to receive information 24 hours a day, seven days a week. And how many of you remember dictation? It wasn’t really that long ago! The first IBM PBX dictation machines were installed in 1968, and in the 1990s, Faulkner Hospital had a telephone service physicians could call to access four recorders and dictation equipment. (24)

Tom Baggett shared his computer story with the Community Relations Department. In the early 1960s, Mr. Baggett was an operations officer on the South Shore. At the Granite Trust Company, he installed the first-ever visible record computer in the country. Being accustomed to computer-related firsts, Mr. Baggett was pleased to learn that a new computer system had been installed in Faulkner Hospital, and that he was the very first patient entered into the system. (25)

Technology affected far beyond office procedures, impacting patient care in unforeseen ways. Mary Hourihan has worked in Endoscopy since the 1970s. How different the department was then – with only 2 doctors, 1 nurse, 1 endoscope, and 1 set of equipment. Only two procedures were done each day. When the physician peered into the endoscope, he or she had to make an evaluation based on what was viewed through the tube at that time. The nurse could not see what the findings were. In the middle 1980s, technology advanced to display the image on a small television monitor and now everything is video-assisted and the results are instantaneously uploaded to flat-screen monitors. When Dolly Marmol came to the Blood Bank in 1975, an antique Jewett Refrigerator held the blood supply. This bulky storage unit had to be rotated to open the compartments. She also recalled that the microscopes used during that time did not have built in lights, so staff had to use a lamp and aim a mirror to be able to use it. Also, the test-tubes were not disposable; one person came in every day whose job it was to wash the day’s test-tubes.

If the barge that traveled to and from Faulkner Hospital in the early 1900s was popular, you can imagine everyone’s reaction when a shuttle bus picking up people from parking lots on Allandale and Centre Streets was introduced in 1970. The bus ran from 6:30 am to 3:00 pm, and approximately 65% of the first riders were hospital visitors. (26) There were two church parking lots at the time, and shuttles picked up staff from these lots during their scheduled runs. Since 1961, stickers were required for staff who parked on-site.



From the original sun-porches to the outdoor dining patio, Faulkner Hospital staff and patients have always enjoyed the benefits of fresh air and the lush scenery of the surrounding area. In 1981, the hospital took it a step further by building an old-fashioned gazebo on one of the rooftop porches. The project was financed completely by funds raised by volunteers through their Holiday Marketplace. Making it even more special was that the architect Jon Hubbard, a gazebo specialist, was the grand-nephew of the hospital’s founder Dr. George Faulkner. (27)

Gift Shop volunteers in the 1980s needed to know their math to make a sale. The cash registers used at the time had buttons similar to an old-fashioned typewriter. While there was a button for one dollar, cents and tax had to be typed in separately. In addition, anyone paying with a credit card had to wait while the volunteer went through a very long book with thousands of credit card numbers that

could not be accepted. The numbers were quite small, so the volunteers needed to use a ruler to hunt for numbers.

Even soap dispensers changed throughout the years. In 1988, new “push” soap dispensers replaced the outmoded “crank” soap dispensers. Since they were unfamiliar to new users, instructions were given to “apply a firm, slow, steady push” with the “thenar eminence part of your hand.” (28) Many of the restrooms were also outfitted with “Diaper Decks” in 1995. (29)

Kay Pfau, long-time volunteer in Admitting/Central Registration, remembers the building before the “new” atrium lobby was constructed. That’s because her department was near the revolving doors, and the area became so cold at times that the Radiology staff supplied heated blankets for the Admitting personnel. She also remembers, even during the 1990s, using rotary phones.



Shortly after the Americans with Disabilities Act and the Television Decoder Circuitry Act required closed-captioning, a closed caption device for patients with hearing impairments on the hospital television equipment was installed. (30) A teletypewriter (also known as a TTY or TDD) was also purchased in 1992 for use of any patient or family member. (31)

NightWatch came to Faulkner Hospital in 2011. Advanced imaging studies acquired at Faulkner Hospital were interpreted by Brigham and Women's Hospital radiologists and viewable in real time. (32)

No matter how far we've come technologically, we can still remember our roots – literally! Some of the trees that graced the first hospital grounds still provide shade for the buildings and paths. The horse chestnut and linden trees near the front of the hospital and the red maple tree near the service and delivery entrance were here when the hospital was first built, according to Deb LaScaleia, Grounds Supervisor. Other trees were planted as tributes through the years, such as the red maple and weeping cherry tree planted on the back lawn in memory of Faulkner Hospital volunteers (33) Deb has roots here too; not only has she been working at Faulkner Hospital since 1984, her original family home was on Whitcomb Street facing the hospital's loading dock. She remembers not only the trees that were once on the property, but grassy fields and playgrounds with monkey bars and wooden slides that used to draw children from all the surrounding areas. In fact, when workers tagged some of the trees on the property for removal to build the new construction in the 1970s, Deb and her friends tried to remove the tags in the hope to save the trees. And many have remained, including stately maples, forsythia, oak and birch, which have been known to shelter rabbits, woodchucks, and even possum. Some other remnants for days of old still turn up on the hospital grounds – daffodils that come back year after year and pieces of coal from the days before oil heat.



## Endnotes

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30. "Closed Captioning for Channel 5 Now Available for Patients," *Dear Doctor*, January 26, 1993.
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## On the Naming of Rooms



Adams House was named for Seth Adams (1807-1873), a sugar merchant and printer from Rochester, NH, who suffered from nervous tension and founded the Adams Nervine Hospital on Centre Street in Jamaica Plain in 1882 – “a curative institution for the nervous, non-insane inhabitants of the Commonwealth.” Adams Nervine Hospital (left), built in 1880 and designated in 1932, sported Queen Anne design, a wood-frame Colonial Revival directors' residence and Turkish baths. Adams Nervine, which was designated as an official landmark by the Landmark Commission, closed in 1976 and the site now is used for the Adams Arboretum Condominiums. Faulkner Hospital and Adams Nervine had a longstanding relationship. When Faulkner Hospital first opened in 1903, the Adams Nervine annual report described us as a “welcome neighbor”, and a number of the first doctors, such as Dr. Franklin G. Balch and Dr. Arthur N. Broughton, also practiced there. Joint ventures included cooking classes with Fannie Farmer, housing of Faulkner School of Nursing students, and the operation the West-Ros-Park Mini School, a community-based alternative school for children with special learning needs. (1)

Faulkner Hospital also owned the J. Gardner Weld House at 990 Centre Street, which was part of the Adams Nervine Asylum. It was built in 1875 in the French Mansard style. John Gardner Weld (1818-1876) was a commercial merchant and never got to live in the mansion. The Weld House dedication dinner was held on June 19, 1976. (2) The Weld House is now condominiums.

Belkin House was named for Steve Belkin and his wife Joan, who have been tremendously generous donors to Faulkner Hospital through the years. The house was dedicated on June 18, 2001. Mr. Belkin of Weston, Massachusetts, is CEO of The Trans National Group (TNG) and is also the principal owner of the professional sports teams the Atlanta Hawks basketball team and the Atlanta Thrashers hockey team. Belkin House was originally named Centre House. Obviously, Centre House was named for Centre Street! The Headache Research Foundation was one of its earliest inhabitants.

The Doherty Conference Room on the fourth floor was named after Dr. Gerald Leo Doherty (1894-1973), an orthopedic surgeon at Faulkner Hospital from 1923 to 1953. Dr. Doherty distinguished himself in the areas of hip fracture nailing, legal medicine and athletic medicine and received the Harvard Club's Aesculapian Award for outstanding contributions to medicine. There was a Doherty Meeting Room in the “old building”, dedicated in 1963. (3) This room was originally intended to be named for Miss Sarah Azavedo Hyams. A devoted friend and generous benefactor, Miss Hyams instituted a fund for the hospital which furnished radiological equipment and building improvements. Miss Hyam's family requested that it be named instead in honor of her personal physician, Dr. Doherty, who interested her in making donations to the hospital. (4)

The Faulkner-Sagoff Breast Imaging and Diagnostic Centre was attributed to Dr. Norman L. Sadowsky, who founded it in 1971 as the Sagoff Detection Centre. The Centre was named after Mrs. Hazel Sagoff, a well-known civic leader who died several years earlier of breast cancer. (5) With support from Maurice Sagoff, Dr. James M. Faulkner, Dean of Boston University Medical School and a highly regarded internist in Boston and his wife Mary Faulkner, family friend Edna Stein, and their families and friends, the Centre expanded its services and the present facility was dedicated on June 5, 1985. The Surgical Practice of the Faulkner Breast Centre was the first program in the United States to include a multi-disciplinary, female led staff, under the direction of Dr. Susan Love (right). The facility was renovated and the Faulkner-Sagoff Centre for Breast Health Care was dedicated by actress, author and NBC News correspondent Betty Rollin in 1985. (6) The facility was renovated again with a ribbon-cutting ceremony on March 30, 2011.



The Gregory Endoscopy Centre, located on the first floor, was named after philanthropists Daniel Gregory and his wife Madeline in 1996 and was formerly called the Gastroenterology Suite. Mr. Gregory of Westwood, Mass. was a founding partner of Greylock Partners. Madeline Gregory has served as a Faulkner Board Member, Corporator and member of the Nominating Committee. (7)

The Gutierrez Medical Staff Lounge was named for a donation by Artero J. Gutierrez in honor of Dr. Alberto Ramirez in 1996. Mr. Gutierrez of Weston, owner of The Gutierrez Company, serves on the Board of Trustees and has been a strong supporter of the hospital, also donating funds for the Ramirez Cardiac Testing Center.

The Huvos Auditorium was named for Dr. Andrew Huvos, Chief of Medicine from 1974 to 1995 and Professor Emeritus of Medicine at Tufts University School of Medicine. Dr. Huvos had completed his residency in internal medicine at Yale/New Haven Medical Center, served in the army at Walter Reed Army Institute of Research, completed a fellowship in cardiology at Massachusetts General Hospital and was Director of the Cardiac Catheterization Laboratory at University Hospital (now Boston Medical Center). He joined Faulkner Hospital as Chief of the newly formed Service of Cardiology in July 1970, and assumed the post of Chief of Medicine in 1974. The Auditorium was dedicated to Dr. Huvos in June of 1995.

The John R. Graham Headache Centre was named for Dr. John Ruskin Graham (1909-1990). After graduation from Harvard Medical School, he trained in internal medicine at Massachusetts General Hospital. At MGH, Dr. Graham worked in a new outpatient headache service and traveled to New York City to spend a year performing research with Harold Wolff. He returned to MGH but was called to active duty as a major in the Army Medical Corps. In 1950, Dr. Graham became Chief of Medicine at Faulkner Hospital, a post he held until 1974. With money from a grateful patient, he established the Headache Research Foundation and organized Headache Associates, a consortium of physicians who were interested in providing clinical care to headache patients. In 1976 the Patient Care Division of the Headache Research Foundation was formed, succeeded in 1987 by a dedicated headache clinic. (8)



The Old Nurses' Home (left) was named Ladd House in 1949, after Miss Francis C. Ladd (1887-1969), Superintendent and Administrator of the Hospital during 1920-1945. A graduate of the Massachusetts General Hospital, Miss Ladd taught in Albany, was supervisor of the operating room in MGH overseas and served as Assistant Superintendent of Cambridge Hospital. Ladd House housed nursing offices, graduate nurses and x-ray and lab students. (9) Ladd House had apartments for the Director of Nursing and the Night Nursing Supervisor.

The LeCompte Laboratory was named for Dr. Philip M. LeCompte, Chief of Pathology at the Faulkner Hospital for over thirty years until his retirement in 1974. He received international recognition for his research in diabetes mellitus and wrote numerous articles and chapters on the subject. In 1966, he co-authored the medical textbook *The Pathology of Diabetes Mellitus*. He studied at Yale, and taught at Yale, Harvard and Tufts Medical School. A portion of the Laboratory had been named for Dr. Arthur A. Cushing in 1955, at the recommendation of Dr. LeCompte. (10)

The Alexander and Charlotte Dudley Mair Memorial Ward in the old building was named in honor of Charlotte Louis Mair, who established the Charlotte L. Mair Trust Fund. The Ward was located in the Surgical Suite.

The Merz Conference Room and Lounge in the Laboratory was named after George F. Merz (1945-1993), who was the evening and night supervisor for the Laboratory for nineteen years. George Merz also led efforts in the 1970s to restore Jamaica Pond. (11)

The Osborne Operating Room was named for Dr. Melvin P. Osborne (1917-1996). At the age of 14, he became the youngest member ever to serve on the Omaha 50-year Planning Commission and became a diplomat of the American Board of Surgery in 1951. Dr. Osborne was Chief of Surgery at Faulkner Hospital and a Clinical Professor of Surgery at Harvard Medical School for 22 years. He was a member of Boston, New England and American Surgical Associations, the American College of Surgeons, the International Society for Surgery, the American Association for the Advancement of Science, the Eastern Surgical Society and held honorary appointments in the Proctologic Society of Brazil and the Gastroenterological Society of Columbia. Dr. Osborne was a pioneer in the investigation of tumors of the pancreas associated with recurrent ulcers while at Faulkner Hospital. (12)

The Pariser Conference Room was named for Dr. Kenneth M. Pariser, Chief of Rheumatology, Director of Medical Education and Associate Professor of Medicine at Tufts University School of Medicine, in June 1993. Dr. Pariser served as President of Faulkner Physician Associates during the 1990s and was the Director of the Rheumatology Fellowship Program at New England Medical Center when he started working at Faulkner Hospital. The dedication ceremony recognized donors Joseph and Thelma Linsey of Newton, Massachusetts, whose contributions in honor of care received by Dr. Pariser made the classroom renovations possible. (13) Through the years, various individuals have contributed additional funds toward the maintenance of the room, particularly Alfred and Karen Ross. The conference room provides a much needed space on the sixth floor for the educational activities for residents and medical students, including hosting visiting professors.

The Dr. Patrick Radiology Conference Room was dedicated in honor of Dr. Michael Patrick, who was a Faulkner Hospital radiologist.

The Penshorn Room, was named for Everett Frederick Penshorn, who served as a Trustee between 1955-1976. Mr. Penshorn was Chair of the Building Committee responsible for "The New Faulkner" during the 1960s. (14) Mr. Penshorn was also the President of Penshorn Roofing Company, Inc., which repaired many of the roofs in Faulkner Hospital. The Penshorn Room, a small conference room next to the cafeteria, was dismantled when the front of the building was renovated in the 1990s. A plaque still stands in the area acknowledging Mr. Penshorn's contributions.

The Ramirez Cardiac Testing Center was named for Dr. Alberto Ramirez, Chief of Cardiology, with funds donated by Arthur Gutierrez, Faulkner Hospital Trustee and long-time supporter.

The Sadowsky Conference Room on the fourth floor was named for Dr. Norman Leonard Sadowsky, Chief of Radiology Emeritus and Clinical Professor of Radiology at Tufts University and Clinical Instructor of Radiology at Harvard University. Dr. Sadowsky came to The Faulkner from the Peter Bent Brigham Hospital, where he was Associate Radiologist, on July 6, 1964, to serve as Chief of Radiology. (15) The room was dedicated in 2004.

The Rudolph W. Vollman Peripheral Vascular Laboratory was named for Dr. Rudolph W. Vollman. (1939-1994). He began working at Faulkner Hospital in 1969 as a general and vascular surgeon, established and directed the Non-Invasive Vascular Laboratory and served as Chief of Surgery from 1984 to 1988. He was an Associate Clinical Professor at Harvard Medical School and taught Tufts and Boston University medical students and residents. (16)

Whitcomb House was once a residence house for student nurses. The house was named for Harriet Manning Whitcomb, author of *Annals and Reminiscences of Jamaica Plain*, Cambridge, 1897. Miss Whitcomb died in 1941 as one of the oldest residents in the city. (17) Whitcomb Avenue, the street facing Belkin House, was named Green Hill Avenue in the 1800s.

Hallowell Hall in the School of Nursing's Recreation Room was named in honor of Louis Tucker Hallowell, Faulkner Hospital Trustee, in 1966, in honor of her 38 years of service. (18) Mrs. Hallowell also volunteered for the Faulkner Aid and a nursing scholarship fund was established in her honor. The room was dedicated on April 25, 1967.

The West Roxbury Medical Building was dedicated to Dr. Joseph Francis Gibbons. Dr. Gibbons was a family physician, general surgeon and obstetrician, and president of the Faulkner Hospital medical staff. A plaque in the entryway, north wall honors Dr. Gibbons. This building was affiliated with Faulkner Hospital in the late 1980s.

The Saslow Conference Room was named for Bernard Arthur Saslow (1909-1976). He lived in New York and was an attorney. He was the father of Judy (Saslow) Grace, wife of Dr. Norman Grace. Dr. Grace served on the Faulkner Hospital medical staff beginning in 1968 and was Chief of Gastroenterology from 1971 to 2001. In 1998, Dr. Grace became Director of Clinical Hepatology for Brigham and Women's Hospital, and is still on the medical staff and instructs at BWH. When Bernard Saslow died, Dr. and Mrs. Grace made a contribution to name a room in his memory in the "new" Faulkner Hospital. They established and contributed to the Bernard Saslow Memorial Fund, and there were many additional donations from medical staff and patients in Bernard Saslow's memory. The room housed part of the Ingersoll Bowditch Medical Library, so that Bernard Saslow's love of life and learning, as well as his integrity and spirit would continue to live on. In the early 2000s, the room became the Saslow Conference Room.

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## A Commitment to Quality

Right from the start, Faulkner Hospital was intent on providing the highest quality of service and care. In 1910, the Corporation began to measure average length of stay (17+ days) and invited a well-known hospital expert, Dr. Farrar Cobb, to make a careful and critical examination of the hospital's efficiency and report his findings. He compared the hospital with Newburyport Hospital, Brockton Hospital, St. Johns Hospital and Massachusetts Eye and Ear Infirmary and reported that Faulkner Hospital had the lowest volume of patients per nurse (1 ½) and the highest percentage of operations (61%). While some of his advice seemed downright archaic by modern standards (i.e., servants, paying patients and charity patients should be fed different classes of food), many of his suggestions in the areas of housekeeping, facilities and staffing led to various improvements. (1)

Faulkner Hospital became a member of the American Hospital Association on June 1, 1919.

Faulkner Hospital's leadership in privacy and confidentiality was evident early on as well. The early Training School students were advised:

By reason of your peculiar relations to the public, you will naturally come to be the repository of many family secrets. I trust that none may escape you. Guard the private affairs of your patients, as you would have your own protected and as every honorable physician and nurse do protect them and have from time immemorial. (2)

In 1921, the staff took steps to bring Faulkner Hospital into line with the requirements of the Hospital Standardization Program of the American College of Surgeons. The standard addressed areas of equipment, character of staff, staff meetings and accurate case records on all patients. The result of an investigation into these areas was the installation of a fluoroscope, the addition of extra clerical help and the revision of the record-keeping process. Faulkner Hospital quickly achieved its goal on becoming an ACS "Grade A" Hospital. (3)

One outcome of this process was the inauguration of regular meetings of the hospital staff to discuss the work being done, analyze and criticize any poor results and make suggestions for improved efficiency. These meetings included information on cases treated and their results, difficult or interesting cases and cases whose admission diagnosis was found to be incorrect. Meetings were so well-attended that at times the reception room was vastly overcrowded. (4)

Another survey was conducted in 1924 by Dr. Frederick A. Washburn of Massachusetts General Hospital for advice on what the hospital's aim for the future should be, what lines the hospital should try to develop and how to benefit to the surrounding districts. Dr. Washburn reported:

The progressive idea is for one central, well-equipped hospital to serve a large area. This hospital should be the Health Centre for the whole community, where rich and poor alike can have the best scientific treatment. Such a hospital can maintain a higher standard of medical and surgical work and also costs less per capita to run – two important items in the hospital problems of today.

The Trustees felt that this was a very stimulating idea, which opened up to a more definite and broader outlook. They endorsed this policy as a practical and logical aim for future development, and purchased the Whitcomb Estate (about eight acres of land adjoining the hospital grounds) in an effort toward expansion. (5)

In 1933, a Precedent Book was developed and distributed to all the wards of the hospital. In this book were the general rules of procedure in regard to diagnosis and treatment so far as definite rules could be established. All of the House Cases were to be treated according to the rules in the book, resulting in a continuity of care, efficiency and economy. During the same year, the hospital adopted the Standard Classified Nomenclature of Disease. (6)

A comparative survey of maternity departments conducted by the Boston Hospital Council in the 1930s revealed that the Faulkner Hospital ranked third among hospitals in the Boston Metropolitan area. (7)

Following the recommendation of the Hospital Council of Boston, Faulkner Hospital was surveyed in 1946 by Mr. Royal Parkinson, Labor Relations Counselor, who had completed similar studies at Boston Lying-In and Massachusetts General Hospital. Mr. Parkinson delivered a personnel procedure booklet, in which employees were told what was expected of them in terms of work hours, vacations, chances of promotion and other issues related to personnel. This booklet also included a "Problem Procedure" with a mechanism for airing out complaints. The Trustees adopted formal Personnel Policies in 1956. (8)

Faulkner Hospital became fully accredited by the Joint Commission on Accreditation of Healthcare Organizations in 1954. In 1958, a Joint Conference Committee was established to conform to Joint Commission Requirements. (9)

In 1958, Faulkner Hospital convened a Standardization and Simplification Committee to study cost and labor savings. (10)

A Certificate of Merit was presented to Faulkner Hospital by the Liberty Mutual Insurance Company in 1959 for an unbroken span of 458,000 man hours of work without a lost-time accident, which was considered exceptional. In 1965, Faulkner Hospital's lost time record was the lowest in the Commonwealth. (11)

Faulkner Hospital was asked to participate in an International Comparative Study of Medical Care in 1962. A pilot program to establish a methodology for the comparison of medical and hospital care in Sweden, England and the United States was established. The group studied output of patient service, education and research. (12)

Today, hospitals have Code Blue, Code Red and even Code Pink, but do you know what Faulkner Hospital's first code was? "Code 99" was first used in 1966 at Faulkner Hospital. Through an operator-managed page system, sudden changes in a patient's condition were delivered to anesthesia, the nursing supervisor, charge nurse, inhalation therapist, all available medical and surgical residents, physicians in the area, all externs and the surgeon on duty in the Emergency Operating Room. (13) "Code 99" blared through the loudspeaker system and everyone would rush to the scene.



It must have been especially loud in the early 1960s-1970s, because a Noise Committee followed by a Noise Abatement Society whose function it was "to search out and muffle noise in the hospital" was convened. A subcommittee of the Society was the Bright Ideas Committee, whose function was "to have bright ideas about reducing noise in the hospital." The Society determined that if each staff member cut noise by 1/20<sup>th</sup> of a decibel each day, Faulkner Hospital would be the quietest hospital there was. The project conducted a Decibel Study and found that the top five sources of noise were: 1. paging system, 2. personnel, 3. noisy equipment, 4. visitors, and 5. the west elevator. The Society kept a Quiet Patrol, who recognized a Quiet Contributor each month. (14) While the Noise Abatement Society no longer exists, the Bright Ideas Committee has continued to develop and incorporate bright ideas for many other areas in the hospital.

Legislation was enacted in the 1970s mandating that a hospital establish a Patient Bill of Rights and that it be posted conspicuously. The Trustees went one step further, authorizing a circular for distribution to patients that listed both their rights and also their responsibilities. (15)

As the nation realized the energy crisis of the 1970s, Faulkner Hospital appointed an "Energy Czar" in 1979 to report to the Trustees on efforts being made to maximize the efficiency of all systems that consume energy in the hospital. The hospital was able to save over \$200,000 by investing \$10,000 in energy saving equipment. (16)



Many Faulkner Hospital employees remained in "The Faulkner Family" for twenty, thirty or even more years. The hospital honored their loyalty and commitment with Service Awards and special pins. Annual Service Award ceremonies began in 1958. The first Service Award ceremony included the movie *Play Ball with the Red Sox*. During the 1980s-1990s, these award ceremonies took place at the John F. Kennedy Library in Boston. Volunteer Rosalie Murphy created stunning watercolors to celebrate those at the hospital serving five, ten, twenty or more years, like the illustration of the City of Boston at left. Rosalie also created over 100 illustrations each month so patients could have unique calendars in their rooms.

Faulkner Hospital was awarded "Designated Hospital" status by Bay State Health Care in 1986. (17)

The original three “Centres of Excellence” during the 1980s were the Faulkner-Sagoff Centre, the John R. Graham Headache Centre and the Faulkner Breast Centre, which has been featured on *The Today Show*. The Centre for Reproductive Medicine was deemed the fourth Centre of Excellence during 1990-1999. (18)

President Douglas Fairfax initiated the Pulse Program in the 1980s. Pulse sessions were held several times a year. Designated employees gathered questions and concerns from their colleagues and shared findings with Mr. Fairfax at a breakfast meeting. (19) President Elaine Ullian initiated a program of Town Meetings in 1989. The meetings were timed to cover all three shifts of staff. The meetings provided a forum for communication for all employees with hospital leadership. Anyone could submit a question about any topic, and it would be discussed and answered. (20)

A Recycling Program was convened in 1990, which reduced hospital waste by 12-14% during its first year of operation. During that time, roughly 595 trees and 244,913 gallons of water were saved. (21)

A Service Excellence and Quality Council (SEQC) was established in 1992. It was renamed the SEAQ Council (Service Excellence and Quality) later that year. The Council aimed to educate employees about quality improvement, service excellence and cost reduction, elicit ideas for quality improvement and recognize and reward contributions. The Council was chaired by Dr. Paul Bettencourt. One of the Council’s early projects was to convene a series of focus groups of patients, employees and physicians in an effort to identify what customers look for and develop responses to their needs. (22)



Bravo! – Faulkner Hospital’s employee recognition program to recognize staff for the work they do that is above and beyond their regular job responsibilities was launched in 1995. The first Bravo! Award recipients included all staff from the Operating Room, Recovery Room and Surgical Day Care, and Mimi Iantosca from Human Resources and Sue Molloy from Cardiac Rehabilitation. (23) The Bravo Award was succeeded by the “I Care” Award in 2013.

The Ethics Committee developed an Ethics Manual in 1995. The Clinical CarePaths Program was implemented in February 1996. This program provided a framework to assure that patients receive all necessary services during their length of stay. The first diagnoses selected for this program were myocardial infarction and pneumonia. (24)

The Laboratory was awarded College of American Pathologists (CAP) Laboratory Accreditation in 1998. The Blood Bank was a recipient of a national accreditation by the American Association of Blood Banks (AABB) in 1996 and 2000 for its transfusion and tissue activities. (25) Dolly Marmol, Assistant Supervisor of the Blood Bank, remembers the first surveys; the inspectors observed the staff in their daily activities and asked questions about their work.

Faulkner Hospital was a participant in the first initiative of its kind in the nation, the Massachusetts Health Quality Partnership (MHQP), a statewide satisfaction survey over 50 other hospitals across the state. The Boston-based Picker Institute conducted the survey. The study, which looked at dimensions of patient care that patients identified as most important: Respect for Patient Preferences, Coordination of Care, Information and Education, Physical Comfort, Emotional Support, Involvement of Family and Friends, Continuity and Transition. Over 300 Faulkner patients participated in the study annually. The data concluded that Faulkner performed at, or above the national average, in 13 out of the total 14 dimensions of care evaluated (the hospital could not be evaluated for obstetrical service, since it was not offered at the time). (26)

When WRKO Radio Personality Andy Moes visited Faulkner Hospital in 1998 he was amazed by the cleanliness of the restrooms. He commented on his popular talk show, “Faulkner Hospital has the cleanest restrooms in Boston.” (27)

Faulkner Hospital’s Corporate Compliance Program was established in 1999. (28)

Technology enabled us to address issues of quality in more ways than ever. In the 1990s, *HealthShare One* helped the hospital to better understand the competitive strengths of the individual services provided, such as acute medical and surgical procedures, addiction recovery and psychiatric care. (29)

The annual Arthur R. Kravitz, MD Award for Excellence in Psychiatric Education was established in April 2005 by Dr. Jonathan Borus, Chief of Psychiatry. The first winners were Dr. Mary McCarthy and Dr. Michael Mufson. Roberta Kravitz, the widow of Dr. Arthur R. Kravitz, was in attendance at the first ceremony.

The Faulkner Hospital Police, Security and Safety Department was the recipient of the 2011 Lindberg Bell Award, named in memory of Lindberg Bell, a charter member and second President of the International Association for Healthcare Security and Safety (IAHSS) in recognition of a facility which has established and administers an outstanding healthcare security and/or safety program. Criteria considered for this award included programs in the areas of crime prevention, risk management, security and/or safety services, staff

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## The Business of Medicine

The leader of Faulkner Hospital held a number of titles. From 1900-1946, Faulkner Hospital's administrator was entitled Superintendent, then Director from 1946-1978, President from 1978-1985, CEO briefly in 1985, then President again in 1985. The original Rules of the Trustees mandated that, "The Superintendent of the Hospital shall be an educated and skillful nurse, capable of taking charge of the hospital under the direction of the Trustees, and of instructing pupils in nursing." The first Superintendent, Miss Laura E. Coleman, was paid at a rate of \$900 per year. (1) In 1946, the position of Director was split between Director (of the Hospital) and Director of Nursing. (2) Mike Conklin, Jr. served as both CFO and Acting CEO between March and August of 1994. Whatever the title, Faulkner Hospital benefited from visionary leadership for over 100 years.

The business of medicine and hospital management has also changed a lot over the years. Before the Massachusetts legislature passed a bill for hospital employees to be paid weekly, they were paid once a month. The time-consuming process consisted of department heads turning in payroll sheets to the head bookkeeper and the Treasurer signing each individual paycheck. (3) Some departments had a very simple method of tracking staff hours – a sheet of paper on the office door where people wrote in when they started and ended their shifts. Payroll was automated in 1985, first using systems by Automatic Data Processing (ADP), followed by Stanley D. Kaufman (SDK), and then Meditech. Some of these vendors were used for other financial systems as well, and Faulkner Hospital helped SDK develop their patient billing system in the 1990s.

Blue Cross, described as a non-profit insurance plan of the Associated Hospital Service Corporation, made an appearance in 1937. In the first eighteen months of its inception, the hospital admitted 180 patients under this new type of payment system. By 1947, nearly 60% of Faulkner Hospital patients were insured under Blue Cross. In the 1950s the hospital began paying half of the premium for staff that enrolled in Blue Cross. (4)

In 1939, Dr. Channing Frothingham, Chief of Medicine, and Dr. Edward L. Young, Chief of Surgery, were among the five founders of a short-lived medical care prepayment plan called "White Cross" (no word on whether there was ever an Orange Cross or a Pink Cross). This new insurance plan commissioned by the Massachusetts Department of Health was heatedly debated and even opposed by the American Medical Association. At any rate, White Cross was one of the first medical care prepayment plans. (5)

In 1945, the Trustees voted that the appointed Professional staff shall retire at the completion of their sixty-first year of age. (6) This was changed to their sixty-fifth year of age in 1965. (7)

The year 1946 was notable on account of the reorganization of the staff in accordance with the required standards of a General Hospital in the Metropolitan area. The Medical Staff consisted of Officers, the Executive, Pharmacy, Credentials and Medical Records Committees, and Chiefs of Service for Medicine, Surgery, Obstetrics and Gynecology and Laboratory. The Staff was organized into Consulting, Active and Courtesy groups. (8)

In 1947, a 44-hour work week was instituted for Faulkner Hospital employees. (9) Social Security benefits were provided for Faulkner Hospital employees beginning in 1951. (10)

Faulkner Hospital became part of The Hospital Purchasing Agency, Inc., along with other area hospitals, in 1952. (11) A Purchasing Department was established in 1946, to consolidate pre-existing departmental systems under a central office and to secure price advantages, such as group purchasing organizations. (12)

By the end of the 1950s, eighteen Boston area hospitals had adopted retirement plans for their staff. The Special Projects Committee was appointed to commence a study of employee retirement benefits and present recommendations. In 1962, the hospital established a Pension and Retirement Plan through Connell, Price & Company for employees. The first eligible pensioner, Miss Elsie Wills, RN, retired that same year after seventeen years as Chief Admitting Officer. (13)

Medicare, a cost-based reimbursement system, impacted every aspect of hospital care when it was instituted in 1965. The hospital participated right from the inauguration. Faulkner Hospital convened a Utilization Committee and classified admissions into four categories: Emergency, Urgent 1, Urgent 2 and Elective. On the first day Medicare went into effect, July 1, 1966, 50 patients in the hospital immediately qualified. (14)

The hospital participated in two pilot programs in the 1960s – The Blue Cross/Extended Care Facility Pilot Program and the Boston Visiting Nurse Association/Coordinated Home Health Care Program. During that time, there were also a number of working relationships with area facilities, including Peter Bent Brigham Hospital, Carney Hospital, Massachusetts General Hospital, Lemuel Shattuck Hospital and Boston Lying-In Hospital. (15)

A four-day work-week was initiated as a six-week pilot program for nursing staff in 1971. Nurses were paired up in two-week teams to work shifts of four 10-hour days. Every second week, the nurse would have a full weekend off. The experiment was expanded to



include the departments of Personnel and Admitting. An informal translator service debuted in 1965. The *Faulkner Herald* printed a list of bilingual hospital employees, who could be contacted if someone needed translation services. (16)

Faulkner Hospital acquired Doctors Hospital, which included a behavioral health component, located at 780 American Legion Highway in Roslindale in 1972. The Community Health Services Department opened offices for Southwest Boston Senior Services, Inc in March 1974. The West-Ros-Park Mental Health Center also came under the hospital's dominion in 1974, when it was transferred to Doctors Hospital. (17) The Doctors Hospital name changed to Multi-Services Center, then the Faulkner Health Care Corporation, or Faulkner Health Care for short. In keeping with a tradition of time capsules, staff buried one in the ground at the base of the Faulkner Health Care Corporation sign. Faulkner Health Care provided programs in alcoholism, rehabilitation and day surgery. (18) Doctors Hospital closed in 1976. On March 16, 1976, The Faulkner Hospital Corporation officially merged with The Faulkner Health Care Corporation. After the merger, Faulkner Hospital rented space to various community services, including: Opening Doors Wider in Nursing (ODWIN), Mattapan Jewish Community Center, Southwest Boston Services, Inc. (Mental Health Unit), Mattapan Nutrition Program (hot lunch for the elderly) and City Ambulance. (19) The doctors also provided medical services to children in the Brook Farm Home in West Roxbury, a residential group home for dependent and neglected children.

Talk about a fitting name for a committee! In 1974, a "Worry Committee" was formed so that "administration and the Trustees are better prepared to handle the major issues facing the hospital." The first issues the Worry Committee met about were rate increases and wage and salary increase. (20) One of the committee's major efforts was having two Trustees travel to Washington, D.C. to obtain a loan from the Federal Housing Authority (FHA) for construction of the new hospital.

Faulkner Hospital moved from a model of giving employees traditional holiday, vacation and sick leave with its benefit of "earned time", which was approved by the Personnel Policy Committee in 1975. Employees were first offered term and permanent Group Life Insurance in 1976. (21)

Faulkner Hospital was one of six founding hospitals of Tufts Associated Health Plan (TAHP) in 1982, along with Carney Hospital, Lawrence Memorial Hospital, New England Medical Center, Newton Wellesley Hospital and St. Elizabeth's Hospital. (22) TAHP was originally set up as a prepaid plan without co-payments or deductibles. During the 1980s, Faulkner Hospital was able to offer a variety of health insurance options, including Blue Cross Blue Shield, Harvard Community Health Plan, Multi-Group Health Plan, Medex III and Tufts Associated Health Plan. For selected plans, the hospital was able to pay the entire rate, and even the most expensive option was only a \$12.37 weekly premium. During the 1990s over a dozen HMOs and PPOs were offered, including managed care companies with provision for substance abuse treatment. (23)

In 1982, Faulkner Hospital was the first hospital in Massachusetts to undergo a corporate restructuring, by working with the Healthcare Financial Management Association (HFMA). In only fifty-nine days, "Faulkner Hospital" was created as a brand new legal entity.

Faulkner Hospital continued to expand throughout the years. The hospital affiliated with the Joslin Center for Diabetes in 1983, offering an office to the clinic. (24) Faulkner Hospital purchased the Village Manor Nursing Home in Hyde Park in 1983 and the all-skilled facility of Park Marion Nursing Home in Brookline in 1985. The Park Marion Nursing Home was sold to Mediplex in 1991. (25) The Village Manor Nursing Home, which had served homeless residents for several decades, closed in 2001. Faulkner Hospital had expanded Village Manor Nursing Home services to include a short-term rehabilitative care unit for cardiac and orthopedic rehabilitation, wound management and intravenous therapy. Faulkner Hospital Trustee and Corporator Erling "Bud" Hanson was president of Village Manor for many years. (26)

Faulkner Health Programs, Inc. was established in 1985. The new corporation's first venture was to expand Faulkner Hospital's Express Care service to the Dedham area. Faulkner Hospital acquired the Dedham Walk-In Center in 1985 and the West Roxbury Medical Associates in 1986. (27) An independent company, Faulkner Home Health Care (FHHC) was established in 1987 in conjunction with American Home Health Care (AHHC). FHHC provided durable medical equipment, such as wheelchairs, beds, walkers, etc., respiratory equipment and equipment for enteral nutrition therapy. (28) Dedham Express Care remained closed in the fall of 1997. A new program opened in 2015 for all Partners HealthCare System Hospitals – Partners Urgent Care.

In 1991 Faulkner Hospital acquired the Greater Roslindale Medical and Dental Center from Carney Hospital, which was transferred to Boston Medical Center on December 31, 1997. The GRMDC provided area residents with services that included adult medicine, pediatrics, obstetrics, dentistry, dermatology, social services, nutrition counseling, podiatry and nurse visits. (29)

To serve the Hyde Park and Dedham areas, Faulkner Hospital dedicated the John E. Dawson Hematology-Oncology Centre on the fifth floor in 1992, in honor of former Faulkner Hospital Treasurer "Jack" Dawson. (30) The Dawson family was strong supporters of the hospital, and returned to attend the celebration of the affiliation with Dana Farber Cancer Institute. Also in 1992, Arborway Associates, a group of OB/GYN clinicians previously affiliated with St. Margaret's Hospital for Women, joined the Faulkner Hospital staff. For a few years, this affiliation enabled us to offer labor and delivery services at New England Medical Center. (31)

Faulkner Hospital established an independent physician's association (IPA) in 1993, a group of independent practitioners who as a group had better bargaining power. The Faulkner Physicians Association quickly grew to more than 100 members. One of its unique functions was the quality initiative where physicians joined together to create systems to provide and measure the effectiveness of the medical care being delivered the association. Dr. Kenneth Pariser, Chief of Rheumatology and Director of Medical Education, served as the Association's first president. (32) "The Physician's Association was so successful," said Dr. Pariser, "because we created business relationships with the HMOs to create a network of quality care. The physicians didn't have to be all in one building, but the Association worked through a private practice model."

In 1995, a nonprofit group practice named Faulkner Community Medical Corporation (FCMC) was formed. Michael E. Conklin, Jr., Senior Vice President of Finance, was appointed president of FCMC. (33) Faulkner Hospital purchased The Recuperative Center in Roslindale on November 10, 1994, and renamed it The Boston Center for Rehabilitative and Subacute Care in 1996, in conjunction with The A-D-S Group, (34) The A-D-S Group's interests were sold to the Multicare Group in 1996, and then from Multicare to Genesis Health Ventures (PA) in the later 1990s.

The Roslindale Pediatric Group, formerly in an old Victorian house on South Street in Roslindale, joined Faulkner Hospital in 1995, as one of the first tenants in the new Physician's Office Suites. (35) Faulkner Hospital shared joint ownership with New England Baptist Hospital of a Mobile MRI Unit (the first of its kind in Boston) in 1987 and the Aurora Imaging MRI Clinic became available on campus in 1999. Faulkner Hospital only the second site in the United States to host and operate the Aurora Breast MRI System. (36)



*A few of the Faulkner Hospital staff from the 1995 Annual Report, including some staff still at the hospital in 2012: Nancy Blumberg, John Dantona, Bonnie Fallon, Helen Nikas*

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## Patient Care through the Ages

The hospital first published *Information for Patients* in 1929. It is remarkable to consider how much healthcare delivery has changed in the past eight decades. Patients were grouped into “free,” “part pay” and “private” patients and those not considered free had to pay their bills weekly in advance (any excess payment was to be refunded). Fees started at \$3.50 a day for a bed in a ward. Patients needed to be referred by a physician to gain admittance, and had to be residents of Jamaica Plain, West Roxbury or Roslindale. In 1929, Faulkner Hospital still had restrictions on patients that they would admit; no patients suffering from contagious disease, mental disease, acute alcoholism or drug addiction were admitted. (1)

The *Boston Herald* sent their “Roving Reporter” to Faulkner Hospital in 1929. The Rover was in luck to observe the workings of the Faulkner Hospital Nursery, many of the babies representing the second generation of their families to be born at Faulkner Hospital. He found that “the special nurses at Faulkner were very busy with their charges. Bathing, feeding and sleeping went on flawlessly. Peace, rest and contentment are there on that spruce-covered hill, with its stunning view of the Blue Hills of Milton and the Arnold Arboretum.” (2)

The hospital realized early on the importance of infection control, but precautions were certainly different than those of today. In 1933, staff was instructed to wrap sputum (matter expectorated from the respiratory tract) securely in newspaper and put it in the rubbish barrel for burning. (3)

Care for both mothers and newborns changed over the years. In the 1930s, mothers were offered gas oxygen or ether during labor, and newborns were set up on a feeding schedule to begin breastfeeding twelve hours after their birth. (4)

Smoking was forbidden in open wards (although allowed in private rooms, providing the door leading to the corridor was closed). (5) The policy has been revisited numerous times throughout the years. In 1964, the Executive Committee began to discuss removal of cigarette vending machines from the hospital premises. (6) In 1984, smoking was permitted in some waiting areas, such as the Concentrated Care Center waiting room, the public lounges on floors 5, 6 and 7 and in the smoking section of the cafeteria. In 1989 a task force was established to move toward a “smoke-free” hospital with the launch of a “smoke-free environment day”. (7) A “Freedom from Smoking” program began in 1995 in conjunction with the American Lung Association. (8)

While visiting hours were increased since the hospital first opened, children under twelve were still only allowed to visit on Saturday afternoons throughout the 1920s and stringent precautions in the 1950s forbid children under fourteen from visiting at all. Hospital staff included a hostess, who was ready to supply reading matter, cards and puzzles, or to write notes or send telephone messages for the patients. There was no Social Service staff at the time, so both physicians and patients were encouraged to bring to the attention to the Superintendent regarding those in need of help. (9)

In the 1920s, radios were permitted only with the consent of the Superintendent. In the 1940’s, patients were not allowed to use radios in semiprivate rooms or open wards unless they used earphones or “Hushatones,” a technology that went the way of the gramophone. Individual pillow coin radio service was introduced in the 1950s and patients were allowed to bring a television set with permission from the Director. (10) Some of the earlier televisions required patients to insert coins to watch.

New services were rolled out on a frequent basis. For example, in 1942, patients could obtain physiotherapy services in the hospital or at home. Services included baking, massage, corrective exercises, diathermy, ultra-violet light or vasculator treatment. A doctor’s prescription was required for this service. Another service offered to patients that year was secretarial service, which could be obtained through the Admitting Office and was charged according to work done. (11) The Blood Bank offered a special program for pregnant women while there was an obstetrical service - husbands were able to donate their blood so their wives would be able to have use of it as needed during labor and delivery. Faulkner Hospital was also one of the founders of the Medic-Alert bracelet.

In the 1950s, a barber and a “Portable Beauty Service” were available. The beautician was available for patients and visitors for any type of beauty treatment a patient’s doctor would allow. (12) The hospital started another hairdressing service in 1990. Volunteers would visit patients’ rooms, providing haircuts, shampoos, blow-dries, and even hair coloring service. Prices started at \$10.00. (13)

During the 1960s-1980s, Faulkner Hospital welcomed a group of nurses from Ireland and England. They became certified in 1969. Dr. Irwin Mirsky recalls that these nurses were extremely patient focused, in particular, Margaret Bradley, who served as Director of Nursing, along with Rita Davidson and Dee Whalen.

A lovely tradition began in 1966 – every new female patient who entered the hospital would receive a red rose in a vase at her bedside, courtesy of the Faulkner Aid Association. Escort services began in 1968. All new patients received the pamphlet *Smiles* in 1969. (14)

Faulkner Hospital’s hospice service commenced in 1979 and was run by a doctor who was also a nun, third year resident Sister-Doctor Rosemary Ryan, MD. The program was first staffed by volunteers, some of whom were nurses. (15) After a period of time, the

Visiting Nurse Association led the group, still under Sister-Doctor Ryan's direction. A Hospice Support Group began in 1983. The Faulkner Hospice Program merged with Visiting Nurse Associates, Inc. in 1985. (16)

In addition to a chapel for quiet worship, a Roman Catholic Mass was provided every Saturday and on Holy Days during the 1980s.

In 1982, the hospital began to issue the familiar blue plastic ID cards for outpatient and emergency room services. The cards were imprinted with the patient's name, date of birth and medical record number. An electronic embosser linked to the patient's computerized Patient Information System, to help speed the registration process. (17)

A walk-in clinic called "Faulkner Express Care" debuted in the 1980s, servicing almost 500 patients in a month. Express Care soon expanded to facilities in Dedham and Hyde Park. (18) Brookline, Roslindale, West Roxbury, Boston, Needham, Newton, Quincy and Westwood were added, with consultation services that included internal medicine, surgery, gynecology, neurology, cardiology, endocrinology, hematology, oncology, pulmonary medicine, urology, allergy, immunology, dentistry, dermatology, otolaryngology, gastroenterology, infectious disease, nephrology, ophthalmology, podiatry, psychiatry, rheumatology, vascular medicine and orthopedics. Express Care at Faulkner Hospital was open from 8:00am-8:00pm on weekdays and 10:00am-6pm on Saturdays. The hospital found that 80% of the patients who used Express Care did not have a primary care physician. (19)

A "Hospitality Suite" was opened in 1987 – the Mary Faulkner Room. Furnished in tranquil tones, with wall-to-wall carpeting and pastel bed linens, this hotel-like amenity was offered to patients and their families. Room rates included meals, parking, television and telephone. (20)

In 1998, a Health Care Proxy Help Line was offered to help loved ones make health care decisions if the patient was unable to do so, such as decisions about CPR, consent for surgery, blood transfusions, pain medications and other routine tests. (21)

A new program debuted in 1999 - The Faulkner Hospitalist Program, run by the Hospitalist Group at The Brigham, provided an inpatient manager/physician to take care of patients while they were in the hospital. The patient would then be returned to the care of his/her primary care physician upon discharge. The first Faulkner Hospital Hospitalist was Dr. Beni Gavi, who was a graduate of Harvard Medical School and one of the early classes at the Harvard Vanguard Primary Care Residency Program. (22)



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## Faulkner Hospital in the News

The earliest Bylaws of the Faulkner Hospital Corporation stated that notice of the Board's Annual Meeting must be given by the Clerk in one or more newspapers in Boston at least a week previous to the appointed day. (1) Annual Meeting announcements were posted in the *Boston Traveler*, *West Roxbury and Parkway Transcripts*, *Boston Globe* and *Boston Herald*. Incidentally, many of the Board meetings took place in Filene's Department Store and at the Old Colony Trust Company in Boston.

A Publicity Agent was hired in 1938 and a Publicity Committee was formed in 1956. The first Faulkner Hospital newsletter was a mimeographed sheet called *The Faulkner Herald*, which began in 1947. The goal was to keep the Faulkner Hospital community "informed of our activities, our aims and our dreams." The hospital began to have it printed monthly and in 1957 it received a high honor – a national award for its excellence among hospitals of its size throughout the United States. The *Herald* began before Faulkner Hospital even had a public relations department and was put together by staff that had demonstrated an interest in it and worked on the newsletter in addition to their regular duties. It contained many of the same features as the *Scanner* – reproduced letters of appreciation, names of service award recipients and personnel changes. It was also a very personal newsletter, announcing staff engagements, marriages, births and even descriptions of leisure trips taken by staff. In 1953, there was an attempt to change the title of the *Herald*, but it was emphatically announced in 1954 that there would be "no change in name." (2)

A forerunner of the *Medical Staff News*, called the *Monthly Staff Letter* began in 1956. In the 1980s, Dr. Stephen Wright, at that time President of the Medical Staff, was on the editorial board. The School of Nursing's newsletter, *The Risin' Sun*, debuted in 1966. *Insight* ran every six weeks during the 1970s and was "published for the employees of Faulkner Hospital." An internal newsletter, *Transplant*, helped plan for construction of the "new" Faulkner and update staff on the building process. *Faulkner* debuted in 1975. *Outlook* was published quarterly beginning in the winter of 1978, to inform neighboring communities about health issues and hospital news. *Newsbeat* was produced during the 1980s and included information about employee benefits. This publication was mailed to patients' homes. *Health Matters* ran during the 1980s to inform community residents about services at the hospital. Another newsletter began in 1990 - *Good Health News* – which listed staff achievements, published papers and presentations. *Scanner* began in 1975. It is a one-page, front and back, weekly newsletter for hospital employees. A short-lived that ran during 1975-1976 newsletter was called simply *Faulkner*. *Dear Doctor* began in 1987. Philanthropy launched a newsletter named *THANKSforGIVING* in 2002. *Spreading the Word* was published by the Community Relations Department and debuted in 1992. *Med Thread*, a pharmacy newsletter connecting disciplines through medication information, began in 2011, and the Safety Department started *Spotlight on Safety* in 2012.

The hospital was often in local and regional papers as well. For example, the Volunteer Department appeared in a series of *Transcript Publication* articles after the hospital was visited by many other hospitals seeking similar programs. (3)

The Faulkner Hospital Annual Report, a treasury of knowledge and insight about the inner workings of the hospital, was succeeded by an *Annual Directory* and *A Community Hospital Reports to Its Community* report in 1972. Director William J. Skerry cited conservation of funds as the reason for the cessation of the annual report. (4) This directory continued in various formats to eventually become an annual telephone directory until 2008, when it was decided that an online-only telephone directory was sufficient. A Community Benefits Report is still in publication through Partners HealthCare System.

Throughout the years, Faulkner Hospital has been featured on numerous radio and TV stations, including WRKO AM 680, WBZ-AM 1030, WBUR-90.9 FM, WBOS-FM, WMJX Magic 106.7, WTPP Radio, WGBH-TV Channel 2, WBZ-TV Channel 4, WCVB-TV Channel 5, WHDH-TV Channel 7, WSBK-TV Channel 38, Channel 56, CNN, USA, A&E, Lifetime, Quincy Cablevision, New England Cable News and TNT. (5)

Faulkner Hospital produced a video about the hospital entitled *Faulkner Hospital: Excellence by Nature*, which won a Lamplighter Award from the New England Hospital Public Relations and Marketing Association. (6)

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## Building the “New Faulkner Hospital”

Planning for a new building to meet Faulkner Hospital’s growing demands began as early as 1950. Through the years, many committees met, planned and discussed how the building would proceed – the Hospital Improvement Committee, Committee on Future Development, and even the “Size Committee” (its actual name). On January 23, 1968, the Trustees requested architects Perry, Dean and Stewart to undertake a master development plan, which was accepted eleven months later. That plan was thwarted due to zoning code changes. (1) A petition for new facilities was circulated, and 3,100 area residents signed. Not everyone in the community supported the idea of a new building, but many residents donned “Save the Faulkner” bumper stickers on their cars to show their support of the planned renovations. (2) It was mandated by the Public Health Council that the “old” hospital was to be demolished upon the building of the “new” hospital, according to Dr. Andrew Huvos. The Massachusetts Supreme Judicial Court issued a ruling in favor of the expansion in 1972. The Public Health Council granted the hospital the right to expand in 1973. (3)



*Photos show the “Old” and “New” Faulkner Hospital.*

In 1973, the loan for construction was approved by the U.S. Departments of Housing and Urban Development, and Health, Education and Welfare. (4) Plans were designed by architects Perry, Dean & Stewart and construction was done by Vappi & Co. Boston Mayor John F. Collins took part in the groundbreaking. The “new” hospital, completed in 1976 at a cost of \$44 million, was seven stories high and 300,000 square feet, with 259 beds and an emergency room ten times larger than the old one. (5)

The new building spurred a number of innovative ideas, based on the “Friesen Design” (also known as the “Friesen Concept”). Hospitals designed using the concepts of architect Gordon Friesen were focused on reengineering for patient-centered care. (6) Plans called for Nurses’ Stations to be eliminated and replaced by Administrative Control Centers and Team Conference Centers. With Nurse Alcoves and Nurservers (locked supply cabinets) in each patient room, the conceptual idea was for each room to become a “self-contained little hospital.” Nursevers contained medications, linens, dressings, IV supplies, and even had special air flow mechanisms to prevent infection. The nurse never really had to leave the room. Another futuristic idea was an Automatic Cart Transportation System to deliver supplies and patient meals throughout the hospital via monorail conveyer. Rotating Complement Carts would be attached to the Monorail, which would also transport soiled supplies for disposal or deprocessing. Charts in each room had three sections with carbons for doctors’ orders. Nurses would check the order and send the carbon through a central processing center. Pneumatic tubes transported messages, such as doctor’s prescriptions, by a “whoosh” air mechanism at a rate of 30-35 feet per second. All dinner trays were wheeled into a large refrigerator and each meal was individually prepared for each patient by nurses “to order,” even with freshly popped toast. Patient units also contained intercom stations and physician



dictation centers. The surgical suite was based on a “triple-corridor” concept which minimized infection by separating sterile and contaminated supplies. (7) The hospital was able to implement many of these advanced features, such as the automated supply delivery service, as well as a unique communications network relying on radio receivers carried by staff. (8) Other ideas, like the Nurservers, were modified through the years so that they evolved to work with current practices. The hospital was painted with fire-resistant teal, poppy, rose, yellow and green accents and there were separate elevators for patients and visitors. (9)

Paul Keating, Director of Facilities, recalls many of the challenges in undertaking such a large and complex building project. “We had to deal with the existing structural concrete and the challenges of adding on to an occupied hospital building, including uncovering the original waterproofing material originally applied below grade, which needed to be encapsulated,” said Paul. “Also, we wanted window assemblies that would not leak, so they were recessed into their openings. We used precast concrete exterior wall panels imported from Newfoundland. The exterior panels were sent to us with unique numbers, so they could be assembled similar to a child’s erector set. We never stopped working. We even worked on the structural steel and concrete through the winter, using portable propane heaters both to stay warm and to allow the materials to set correctly.” The building was constructed with gypsum board interior walls, glass wool insulation and solid core wood doors.

Everyone eagerly awaited The New Faulkner, and enthusiastic construction workers proudly took the students on impromptu tours of the building-in-progress. “I Have Helped Complete the Faulkner” pins were distributed and proudly worn. Nursing students posed amongst the beams wearing hard hats for special yearbook photos. The Human Resources Department planned informational bulletin boards on every floor, as well as areas to display patient messages and greeting cards. There were a few delays, such as a water main flood in the new construction that was so severe that the fire department was called in to help, but finally it was time.

A new garage opened on October 15, 1973, with festivities including a ribbon-cutting and a cake with an icing-illustration of the garage itself. Faulkner Hospital President John Blanchard drove the first car into the new 580-car garage. The design by Volume Indoor Parking of New York was a unique structure and the floor construction was even patented. (10) Donna Girard, Clinical Leader, Gastroenterology, remembers that when the garage was first built, staff could walk between it and the third floor of the hospital. On September 19, 1974, the public was welcome to a Topping-Off Ceremony to witness the final pouring of cement for the new hospital’s external structure and the raising of the American flag by the construction workers. (11)

Moving Day, or “M-Day” was Saturday, May 22, 1976, the same day the Paul McCartney gave a concert at the Boston Garden. What Dr. Andrew Huvos remembers M-Day from the opening of The “New” Faulkner was how some patients had to be manually ventilated with respirators between the two buildings, which required a great deal of orchestration, but resulted in no adverse events. Paul Keating recalls the directory sign, which was right outside the main entrance. At the time, there were so few departments, they could all fit on one sign. Dolly Marmol remembers packaging the blood supply in Styrofoam boxes on ice and installing a temporary Blood Bank in case someone needed blood that day. “M-Day” was on the news, recalls Frank Frey from Security, who watched himself and others on TV that night.

Everyone who worked at Faulkner Hospital was there on “M-Day” and everyone was given “jobs”. Mimi Iantosca’s job was to visit patients after they were moved and make them feel more at home. The staff really wanted to make everyone welcome and comfortable in the new setting. At the end of the day, one patient reassured her, “I have been welcomed to my new room so many times, but I am fine! Please don’t worry anymore, everything is fine!” Thankfully, it was a lovely day weather-wise, and the 26<sup>th</sup> Yankee Infantry Division’s 114<sup>th</sup> Medical Battalion of the National Guard was in place to help with any needed communications.

The Dedication of the new hospital took place on June 20, 1976. The Reverend C. Blayney Colmore, III delivered the invocation and the benediction.

In 1995, Mayor Thomas Menino participated in a ribbon-cutting ceremony to mark the official opening of the Hospital’s new addition facing Centre Street. (12) Architects Troy Kobos and general contractors Kennedy & Rossi participated in the renovations.

The new Faulkner Hospital campus spanned over sixteen acres and the hospital buildings encompassed about 500,000 square feet. The new hallways were so long that one of the respiratory therapists traveled from room to room on roller-skates with his equipment in a knapsack.





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## Joining Partners and Becoming BWFH

“When I started as President of Faulkner Hospital in the Summer of 1994,” said David J. Trull, “we were in the midst of what was known as the Managed Care Era.” Managed care companies were largely in control of network composition and setting the rates for services rendered. As a result of the location, many managed care organizations did not yet see Faulkner hospital as geographically desirable. In addition, some of the hospitals’ flagship programs, i.e., its Breast Health Center and the Headache Center, required that patients obtain referrals for out-of-network services. It became clear that realigning the institution to enable it to best serve its communities was essential.

In the late 1990s, the Strategic Initiatives Group (SIG) was formed to better understand the local healthcare marketplace, to analyze Faulkner’s position in that market and, importantly, to identify strategies to maximize the success of Faulkner Hospital in the future. Within eighteen months, the SIG actions pursued discussions with local health systems, established and emerging, concerning a strategic fit within those systems. Extensive deliberations concluded that a merger with Brigham & Women’s Hospital offered the best value to patients and staff. The merger allowed the Faulkner to continue its teaching focus by establishing BWH integrated residency programs in Internal Medicine and General Surgery. Importantly, the BWH made significant commitments to bring expanded as well as new programs to the Faulkner campus. Geography was now a plus for Faulkner, as it was a short trip to Faulkner for BWH staff and patients.

Faulkner Hospital and Brigham and Women’s Hospital have had a longstanding relationship. In 1974, when The Boston Hospital for Women, The Robert Breck Brigham Hospital and the Peter Bent Brigham Hospital were consolidated to form Brigham and Women’s Hospital, some Harvard Surgical Services were transferred to Faulkner Hospital. (1)

In 1997, the leadership of Faulkner Hospital and Brigham and Women’s Hospital began to explore ways to collaborate. On April 8, 1998, Faulkner’s leadership met with several of Brigham & Women’s key leaders to discuss creation of a new corporation, Brigham and Women’s/Faulkner HealthCare, Inc. through a merger of Brigham Medical Center and The Faulkner Hospital Corporation. Faulkner Hospital’s Strategic Initiative Group felt that this model would make good sense for many reasons, including greatly enhancing Faulkner Hospital to continue its mission in the communities that it served. Faulkner Hospital had already developed relationships with The Brigham in several areas, including the Cardiac Catheterization Laboratory, the Operating Room and the Gastrointestinal Group. (2)

On September 22, 1998, Trustees voted that The Faulkner Hospital Corporation merge with Faulkner Hospital, Inc. to begin the process. Faulkner Hospital set forth an affiliation agreement with Partners HealthCare System, Inc., The Brigham Medical Center, Inc. and The Brigham and Women’s Hospital, Inc., to become Brigham and Women’s/Faulkner Hospital, a member of Partners HealthCare System, Inc. As part of the merger, Faulkner Health Programs was renamed Brigham Community Practices, Inc. with BW/F as its sole member, and The Brigham Medical Center, Inc., was renamed Brigham and Women’s/Faulkner Hospitals, Inc. (3) On March 6, 2012, the Faulkner Hospital Board voted to move to common membership on the boards of Faulkner Hospital, Brigham and Women’s Hospital and BW/F while retaining separate corporate entities and separate hospital licenses.

The Brigham and Faulkner Hospital maintained separate licenses and soon began extensive work to help establish linkages in their respective infrastructures. This work set the stage for considerable investment in systems, equipment and plant prior to the movement of major clinical programs to the Faulkner Hospital campus.

Medical staff were involved every step of the way to pave the way for a smooth transition. This new relationship allowed for development of complementary services and for care of patients to be directed to the most appropriate hospital. The partnership was based on the philosophy that the tertiary and secondary care programs of both institutions supplement one another, enabling success in a competitive, cost-sensitive environment. (4)

On October 1, 2012, Faulkner Hospital was renamed Brigham and Women’s Faulkner Hospital. The new name better reflects Faulkner Hospital’s level of integration, common mission, and shared goals with Brigham and Women’s Hospital.

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## Reminiscences - What Made Faulkner Hospital Special?

Well, there are probably too many things to mention, so let's let the staff, volunteers, patients and family members tell us about a few of them! We'll take a walk down memory lane in the history of the "Friendly Faulkner."

"The Faulkner Hospital has a good family spirit," stated Gerald F. Houser, MD, Director during the 1950s. "We recognize each other as human beings." (1) Another director during the 1950's, Paul J. Spencer, reflected Dr. Houser's sentiments, "The spirit of the organization is high. The friendliness and personal touch so prevalent throughout The Faulkner makes it a happy place in which to work." (2)

"When I first came to The Faulkner," exclaimed Dr. Andrew Huvos, "I was struck by the fact that everyone knew everyone else and by how cordial and warm everybody was."

"Faulkner is a community where employees care about patients and care about each other," states Mimi Iantosca, Nursing School Instructor during the 1960s and 1970s and later Director of Human

Relations. "I'm not sure if people who apply to work here bring that caring attitude or develop it here. Each group working together has a sense of team – we work together!" Mimi has been inspired by the good work that Faulkner people do and wants to invest her time here because the people who work here are worth it. "I'm proud to work with the people here," adds Mimi, "It's a sense of community that keeps people working here a long time."

Dr. Norman Grace came to Faulkner Hospital in 1968 as a staff physician and became the hospital's first Chief of Gastroenterology in 1971. He joked that when he began the Gastroenterology Service, he *was* the Gastroenterology Service, being its sole staff for two years. This was while he was concurrently serving as Director of Lemuel Shattuck Hospital's Clinical Research Unit. He is very fond of Faulkner Hospital and has pleasant memories of afternoon teas in the offices of Dr. John (Jack) Graham, who hired him, and Dr. Melvin Osborne. "They were wonderful people to work with. We would discuss all kinds of things, and brainstorm on ways to improve the services," recollected Dr. Grace.

Dr. Lucas C. Henry of Syracuse, N. Y., visited the hospital in 1922. The institution particularly impressed him with the excellence of its arrangements for staff members, including an unusually well furnished "rest room" for doctors. (3)

"Faulkner Hospital was a small and quite intimate place when I came here in 1972," reminisced Dr. Max Bermann, "I used to know every intern, resident, and x-ray technician. We enjoyed wonderful holiday parties at the homes of some of the doctors."

Dan Massarelli worked in the Facilities Department for over twenty-two years. He fixed everything from lights to patient beds. When asked about his favorite aspect of the job, Dan replied, "Definitely the people. I get to meet just about everyone in my travels in the hospital, even the patients." (4)

Dr. Irwin Mirsky, an oral maxillofacial surgeon (in fact, one of the first) who came to Faulkner Hospital in 1959, remembered how the end operating room in the "old" hospital was set up so the window allowed you to see the city of Boston so clearly. Dr. Melvin Osborne, Chief of Surgery, felt that the windows were "distracting" and had them covered with shutters. Dr. Mirsky also recalled how many patient problems were aired and resolved during lunch, back in the days when the doctors had a separate dining room.

Glenna Bridges started working at Faulkner Hospital in 1973. She was looking for a new and interesting job in her field of radiology, saw the notice, came in and was hired on the spot. "I consider myself lucky because I was always able to work a shift that was best for my young family," said Glenna, who is married to Dr. Max Bermann (who was always her favorite radiologist). "It was wonderful to work the hours – part time, evenings, etc., that could fit into my lifestyle. The people were great to make these little bends to make it work for me."

"The community, dedication of the physicians and the commitment to teaching are what make Faulkner Hospital special," said Dr. Zeljko Freiberger, Instructor in Medicine from 1974-2007.

Frank Frey started as one of the hospital's first Security Officers in 1975 until his retirement in 2012 and really loved working here. In 2011 the new security office was dedicated as the Frank J. Frey, Jr. Police, Security & Safety Office in his honor. "When I first started here, I asked myself, 'Do I really want to do this?' After the first day, my mind was made up. It was great! Everyone is so friendly and easy to get along with. We all work as a team!" exclaimed Frank.

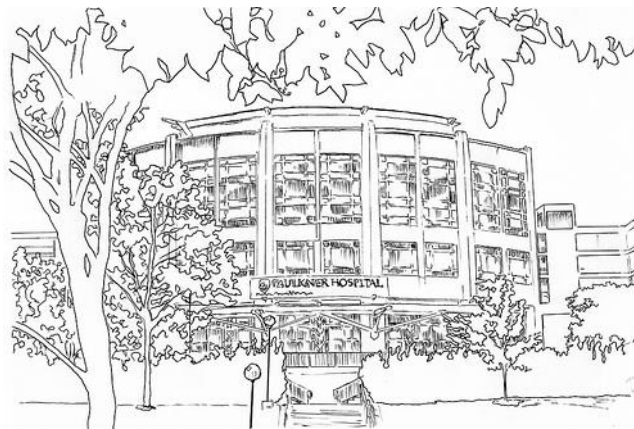
"Compassion and care are what we give here, stated Dolly Marmol, who has worked in the Blood Bank since 1975. "It's not like a big hospital; it has a family-like, community feeling. Patients don't feel like they're lost like they would be in a big place."

Madeline Smith, who has volunteered in the Gift Shop for over 20 years, has found her experience very fulfilling. "Students I had once taught in kindergarten are now employees at The Faulkner, and they still recognize me!" declared Madeline. "Parents, neighbors and friends always drop in with kind words about the 'Best Hospital Gift Shop' " Her most memorable moments have been mentoring new volunteers and her favorite "perk" is the lunch here.

Elaine S. Ullian, Faulkner Hospital President from 1987-1994, felt that Faulkner Hospital had a tremendous opportunity to be the best serving its local communities. "The investment I wanted to make in the institution where I worked had to be consistent with my personal interest in the community," stated Ms. Ullian. "I could feel part of the community and could get involved in community activities." (5)

"What has always characterized Faulkner Hospital?" mused Dr. Norman L. Sadowsky, Chief of Radiology from 1964-2011. "It is our attitude toward our patients. Our attitude is one of empathy and compassion. We are truly patient-centered. The people who work here reflect the ideal of what taking care of a patient really means. Everything we do is geared toward alleviating the patient's anxiety. When I see a person come in here, I think of her as a relative and care for her in that manner."

David J. Trull, Faulkner Hospital President from 1994-2011, expressed the essence of the phrase *Faulkner Cares*, "Faulkner is really about the quality of caring that our staff delivers to patients and our commitment to helping to educate a new generation of physicians and surgeons."



## Endnotes

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## Famous Faulknerites through the Years



Susan Torrey Revere Chapin (1865-1961), wife of Henry Bainbridge Chapin (1857-1910, an original Faulkner Hospital Board member) was the great-granddaughter of Paul Revere. Mrs. Chapin was a dedicated Board member and supporter of the hospital. Her son, John Revere Chapin, also served on the Faulkner Board and her granddaughter Martha Chapin, was a Debutant. A fitting tribute was a Paul Revere bowl donated to Chapin House, which was named in honor of Henry B. Chapin. (1)

Miss Roosevelt, cousin of President Theodore Roosevelt, was thrown by her horse, Lorna Doone at the Country Club Mars during a show. Her fracture was treated at Faulkner Hospital in 1908. (2)

Barbara Walters (1927- ), journalist, writer and ABC TV news correspondent, announced on air that she was born in Faulkner Hospital. Another well-known journalist and news anchor, Linda Ellerbee, was a grateful patient. She bought a souvenir duck from the gift shop and named her entire production company, "Lucky Duck Productions" after it. (3)

Frank Hogan, a catcher known as "Shanty" when he played for the New York Giants in 1930, was a patient. (4) Other baseball players treated included Lou Brissie, 1940's-50's player for the Philadelphia Athletics and Cleveland Indians and Ted Williams, Red Sox outfielder and the American league's triple batting champion. (5) And speaking of baseball players, Andy Spognardi, former second baseman for the Boston Red Sox, began his career as an obstetrician for Faulkner Hospital, delivering hundreds of babies before he delivered home runs. (6) Dr. Raymond Gibbs, General Surgeon was the official Harvard University Football Team doctor for a period of time. And Dr. Norman Sadowsky and Dr. Robert Eyre played against tennis greats Bobby Riggs and Bud Collins in a special Longwood Cricket Club match before the US Senior Championship in 1982. Although the doctors lost, it was a great deal of fun for the players and the audience. Dr. Sadowsky will never forget one of Bobby Rigg's serves, which had such a great spin that it landed in his court and bounced back to the other court without him having to hit it. (7)

In September of 1943, the Duke and Duchess of Windsor were in Boston for a four-day visit to Faulkner Hospital. They came to visit "Aunt Bessie" – Mrs. D. Buchanan Merriman – a Faulkner patient recovering from a broken hip. So famous were the Duke and Duchess that their visit was front page news in Boston newspapers for seven days. (8) A prince was even born here - Christopher Habsburg, son of HI & RH Stefan Prince Imperial and Archduke of Austria, Prince Royal of Hungary and Bohemia, Prince of Tuscany. (9) Russian Dignitaries Dr. Ivan Leshkevich, First Deputy Minister of Health visited Faulkner Hospital's Substance Abuse Program to bring back the knowledge and insights gained from the visit to begin the process of effectively addressing the growing problem of substance abuse in Russia. (10) A Ukrainian dignitary, Dr. Fedir V. Dakhno, visited the hospital's Centre for Reproductive Medicine in 1995 in an effort to foster good will and share scientific information in the field of reproductive medicine. (11)

Eugene O'Neill, Nobel and Pulitzer Prize-winning playwright, was a patient. (12)

Bobby Orr and Dallas Smith, Boston Bruins Hockey stars, visited in 1973. (13) Boston Bruin's "good guy" Bob Sullivan was noted to be home soon after "a stint at Faulkner Hospital" for injuries. (14)

Here come the clowns! When clown Warren (Rube) Simmonds fell, he was treated at Faulkner Hospital in 1955. (15)

Sylvia Plath, poet, was a patient. (16) During her youth she lived on Prince Street in Jamaica Plain, near the Arnold Arboretum.

Another patient was Gavin Couper, a colorful star of 1960s stock-car circuit. Mr. Couper was also the proprietor of Iron Mike's Speed Shop in Norwood, Massachusetts. (17)

Broadway producer and writer Richard Scanga, who helped stage 1970s counter-culture productions such as "Lenny" and "Steambath" was a patient. (18)

Dr. Susan Love, who founded the Surgical Program at Faulkner Hospital Breast Centre in 1988, is one of the most well-known and widely read consumer health authors of our time. Her *Breast Book* and *Menopause and Hormone Book* are in libraries throughout the



country. She worked closely with Dr. Norman L. Sadowsky and made advances in evaluation of patients with nipple discharge while here at Faulkner Hospital.

A patient, Patricia Wirtenberg, created "vegetarian mosaics" featured on television shows such as "The Mike Douglas Show," "To Tell the Truth," and the "Today Show." With her husband, she also started Folio's Medical Directories of New England, which is owned by the Faulkner Hospital Medical Library and many other organizations. (19)

Boston City Council Member Maura Hennigan, who has served Boston for over twenty years, has also served Faulkner Hospital as a Corporator. Ms. Hennigan was the first woman to serve as chair of the Ways and Means Committee and she secured funding for Boston's first citywide mammography van. (20) Massachusetts Congressman Joe Moakley was honored at a reception at Faulkner Hospital in 1992, which drew over two hundred employees, physicians, community leaders and elected officials. Massachusetts State Representatives John McDonough and Angelo Scaccia, and Boston City Councilors Maura Hennigan-Casey and Tom Menino attended this event. Tom Menino also came to Faulkner Hospital as Mayor to hold a community forum with residents of Boston to hear their questions and concerns about the city at Faulkner Hospital. The video he broadcast, *Moving Boston Forward: Faulkner Hospital* was added to the Mayor's Office Video Library. (21) On May 4, 1992, Senator Edward M. Kennedy conducted a special public hearing at Faulkner Hospital entitled "The Rising Incidence of Breast Cancer." The two hour hearing was held in the third floor auditorium with standing room only, as the senator recognized the vital services that Faulkner Hospital brought to the community. The hearing was covered by many newspapers and radio and television stations. (22)



Thirty-three Faulkner Hospital employees had their moments of glory in the award-winning film *Whose Life Is It Anyway?*. Starring Richard Dreyfuss and John Cassavetes and produced by Metro-Goldwyn-Mayer, is a dramatic story about an artist who is paralyzed and pursues his right to die. Film Director John Badham (whose films included Saturday Night Fever), was scouting locations for the film, and chose the hospital for its progressive and striking design and scenic setting after driving by one day. (23) In cooperation with the Governor's Office and the State Department of Commerce, Faulkner Hospital hosted filming for this epic movie. (24) MGM was on-campus for three days in November of 1980. Patients in wheelchairs were recruited from the nearby West Roxbury VA Hospital for filming wheelchair basketball scenes. Dozens of Faulkner Hospital employees became an extra in the movie, including Dr. Alberto Ramirez, Chief of Cardiology. As staff was constantly peering out the window to catch the stars, the crew had to hold up a sign so employees would vacate the area when the cameras rolled. Right after the "accident scene," there were hundreds of Faulkner employees staring at

Richard Dreyfuss, who, by the way, had to wait in the cafeteria line just like everybody else. Dreyfuss and Cassavetes also got to know some of the staff, and even visited the home of Faulkner Hospital Chief of Security and member of the Jamaica Plain Hills Association Joe McBrine and his wife, long-time volunteer Sophia McBrine. The film included an aptly-named soundtrack, "Hospital Ladies," written by Arthur B. Rubinstein and performed by The Rebel Rockers.

Patient Information staffer Ruth Imbaro had a special role in the film. She played the Mom of one of the "actor" extras, who was on crutches. Back then, the roof-deck next to the dining roof-deck was used for a basketball court, so Ruth visited her "son" the "patient" and escorted him around the roof-deck. All the actors had to wear black and white to be in the movie (even the seats in the cafeteria had to be replaced by black and white ones), and Ruth was given a big, square black and white jacket and carried a stuffed dog during her walk. Food Services Manager John Dantona's father Joseph, who had also worked here at the time, had a role as an extra in the film too. He played a patient in a wheelchair. Chief of Gastroenterology Dr. Daniel Matloff was approached by a production staff member on his second day on the job at Faulkner Hospital and asked if he wanted a role in the film. Thinking, "What an interesting place this is to work at," he agreed and was cast as an EMT and set to task reviving and taking the blood pressure of Richard Dreyfuss's character. When he came to the screening, alas, not a single part of the scene he was filmed in made the movie.

Of course there was a gala premiere in celebration of this film. The World Premiere took place at the State House with The New England Clippers (the wheelchair basketball team featured in the film) and Boston Celtics' star basketball player Dave Cowens. World Premiere activities included an afternoon symposium by Faulkner Hospital in the First National Bank of Boston entitled, "Whose Decisions are These Anyway?" which was devoted to current practices and dilemmas in medical ethics. A reception hosted by Governor Edward J. King launched the premiere's gala celebration. (25)

Faulkner Hospital was also the stage for Three Rings, Inc. of Boston's film *Brass Ring*, produced by John Shea. More than fifty production staff and actors were on site in February 1997, filming scenes in front of and behind the hospital and on one of the stairwells. The movie debuted at various film festivals in the area and has been released in Great Britain, Germany and Finland. *Brass Ring*, produced in 1998, was also known as *Southie* and produced in Brazil as *Regresso à Violência*. *Southie* was a family drama, starring Donnie Wahlberg and Rose McGowan. (26)

Faulkner Hospital had its very own film too. *A View of the Future* was produced by the hospital in collaboration with Brandeis University in 1970. This 15 minute film gave viewers a picture of what may lie ahead in the delivery of health care. (27) Adamas Fine Jewelry of Newton, Massachusetts hosted the movie premiere of *Why I Wore Lipstick to my Mastectomy*, and donated the proceeds to the Faulkner-Sagoff Centre. (28)

Actor, television icon and Open Arms Campaign Ambassador Henry Winkler spoke at the Faulkner Hospital Stroke Support Group on April 13, 2011. He talked about his personal experiences as a caregiver to his mother who lived with spasticity after having a stroke.

Brian Pacheco, LPN, Brigham Primary Physicians office, got to meet Pat Sajak and Vanna White when was a contestant on the Wheel of Fortune TV Show in 2012. He solved two puzzles and won a trip to New York City. (29)

In 2013, Hospitalist Vivek Murthy, MD was nominated by President Barack Obama to become the nation's 19th surgeon general. The nomination was confirmed in 2014.

## Endnotes

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24. *A Tradition of Caring Continues*, *op. cit.*
25. "Whose Life Is It Anyway? Faulkner Hosts MGM World Premiere," *op. cit.*
26. "A Note of Thanks," Scanner, February 27, 1997; Internet Movie Database.
27. "New Faulkner Film Foretells the Future," *Faulkner Herald*, September 1970
28. *Honor Roll of Donors*, 2005-2006
29. "Employee Gets Opportunity on Wheel of Fortune," *Focus on Faulkner*, March 1, 2012.

## Stranger than Fiction

A number of authors have referenced Faulkner Hospital, so if you're a fan of fiction, you may well find it!

From the mystery *Dead Line* by Brian McGory (1)

"Take me to the Faulkner Hospital." "Sir?" "You heard me. It's in Jamaica Plain. Find it."

Well, if he was going to shoot me, stab me, punch me, or inflict any act of violence whatsoever, a hospital was certainly a preferable destination.

And another mystery – *Thin Air* by Robert B. Parker (2)

"You got anything on the shooting?"

"One of the neighbors is a nurse. Husband's a gastroenterologist at Brigham. She was coming home from Faulkner Hospital after work, says she saw a yellow van parked by the pond a little before the shooting. Said she noticed it because of how it was kind of ugly for the neighborhood."

A character in the novel *When the Wolf Howls* by Theo Pothier (3) "turned to the internet to research her type of breast cancer, where she read about a drug trial at the Faulkner Hospital in Boston, which could possibly increase her odds for long term survival."

An Oprah's Book Club pick – *The Pilot's Wife* by Anita Shreve (4)

*One child, a son, John Fitzwilliam Lyons, born April 14, 1947, Faulkner Hospital, Boston*

Kathryn's mouth went dry, and she licked her top lip. Perhaps there was something she hadn't understood correctly.

The hospital also appears in a memoir by Molly Keenan - *Molly: Child Number 583* (5)

Early evening I dashed over to Faulkner Hospital to see Doris. Reluctant to leave my papers and so preoccupied with the search, I had great difficulty visiting. I spent an hour wheeling her chair up and down the geriatric ward corridor, using up nervous energy, mentioning the night lights along the Jamaica Way.

A Faulkner Hospital nurse who worked here during the 1990s, Katharine Anne Young, RN, MS, has written and illustrated a beautiful book for children: *Grandmother Moon & Roy G. Biv: A Colorful Bedtime Story For All Ages* (6) Her book is based on the colors of the rainbow and principles of holistic health.

Author of Jurassic Park Michael Crichton wrote a nonfiction book called *Five Patients: The Hospital Explained*. (7) Dr. Raymond Murphy, who was then at Massachusetts General Hospital, is featured in this insightful look at the changes in medicine caused by strides in technology. The book follows Dr. Murphy as he examined a patient with a futuristic Tele-Diagnosis device hooked up to a stethoscope. As Dr. Murphy asked the patient to say the word "Ninety-Nine" over and over, he was able to provide a diagnosis.

Punchy McLaughlin was a famed Mafioso who was said to have met his death at the hands of Stevie Flemmi and Frank Salemme in 1965. The book *Hitman: The Untold Story of Johnny Martorano* contains this quote, "Punchy was pronounced dead at the Faulkner Hospital." (8) Brigham neurologist Dr. Allan H. Roper, wrote a memoir entitled *Reaching Down the Rabbit Hole* that included a story about a patient he referred to Faulkner Hospital.

### Endnotes

1. From *Dead Line* by Brian McGory, Pocket, copyright © 2007 by Brian McGory.
2. From *Thin Air* by Robert B. Parker, copyright © 1994 by Robert B. Parker. Used by permission of G. P. Putnam's Sons, a division of Penguin Group (USA), Inc.
3. iUniverse, Inc., 1997.
4. From *The Pilot's Wife* by Anita Shreve, copyright © 1999 by Anita Shreve. Used by permission of Little, Brown and Company, a division of Hachette Book Group, Inc.
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6. AuthorHouse, 2009.
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8. From *Hitman: The Untold Story of Johnny Martorano: Whitey Bulger's Enforcer and the Most Feared Gangster in the Underworld* by Howie Carr, © 2011 by Forge Books.
9. St. Martin's Press, 2014.



## Fun Faulkner Facts



In 1921, Dr. Arthur Nicholson Broughton, Assistant Surgeon helped make Prohibition History by signing his name on HR5033:

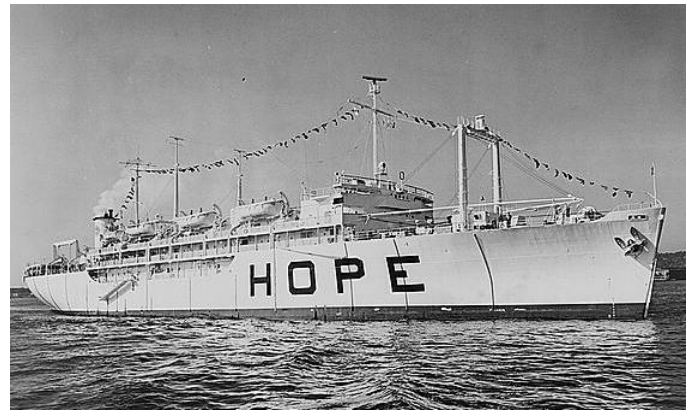
The undersigned physicians of Massachusetts desire to place on record their conviction that the manufacture and sale of beer and other malt liquors for medicinal purposes should not be permitted. Malt liquors have never been listed in the United States Pharmacopoeia as official medicinal remedies. They serve no medical purpose which can not be satisfactorily met in other ways, and that without the danger of cultivating the beverage use of alcoholic liquor. Dr. Broughton and his family had more favorable opinions about trees, however, and lovely Japanese Yews, Pachysandra and Euonymus were planted surrounding the family gravesite. (1)

This was not the only foray into activism. In 1972, Dr. Philip LeCompte joined the first group of doctors who tried to end the Vietnam War by appealing to Congress – The Massachusetts Physicians Committee to End the Vietnam War. (2)

And if you've *always* wanted to know the number of reported deaths from mushroom poisoning in the U.S. between 1924 and 1961, this was actually tracked and there were 16. And guess what - one of those patients just happened to come to Faulkner Hospital. (3)

Criminals beware! In 1907, a police officer interrupted an attempted robbery in the working-class South Street section of Jamaica Plain. A member of the gang was identified and later arrested when he went for treatment that night at Faulkner Hospital. (4)

Faulkner Hospital went to sea. Surgeon Dr. Bernard Krasner served the S.S. Hope (Health Opportunity for People Everywhere) for 3 months in Columbia 1967 and Radiologist Dr. Alan G. Greene for 6 months in 1972. The S.S. Hope (also called Good Hope) was operated by Project Hope and was the world's first peacetime naval hospital ship. Dr. Greene served the ship on its voyage to Brazil, where 142,000 patients were treated. The 100 bed ship was JCAHO accredited and served as a teaching hospital. (5)



A dog race was named for Faulkner Hospital – the fifth race at Taunton Dog Track on September 28, 1972. Staff members got to pose for a photo with the winning dog, S.S. Julie. (6)

The first baby born at the hospital on March 31, 1903 was named Faulkner (his first name) in honor of Dr. George Faulkner. The first leap year baby born at Faulkner Hospital was born on February 29, 1960. (7)

### Endnotes

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## Happy Birthday Faulkner Hospital!



When Faulkner Hospital celebrated its hundredth birthday on Tuesday, December 5, 2000, it was a party to remember. Mary Ann Tynan, Chairperson of the Board, and David Trull, President, delivered the welcoming remarks. Mayor Thomas Menino also spoke, congratulating the hospital with a city proclamation that declared December 5 as “Faulkner Hospital Day”. (1) People who had been born here gave permission to have their birth certificates displayed in glass cases. Nursing School alumni from many past classes came back for a special reunion. Guests then enjoyed two centennial birthday cakes that depicted the old and new hospitals, beautifully crafted by Donna’s Cakes of West Roxbury.

A two foot long, seven inch diameter cylindrical time capsule was implanted in the wall of the third floor lobby, above the Faulkner plaque, similar to a time capsule that was buried somewhere (details unknown) in the original hospital building. (2) Twenty-seven departments placed carefully selected items in the 100<sup>th</sup> birthday capsule, to give future Faulknerites a taste of the times when they open it on December 5, 2100. Many of the items were a slice in time from our nation’s history: the Finance Department gave coins minted in 2000, Marketing/Public Affairs put in the Boston Globe from December 5, 2000 and Information Systems put in a CD-ROM drive, which may seem as old as the dinosaurs when it is opened in one-hundred years. Others donated items representative of current medical practices: the PACU put in a nasopharyngeal airway, the Respiratory Department gave a peak flow meter and the Pain Clinic donated a box (which was marked empty) of Sensocaine. And still others reached into their offices for mementoes that were really about Faulkner Hospital at that moment in time: Food Services gave a patient menu, Nursing put in a staffing grid, the Education Department added their *Year 2000 Educational Program* booklet and Administration included the program for the Volunteer Service Awards recipients. Many of the departments also donated group photos, business cards and brochures about their services. Cytology even inserted actual (fixed-non biohazardous) Buccal pap and Thin Prep smears. (3)



Apparently, time capsules were a Faulkner family tradition, as Martha Faulkner, wife of George’s brother Luther, buried several in Billerica in the 1800s. When Dave D’Apice, a member of the Billerica Historical Society who purchased the Luther Faulkner House, pulled out the cork that was sealing a 7-inch-tall time capsule hidden in a transom window, he discovered six letters, old pennies, watermelon seeds, two tied bundles containing 30 to 40 letters, sales brochures, and a historical summary of the house written by its owner. (4)

To celebrate the hospital’s milestone birthday, the beautifully designed historical brochure entitled *A Tradition of Caring Continues* was published and the Auxiliary produced limited edition 24k gold plate on brass collector’s ornaments of the new building. These ornaments were issued exclusively by Denmark Industries of Smithfield, RI, and was added to on display in the Medical Library archive collection. Framed, commemorative postcards of Faulkner Hospital circa 1905 were given to staff.

Not only did was Faulkner Hospital’s own centennial birthday commemorated, so was that of Tufts University School of Medicine. The event took place on December 3, 1992 in Hallowell Hall. An afternoon research symposium was held in the third floor auditorium (before it was named the Huvos Auditorium), with a symposium of presentations by Tufts faculty serving on the Faulkner Hospital medical staff. (5)

And as long as we’re on the topic of birthdays, Dr. Stephen Wright pointed out that the year *The Hospital on the Hill* was first published - 2010, marked the centennial birthday of the Flexner Report. The Flexner Report examined the state of American medical education and led to far-reaching reforms in the way doctors were trained.

### Endnotes

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## Images of Faulkner Hospital

If you enjoyed this manuscript, I've also written *Images of America: Faulkner Hospital*, a pictorial history, which was published in July 2010 by Arcadia Publishing. The book, available to buy at the Faulkner Hospital Gift Shop and by [clicking here](#), contains over two hundred images from the past. And finally, if you were ever part the Faulkner Hospital Community and have material that you would like to contribute to the archives, please contact me at [bwfhlibrary@partners.org](mailto:bwfhlibrary@partners.org). To read about Brigham and Women's Faulkner Hospital's current services and innovations, please visit <http://www.brighamandwomensfaulkner.org>. Cara Marcus, Director of Library Services, Brigham and Women's Faulkner Hospital.

## Acknowledgements

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