

Giant Steps

The History of Morton F. Plant Hospital

by Jan Kirby

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THE HISTORY OF THE
CITY OF BOSTON
FROM 1630 TO 1880

Giant Steps

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Morton F. Plant Hospital
Clearwater, Florida

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Preface

"The health of the people is really the foundation upon which all their happiness and all their powers as a state depend."

—Benjamin Disraeli

Morton F. Plant Hospital is owned and operated by over 11,000 members of the Morton F. Plant Hospital Association and is a private, voluntary, not-for-profit, non-tax supported institution. The growth of Morton F. Plant Hospital has kept pace with the needs of the population of Clearwater only

through the efforts and generosity of those people in the community willing to donate time, money and energy to this expanding monument to private enterprise. The history of this hospital is one of reciprocal dedication with the people of the Clearwater community dating back to the early months of 1914.

While "putting it all together," I have been aided by warm and enthusiastic support from many sides. Of particular value have been the hospital records, as well as documents at the Pinellas County Historical Museum at Heritage Park and newspaper files in the libraries of the *Clearwater Sun* and the *St. Petersburg Times*.

In the Beginning

A new chapter in the history of Clearwater began when Morton F. Plant Endowed Hospital opened its doors for the first time on January 1, 1916.

The opening ceremonies were a dream come true for hard working members of the West Coast Hospital Association formed two years earlier to build this, the first hospital in the Clearwater area.

Before the opening of the hospital, doctors' offices in downtown Clearwater provided the only health care for more than 3,000 residents as well as winter visitors in central and northern Pinellas County. A two-story house opened by Dr. John Bowen in the early 1900's had also provided minimum facilities for patient care.

Rutted, almost impassable sand and shell roads led to the nearest hospital in St. Petersburg, 20 miles away, and the drive to Gordon Keller, now known as Tampa General, often took "the better part of a day" according to old timers who made the 30-mile trip around the head of Tampa Bay only when absolutely necessary.

Motoring to St. Petersburg was considered an adventure for Clearwater society and rated the front page of the *Clearwater News*. The six-hour trip to City Hospital, now Bayfront Medical Center, was definitely no lark for patients. Many chose care at home which often proved to be less than adequate. Needless to say, visits from families and friends were rare indeed and only in emergencies did relatives stay close by in whatever accommodations they could find.

The automobile itself created the need for emergency care and, in fact, helped spark the contribution of \$100,000 to help build and maintain Morton F. Plant Endowed Hospital—but that's getting ahead of our story.

A month after the historic opening day, hundreds of proud supporters of the hospital were invited to an open house. The visitors discussed the landscaping scheduled for March and toured the up-to-date, two-story building, "which would be a credit to a city of 20,000 people," according to a "lover of Clearwater"—J.A.W. in the *Clearwater News*.

During the open house, visitors and patients alike marveled at the magnificent view to the west across Clearwater Bay and the islands in the Gulf of Mexico. In those days, the elegant Belleview Hotel and its two famous 18-hole golf courses were clearly visible to the south through the pines and palms on the bluffs overlooking the bay. Beautiful homes in the town of Belleair now fill in the view between the hospital and hotel.

Stepping this way and that, the giant that is Morton F. Plant Hospital has gradually added needed facilities to the original five-acre site and now includes over 30 acres. Over the years, thousands of private contributions from loyal supporters have made this growth possible, freeing the city of Clearwater from the expense of maintaining a municipal hospital.

The story of this growth, from 20 beds and five bassinets in 1916 to 745 beds and facilities for 45 babies, including four incubators in 1981, is one of generosity and dedicated effort by members of the community through the years.

How surprised the original contributors would be to see their hospital grown to such giant proportions!

The community that now surrounds the hospital has grown from 3,000 to almost 310,000 persons with more than 90,000 residents in Clearwater alone. The development of the hospital must be

interwoven with the history of Clearwater, its residents and its winter visitors who have introduced a degree of sophistication and affluence that is seldom found in the formative years of a community.

Many of the nation's business leaders and most famous families vacationed at the Belview Hotel during the winters following its opening in January 1897. These visitors who came to play often decided to invest time and money in this picturesque and healthful area.

One of these visitors was Morton Freeman Plant.

Before going into detail about the story of this hospital, let's take a brief look at the history of Clearwater and the Pinellas Peninsula before 1900. This background will set the stage for a story as individual as the thousands of dedicated people who have nourished the growing health facility that is Morton F. Plant Hospital today. . . an offspring keeping pace with advancing medical knowledge and committed to serving the needs of its community.



Private piers reaching out to deep water in Clearwater Harbor during the late 1800's.

The Seekers

The First Settler

Dr. Odet Phillipi became the first white settler on the Pinellas Peninsula in the middle 1830's when he sailed with his family up Tampa Bay to Green Springs, now known as Safety Harbor. Earlier he had discovered one of the real riches of Florida when he planted rows of citrus trees in the Indian River district on the east coast. He later established extensive groves near his new home.

Recent studies by historians have failed to verify the early past of this famous settler and no record of his attending medical school has ever been found. Many of his descendants still live in the Pinellas area, including those of the youngest of his four daughters, Melanie, who married an Englishman, Richard J. Booth. Phillipi Park in Safety Harbor is named in his honor and the story of the adventurous life of this easygoing, contented man could well serve as a model for living in any age.

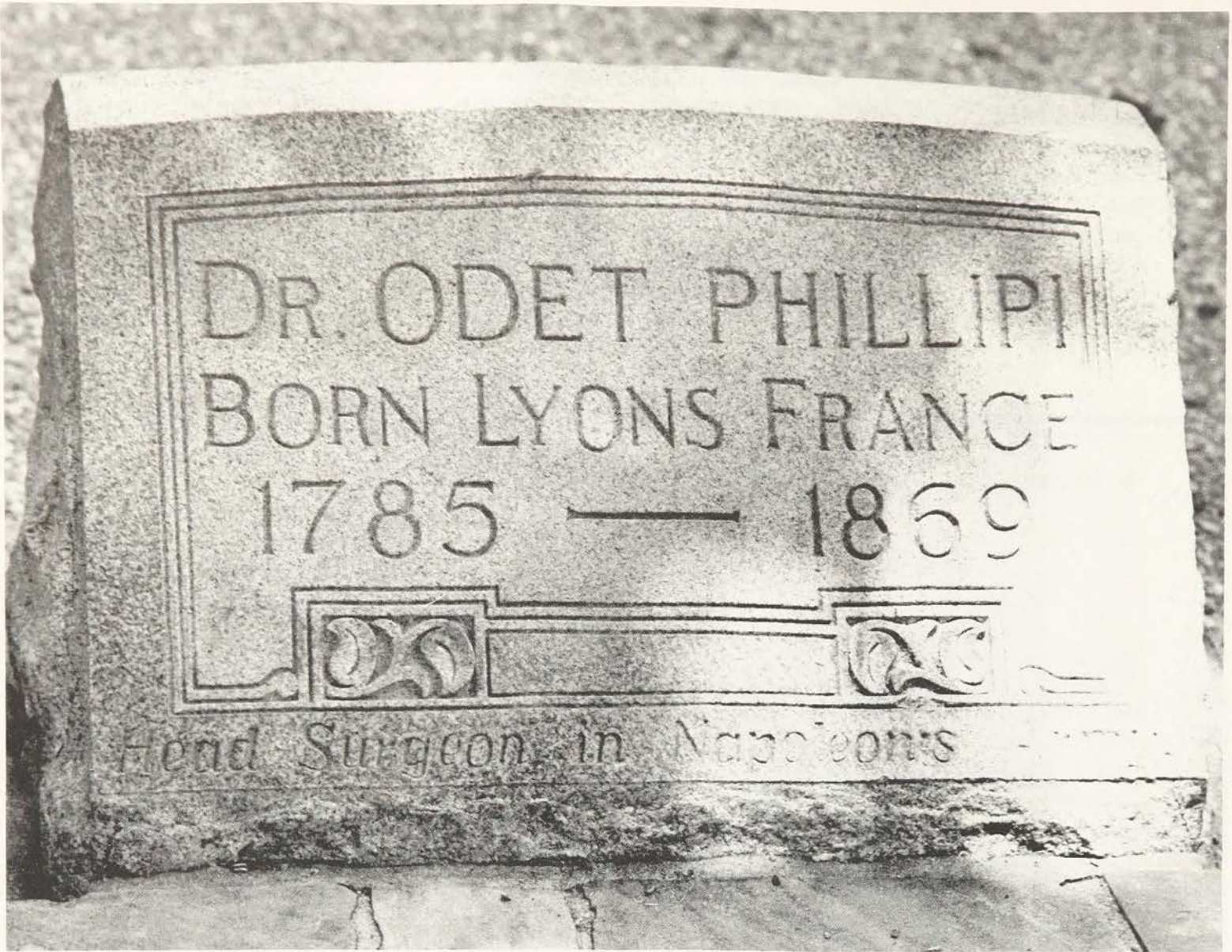
One local legend makes fascinating reading. Born in Lyons, France, Dr. Phillipi supposedly studied medicine and then served as Fleet Surgeon in Napoleon's Navy. In 1804, he was decorated for bravery by his boyhood friend, Napoleon.

Phillipi's naval career ended when he was captured by one of Admiral Nelson's ships during the battle of Trafalgar and sent to the Bahamas for two years as a prisoner of war. Once free, he made his way to Charleston, South Carolina where he married and established a successful medical practice. In 1819, Phillipi moved his family to the east coast of



Odet Phillipi, the legendary first settler on Pinellas Peninsula in the middle 1830's.

Florida where he cultivated citrus trees, tobacco and other plants that were of interest to him.



Odet Phillipi's marker in Phillipi Park near Safety Harbor. As much confusion surrounds the spelling of his name as the authenticity of his legend; at Phillipi Park, three different spellings exist on landmarks not more than a mile from each other.

Odet Phillipi's survival depended upon his friendly nature as much as on his farming and fishing abilities. He was a friend to the Indians who would warn him of planned attacks on other settlers. He was a doctor to a band of pirates who later charted his course from the Indian River district, around the Florida Keys, and north to Tampa Bay where he arrived with his wife and four daughters on board the sailing ship, *Ney*, about 1835.

In later years, when he was almost blind, Phillipi would sit rocking on his porch in Safety Harbor telling tales of his exciting life to the many visitors

who stopped by. Medicines were simple in the 1800's and he would explain the jug of water always on the floor beside his chair by saying, "This is God's own country and this water His medicine, stirred by His hand and deposited on this shore to heal man's suffering."

Fact or fiction? In any case, for him the medicine was right. Until the passage of the Armed Occupation Act of 1842, Odet Phillipi and his family remained the only settlers on the Peninsula, according to sketchy records of the time.

The Brave Ones

In 1841, the United States Government built Fort Harrison on the bluffs overlooking Clearwater Bay as a place of recuperation for soldiers wounded in the Seminole Indian War. Men were sent from throughout Florida for some well-earned rest to the fort that stood at the corner of Druid Road and Orange Avenue, only a few blocks north of the present location of Morton F. Plant Hospital.

Before the Civil War, only about 50 families had settled in the Clearwater area. These hardy people were for the most part lured by the Armed Occupation Act which followed the end of the Seminole Indian War in 1842 and gave 160 acres of land to anyone who would settle and protect it from the Indians.

James Stevens filed the first claim under the act in Clearwater and his title included all of the land west of Fort Harrison Avenue from Drew Street south to Jeffords Street. The names of many other families, most of whom struggled through the snakes and palmettos by ox cart, are still familiar in the area: Taylor, Whitehurst, Nicholson, Campbell, McMullen, Turner, Rogers, White, Stevenson, Garrison, Hart and McKay.

Mail came once a week by the steamboat *Madison Packet* from Tampa and Cedar Key to the north. Postage was paid upon delivery to the post office established in 1858 as Clearwater Harbor with David Turner serving as the first postmaster.

Food, though primitive, was plentiful—corn, sweet potatoes, deer, wild turkeys and mullet so thick during the spawning season that the women scooped the fish into their aprons as the men kicked them ashore.

Progress halted during the Civil War blockades; times were hard. Young girls boiled salt from sea water and prices soared to \$27 for a barrel of flour and \$.87 for a gallon of black sorghum molasses.

The optimistic spirit of the settlers remained, however, and the attitude of the community was reflected in an article in the August 23, 1873 issue of the *Clearwater Times*: "Within five years more, the young orange groves, which have been planted with other fruits that will be in bearing, will make the residents of this section independently rich. Our lands are good and can be made rich. Our climate is almost unequaled. Our population is industrious and moral. These will insure prosperity. With the finest cotton, sugar cane, tropical fruits and rice, we have only to persevere for a few years and become independent."

Prophetic words, for just around the corner prosperity was riding on the steel rails that were finally to open up this inaccessible, promising land for anyone desiring to be healthy and wealthy.

Riding the Iron Horse to Good Health

Pinellas Peninsula had already gained a worldwide reputation for healthfulness by the middle 1800's and doctors in the north were sending patients to Florida to recuperate from serious illness. One such patient was Reverend C. S. Reynolds who arrived in Tampa in 1854 expecting to live only two years. However, his health soon improved and he

went on to found the *Tampa Herald*. Twenty years later, in July 1873, he began the *Clearwater Times*. He died in 1901 after a long and successful life as one of Clearwater's leading citizens.

One of the greatest promotions of Pinellas Peninsula as a healthful area came from a report given to the annual meeting of the American Medical Society



Fancy Grocery delivery service in Clearwater by S.S. Coachman and Son during the early 1900's.

in New Orleans in April 1885 by Dr. Van Bibber of Baltimore. Dr. Van Bibber presented the results of an 11-year search by an English physician for the most healthful place in the world. The findings showed Pinellas as "the healthiest spot on earth."

The iron horse finally penetrated the palmettos and cypress swamps in 1888 when the Orange Belt Railroad brought an unhealthy civilization to this land of sunshine, surrounded on three sides by salt water and healing sea breezes.

The search for good health led patients back to nature in those years before the magic of modern medicines. In 1888 this same search prompted the Russian land developer, Peter Demens, to extend his Orange Belt Railroad from Sanford to the "health" city of Disston on the southern tip of Pinellas Peninsula. The first Florida land boom also rode in on these rails as land speculators flocked to Disston.

Increasing numbers of tourists riding the uncomfortable narrow-gauge railroad to Disston found accommodations scarce and often filled with the sick and dying. Philadelphia publisher F. A. Davis later printed a promotional book titled, *Facts and Suggestions for Persons Forced to Seek Permanent or Temporary Homes on the Pinellas Peninsula for Relief from Consumption, Chronic Bronchitis, Rheumatism, Gout, Neurasthenia, and Kindred Diseases* (Philadelphia, 1896).

Mr. D. D. Daily spoke for many visitors when he wrote in 1893: "There is absolutely nothing in the state for a well person. The soil is white and grows nothing but pine needles and a few vegetables. The cattle are very small and scrawney with horns about two feet long. The populace of the country consists of people who are invalids, their immediate friends, and nurses. It is a regular occurrence each day to see a corpse leave the hotels for shipment to his former

home. The hotels are filled with invalids, mostly people afflicted with consumption. When one wakes up in the morning, he is saluted with a cough in the room adjoining, which is followed by a cough in the next, and so on down one side of the hall and up on the other and by this time the first one is ready to start the scale again. To be out for pleasure and to be associated with people who are not expected to live six months or who are in all stages of disease is like holding a picnic in a cemetery."

Fortunately, during the following years, railroads brought developers and businessmen as well as invalids to Florida and accommodations greatly improved.

These same railroads carried out produce and citrus. Daniel McMullen was one of the first to use the Florida rails when he shipped 104 crates of oranges from Largo in 1893. The market price for the fruit was \$174 per crate, shipping costs were \$110, leaving him a profit of \$64.

In Tarpon Springs, a rich sponge industry was expanding as its Greek divers found markets for their sponges throughout the United States.

Surprisingly enough, it was not the tourist trade or potential industries that caught the attention of Florida's most spectacular developers, Flagler and Plant. These men considered Florida only a pathway south.

The Plant System

Henry M. Flagler and Henry B. Plant were casting their shrewd, speculative eyes on the potentially rich markets of Central and South America when they decided to develop ports and railroads in Florida.

Competition was keen between the two men and greatly influenced their grandiose promotions as each tried to outdo the other—Flagler down the east coast and Plant down the west coast. Their colorful styles matched their vivid imaginations.

The flamboyant Plant adopted the flowing hair, mustache and gentlemanly gestures of southern planters as he added struggling southern railroads to his "Plant System" of transportation and steamship lines after the Civil War.

Construction of the South Florida Railroad began in 1883 and connected the gulf coast community and Plant System to lines in Jacksonville. In 1884, he announced to Flagler that his rails had reached Tampa.

"Where's Tampa?" asked Flagler.

"Just follow the crowds!" retorted Plant.

And the crowds came. Plant's investments were the driving force that increased Tampa's population from 700 residents in 1880 to almost 15,000 by 1900.

Henry Plant invested heavily in Port Tampa and built the magnificent Tampa Bay Hotel (now the

University of Tampa which houses an extensive Plant museum) in competition with Flagler's Ponce de Leon Hotel in St. Augustine.

Flagler's architects had studied in Spain for two years before building the two million dollar Ponce de Leon Hotel in 1888.

The hotel provided 10 acres of unheard of luxury with its authentic Spanish towers and fountains, arched gateways and 450 "sleeping apartments."

Not to be outdone, Plant opened his Tampa Bay Hotel in 1891. His extravaganza covered 20 acres and cost more than three million dollars. Overshadowing an awestruck and delighted Tampa, the five-story, Moorish-style building was patterned along the lines of the Alhambra of Granada, Spain.

Sophisticated visitors and townspeople alike were dazzled by the elegant hotel and its 13 silver minarets topped with golden crescent moons, piazzas 26 feet across, endless stone steps and hundreds of oriental columns. The Plants scoured Europe for furnishings to lure the wealthy of Victorian America to this Florida playground and lighted it all with the newly invented incandescent bulb. One of the elegant carpets was originally designed and woven for Queen Victoria, who had declined to accept it.

European royalty joined famous names from Wall Street, politics and the arts on opening night, riding

through the grounds in rickshaws, sipping champagne and admiring palm trees surrounding the glittering Moorish giant reflected in the Hillsborough River.

Not contented to stop here, Plant next headed west to Clearwater where he opened the Belleview Hotel on January 15, 1897. He converted the old Orange Belt Railroad from narrow to standard gauge and carried his sophisticated clientele from the Tampa Bay Hotel to the steps of the Belleview in Clearwater. In the years to follow, as many as 15 private railroad cars could be seen at any one time parked on a special siding east of the hotel.

Then, as now, the hotel was open from January 1 to May 1. From the beginning, guests brought their active winter social life as well as their golf clubs to the hotel, which in 1897 sported a six-hole golf course with shell putting greens. By 1916 the Belleview had expanded many times and offered guests

the use of two renowned 18-hole golf courses, complete with hand groomed grass greens and fairways.

Henry Bradley Plant did not live to see the expansion of his Belleview Hotel dream, however. He died in 1899 at the age of 80 and was succeeded in business and pleasure by his son Morton Freeman Plant, who at age 47 was vice president of the family holdings and had achieved world-wide acclaim as one of the foremost yachtsmen of the time.

Morton Plant was an astute businessman in his own right, despite the fact that his well known generosity was made possible largely by the almost 73 million dollars he inherited from his father. Although the main family interests were in Connecticut, one of his many contributions to the development of Clearwater was the building of Morton F. Plant Hospital.

Morton Freeman Plant

The history of the Plant family dates back to the early 1800's in Groton, Connecticut, where the 80-acre family estate occupied Avery Point on Fisher's Island Sound. Here Morton Freeman Plant was born on August 18, 1852, the second son of Henry B. and Ellen Elizabeth Blackstone Plant, married 10 years before. The Plant's first son died when he was only 17 months old, and from that time, Morton's mother was plagued by recurrent consumption until her death in 1862.

In fact, Henry Plant had first realized the potential of Florida in 1853 when he brought his wife to Jacksonville seeking to cure her disease in the Florida sunshine.

As a result of his mother's ill health, young Morton spent many of his early years with relatives. At age 16 he held his first job in the Plant System with the Southern Express Company of Memphis, Tennessee and years later he became Chairman of the Board.

By the time he graduated from Russell College in New Haven, sailing had become the driving force in

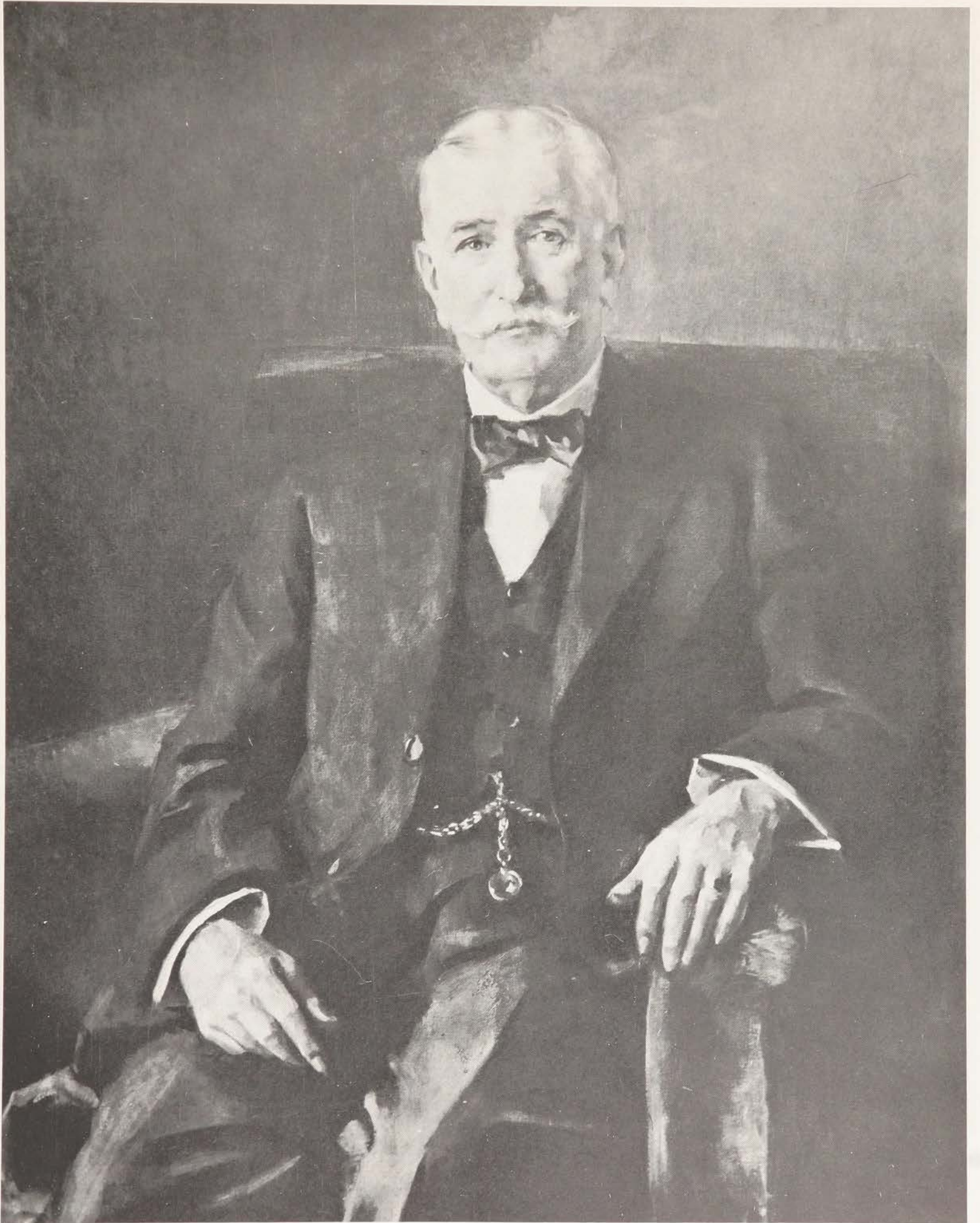
his life. Morton received his first catboat at age 13 and his obsession grew until his famous sailing yacht, *Ingomar*, won 21 prizes in 25 races in Europe during the 1906 international racing season. He rightfully earned his title, "Commodore" Plant.

His yachts were some of the best designed and most beautiful in the world and included the exotic *Parthenia*, *Benetia*, *Kanawaha*, *Iolanda*, *Shimna*, *Thelma*, *Elena*, *Vanadis* and *Maisie*.

One of the most renowned was the 320 foot steamship *Iolanda*, whose operating cost of \$1,000 per day would be staggering even today in this age of inflation!

Exhibiting a flair for the unusual, Commodore Plant celebrated the *Iolanda's* launching by holding a luncheon in the ship's huge smokestack before heading across the Atlantic on one of his many crossings. Dignitaries entertained on board the *Iolanda* included King George, and during one of several tours of the Mediterranean, the royal family of Greece.

Morton Plant and his first wife, Nellie Capron of



Morton Freeman Plant, whose \$100,000 endowment made possible the construction of Morton F. Plant Hospital in Clearwater.



Morton F. Plant's \$3-million mansion constructed in 1903 on Avery Point in Groton, Connecticut. Today the magnificent building belongs to the University of Connecticut. The home is pictured here from the driveway in front facing Fisher's Island Sound.

Baltimore, had one child, Henry B. Plant, II, born May 18, 1895. The family also included Nellie's young ward, Mary Bradley, who was 10 years older than "young Henry." Mary later married Arthur Cushman. Their son, Eugene "Beany" Cushman lives in Clearwater and still recalls much of the Plant family history during the early 1900's.

Following Henry Plant's death in 1899, Morton Plant became heir to the family fortunes. Previously given a generous allowance by his father, Morton was content to remain vice president of the extensive Plant Investment Company when Robert G. Erwin succeeded Henry as president.

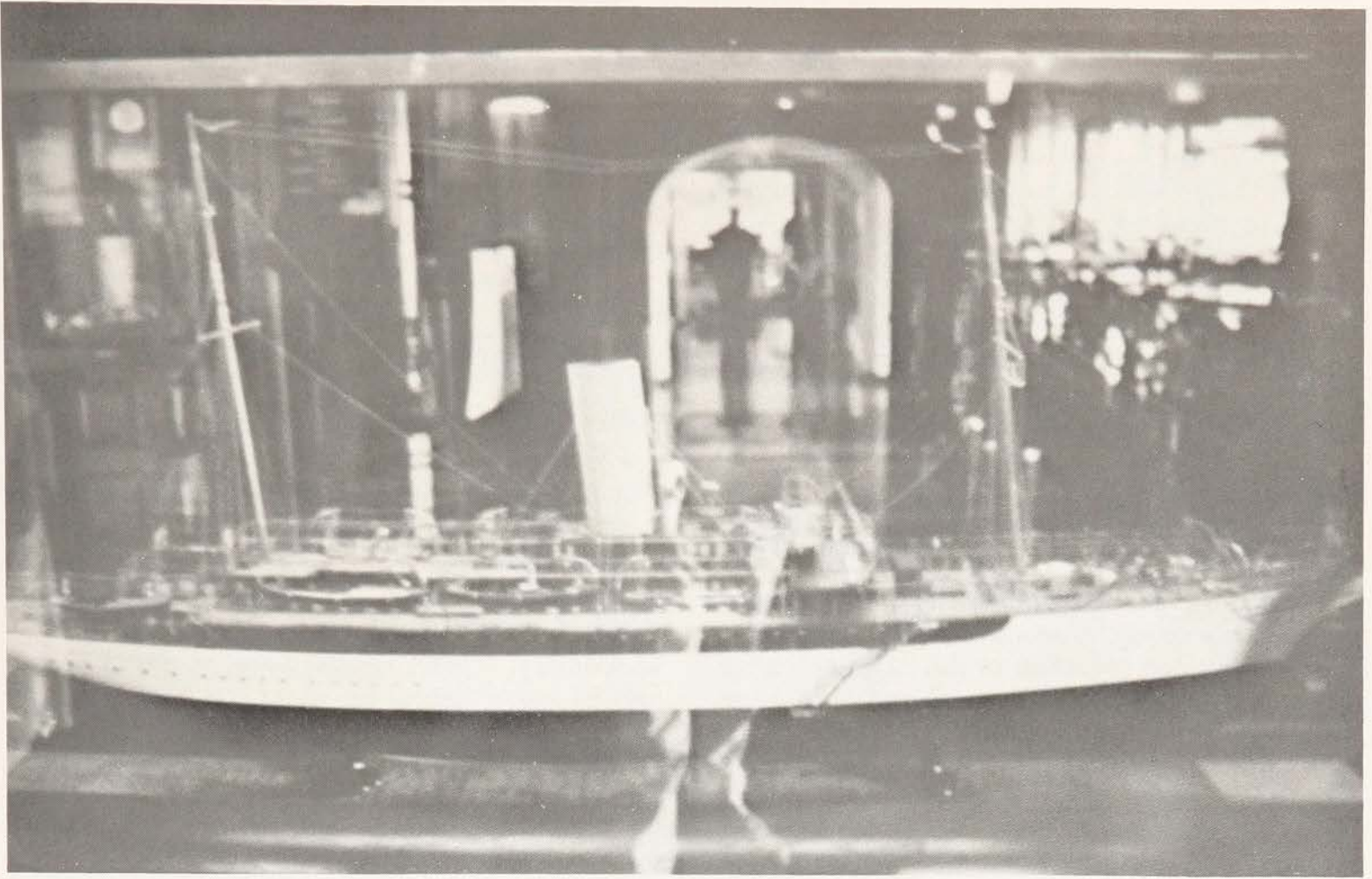
Morton also managed many of the family's other diversified holdings, and fortunately for Clearwater, enjoyed improving his favorite winter retreat, the Belview Hotel.

He was a generous, kind-hearted man, very interested in horticulture, and during his winters at the hotel, pioneered long-range studies of fertilizers, turf building and grasses in Florida. He ordered freight cars of rich topsoil sent to the hotel

from Indiana to improve the sandy soil and provide a long-lasting base for grass fairways and greens on the two 18-hole golf courses that, even today, are considered to be among the most beautiful in the state.

Many of the socially prominent families wintering in Clearwater vacationed during the summer in Groton, Connecticut at the Belview's twin sister hotel, the Griswold, built by Morton Plant in 1903. Also in 1903, Morton built Branford House on the family estate in Groton. The \$3,000,000 mansion, designed by his wife Nellie who had studied architecture at the Sorbonne, combined Gothic, Renaissance and Baroque styles. The mansion is still considered to be one of the most beautiful homes in the United States and now belongs to the University of Connecticut, which hopes to maintain the building for conferences and educational functions.

Plant's wife, Nellie, died in 1913 and in her honor he retired the beautiful sailing ship *Elena*, which was later sold to Cornelius Vanderbilt. Their son



The model of Commodore Plant's 320-foot steamship Iolanda on display in the famous Larchmont Yacht Club in New York.

Henry II suffered ill health throughout his life and died in 1939. He is survived by daughters, Mrs. A. Sydney Roberts and Mrs. Amy Statter. One of the reasons for "young Henry's" health problems could easily have been Phillip Plant, the flamboyant son of Morton's second wife May C., the former Mrs. Selden Manwarren. Henry was often blamed for the antics of the wild and handsome Phillip whom Morton adopted. Phillip became a playboy of the 1920's and counted Constance Bennett among his several marriages. He calmed down too late for his health's sake and died of pneumonia in 1940 "in the prime of his life" while exploring for the Smithsonian Institution.

Little was denied Morton's beautiful young bride, and today, Cartier Jewelers in New York City continues to occupy the former Plant family's winter mansion which Morton traded to them for a large diamond that caught her fancy.

The first swimming pool at the Belleview Hotel was built several years later at her request. Tile setters were brought from Italy to install more than

one million ceramic tiles lining the 75 by 60 foot pool which opened for guests in 1919. The same year, the Belleview Hotel was sold to John McEntee Bowman's hotel chain and "Biltmore" was added to the name.

The marriage had lasted only five years when Morton Plant died of pneumonia in New York City on November 4, 1918.

Morton Plant's business interests were largely influenced by his father's empire. A few of his positions are mentioned here in an attempt to give a well-rounded picture of the man who was to contribute so much to Clearwater. Morton was President of the Plant railroad line before he sold it to the Atlantic Coastline Railroad in 1902, President of the Plant steamship lines, President and Director of the Chicago, Indianapolis and Louisville Railroad, Chairman of the Board of Southern Express Company, Trustee of the Connecticut Trust and Safe Deposit Company, Vice President of the Peninsular and Occidental Steamship Company, Director of the Interborough Rapid Transit Company of New



Sailing in beautiful Clearwater Harbor delighted Bellevue Hotel guests as well as Clearwater residents during the late 1800's.

York, as well as the Lincoln Trust Company, the Windsor Trust Company and the Bowling Green Trust Company.

During his life, Morton Plant loved and supported many sports, especially baseball. He owned the New London franchise of the Eastern League and the "Planter's" games were played at the huge Plant field in Groton, where "it would take three Babe Ruthian home runs (back-to-back) to get over the fence," according to the New London newspaper. During one game, a home run landed among the pots and pans in the cook's tent of the Barnum

and Bailey Circus playing at the other end of the field.

Plant's many interests also included automobiles, and during his stay in Clearwater, he became very concerned with the condition of the roads in the community. Winter visitors brought the most advanced motor cars to the quiet community where road building lagged far behind the needs of the residents. In fact, it was the magnificent motor car that helped promote not only new roads, but also the first hospital in the area.

The Bumpy Road of Progress

Road building kept Clearwater's civic leaders in a turmoil during the early 1900's when expensive brick paving was the only permanent surface available.

In 1914, the city of Clearwater and Pinellas County, both sharing road expenses at the time, gratefully accepted Morton Plant's offer to pay one-third the cost of paving South Fort Harrison Avenue from Turner Street to Bellevue Boulevard.

This generous offer may have been prompted by his plans to ship an automobile to Florida the following winter. The *Clearwater News* reported the "disaster" on January 14, 1915; "An expensive roadster was shipped by Morton F. Plant by steamer from New York to Tampa. The car was placed on the ship's upper deck. The vessel met heavy weather

off Hatteras and passed through big seas for several days. The waves washed over the machine, lashed on deck, and broke in all the upper parts of the tonneau, bent the front axle, stove in the radiator, and the car is said to be practically ruined. The salt water played havoc with the exposed metal parts of the machine. While the automobile is a wonderful thing on land, it's quite apparent that it is not adapted to going to sea."

Morton's generosity did not solve all the road problems, however, as many were caused by his favorite retreat, the Bellevue Hotel.

The extension of Druid Road past the future hospital site seemed like a good idea at the time, but as it turned out, it only increased the congestion at the corner of Bellevue Boulevard and Indian Rocks

Road where the train deposited hotel visitors every-day from 5:00 to 6:00 p.m.

Colorful comments often welcomed the visitors and one irate driver complained in the *News*, "I was obliged to retreat, while the brass-bound chauffeurs and lackeys hung around with their hands in their pockets and smiled. They seem to think they own the street. The question is do they? Some folks who have been obliged to drive two or more miles out of their way and then bump over that alleged rock road to Largo, intend to make it their business to find out whether they may have their share of the road without licking one or more of the 'Noo Yawk showfers' or waiting till the Tampa and God's country train has passed about six o'clock."

The marvelous new motor cars also caused many accidents, some tragic. One such tragedy occurred when Dr. John Bowen hit and killed a small boy who had darted in front of his car in Harbor Oaks.

Not many of those injured were as "fortunate" as George Booth of Safety Harbor who was injured in Tampa when his own car knocked him down. He was admitted to the nearby hospital with a fractured skull, wrenched back and many bruises. If the injury had happened in Clearwater, he would have faced a long, bumpy ride before treatment.

Every black cloud has a silver lining we're told, and the automobile problem was no exception.

The Silver Lining

An accident involving young Henry Plant II focused Morton Plant's attention on the glaring need for a hospital in the Clearwater area.

In 1912 young Henry was thrown from a lurching automobile onto the rutted, sandy road between Clearwater and St. Petersburg. His hip and leg were badly crushed by the chain drive of the machine. Although a doctor was brought to the hotel as quickly as possible to treat the injury, Morton Plant was greatly upset by the lack of available hospital facilities. He ordered a railroad car staffed with the best doctor, nurses and equipment sent from Chicago to the hotel, immediately! Young Henry spent months recuperating in the car on the siding beside the Bellevue.

Meanwhile, the public-spirited ladies of Clearwater, encouraged by Dr. John Bowen, were determined to build a hospital. Their dedicated efforts aroused more interest than money, unfortunately, as can be seen in the following examples:

Mesdames J. W. Carr, S. W. Watkins, Richard Hoople, J. J. Mendenhall, Charles Kingsbury, J. L. McClung and Julia South formed the nucleus of the

hospital committee. Several of these ladies were members of the Episcopal Church, whose active group maintained a tea room during the winter months for two years. Forced to operate on private funds the second winter, the tea room was discontinued after adding only \$75 to the hospital fund.

Placing money boxes in public places and handmade dolls in store windows yielded another \$16. Voluntary subscriptions totaled \$50 and the Osceola Inn guests responded to the efforts of Dr. John Bowen with \$28 . . . hardly enough to be worthwhile.

Everyone knew something big was needed to make the hospital dream a reality, and when one of the wealthiest men in the United States announced that, "This city needs a hospital!" the ladies lost no time in presenting their idea to Morton Plant, who responded with the generous offer that made possible the hospital named in his honor.

The following pages will tell the story of Morton F. Plant Hospital and how it grew . . . from a vision in the eyes of the ladies, to the drawing board, to the completed building capable of providing the very best medical care possible.

The high standards set by the first group of hospital supporters served as guidelines during the following 67 years, while the hospital expanded to meet the needs of a growing community and to keep pace with the tremendous advances in medicine. On a larger scale, the following detailed picture of the triumphs and struggles associated with the first few years of the hospital could be stretched over all the years of fund raising and expansion.

Remember, these dedicated and persistent people had never built a hospital before. There were no steps to follow in this giant undertaking where trial and error were the only teachers. Picture the times and live it with them. For some readers it will be a time to remember, and for others a different world to see.

The First Step

The hospital dream became reality in March 1914 when Morton Plant offered an endowment fund of \$100,000 for the maintenance of a hospital in Clearwater, provided the sum of \$20,000 could be raised by the community. The newly-formed West Coast Hospital Association quickly called an open meeting at the courthouse on March 23 at 7:30 p.m. to discuss Plant's offer.

Officers and directors of the West Coast Hospital Association appointed at that time were: President L. B. Skinner, Vice Presidents Mrs. Julia A. Watkins, Mrs. Augusta Hobart, and Mrs. Marie H. Kidder, Secretary Mrs. Alice F. Mendenhall, Treasurer Mrs. Natalia Kingsbury, Directors J. J. Mendenhall, J. J. Eldridge, J. C. Kingsbury, G. R. Smoyer, H. W. Bivins, Miss M. H. Conkey, R. C. Lake, Mrs. Luan-na Pearce, Mrs. Laura Aiken and Mrs. Clara Carr. Many of these civic leaders are still familiar names in Clearwater today.

Citizens packed the courtroom. Dr. John T. Bowen temporarily presided before the appointment of the above named officers and directors. L. B. Skinner, R. C. Lake, J. M. Barco and L. G. Sartorius spoke about the great benefits of having a hospital in the northern half of Pinellas County. A standing ovation greeted the announcement of Morton Plant's offer and the committee, deciding to "strike while the iron was hot," arranged to have a

whirlwind campaign throughout the entire northern half of the county in order to raise the necessary \$20,000.

District chairmen for the campaign were announced—all familiar names and well acquainted with the problems of raising funds. Collecting from the 2,500 residents of Clearwater were: Captain J. W. Carr, Mrs. S. W. Watkins, Mrs. I. W. Parker, A. W. Underwood, E. L. Pearce, Jake Matchett and Judge Leroy Brandon. Belleair was assigned to Mrs. Paul Rabsamen and the Bellevue Hotel to Mrs. Augusta Hobart.

A giant thermometer erected on the corner of Cleveland Street and Fort Harrison Avenue kept everyone informed of the fund raising progress.

The \$20,000 goal was reached surprisingly soon by the end of April when H. W. Bivins collected the final \$500 from Mr. Thomas Phillips. An additional \$2,000 donated by the *Clearwater Evening Sun* raised the total to \$22,000. A letter mailed to Morton Plant in New York on May 2, 1914 informed him that the city had met his condition. Plant responded to the good news by giving the association a choice of either Atlantic Coastline Railroad Company bonds at 4% or Interborough-Metropolitan Company bonds at 4¼%. The proximity of the railroad may have influenced the association's choice of the Atlantic Coastline bonds. The first six month's in-

terest from the endowment fund was a check for \$1,960 which was received on September 1.

The beautiful five-acre hospital site that forms the nucleus of the hospital's location today was purchased from Mr. and Mrs. C. Perry Snell on April 30, 1914 for \$4,500 and the deed was recorded on May 9, 1914. The site bordered the edge of town, directly south of Donald and Dean Alvord's Harbor

Oaks residential development, advertised as "The Pearl of Pinellas Peninsula."

The hospital's location, adjacent to one of the finest residential areas in Clearwater, undoubtedly prompted Dean Alvord to serve for many years as a valuable advisor to the House Committee of the West Coast Hospital Association in charge of landscaping and beautifying the hospital grounds.

The Way it Was in 1914

To fully understand the magnitude of the hospital undertaking in Clearwater, let's take a look at the city that willingly gave so much of its time and money to this first health care facility.

In 1914, the population of Clearwater was approximately 2,500. A public library and causeway to the beach were dreams not to be realized until 1916—the same year that the hospital would open.

The town officially became a city when more than 300 voters registered in May 1914, the same month the *Clearwater Evening Sun* made its appearance as the city's first daily newspaper.

Only five miles of paved roads had been completed and the problem was discussed at almost every town council meeting. Planning often yielded to practicality for locating new roads, as described in the *Clearwater News*, "The new rock road to Clearwater, Tampa and St. Petersburg begins at the Rocks (Indian Rocks), because the flint-like rock that is used for road building is quarried there. . . ."

H. H. Constantine became the "Father of the Great White Way" when he donated the first lights on Cleveland Street with credit for their installation going to J. L. McClung, manager of the Clearwater Ice Factory, "Manufacturers of Ice, Electric Lights and Power."

Sparkling Clearwater was promoted as the "Golden Sunset City," proud of its scenic, healthful location and cleanliness. A visitor wrote, "I expected to find the 'Gold Dust Twins' around every corner." Land between Clearwater and Green Springs (Safety Harbor) cost \$24 per acre and a 105 by 528 foot bayfront lot on Edgewater Drive sold for \$2,500.

Tarpon were said to be "thick as the fabled fleas at John's Pass," and fisherman often shared a catch with George Hammock's old white mule on Indian Rocks Beach "which ate mullet three in a row or a dozen if they're fried crisp."

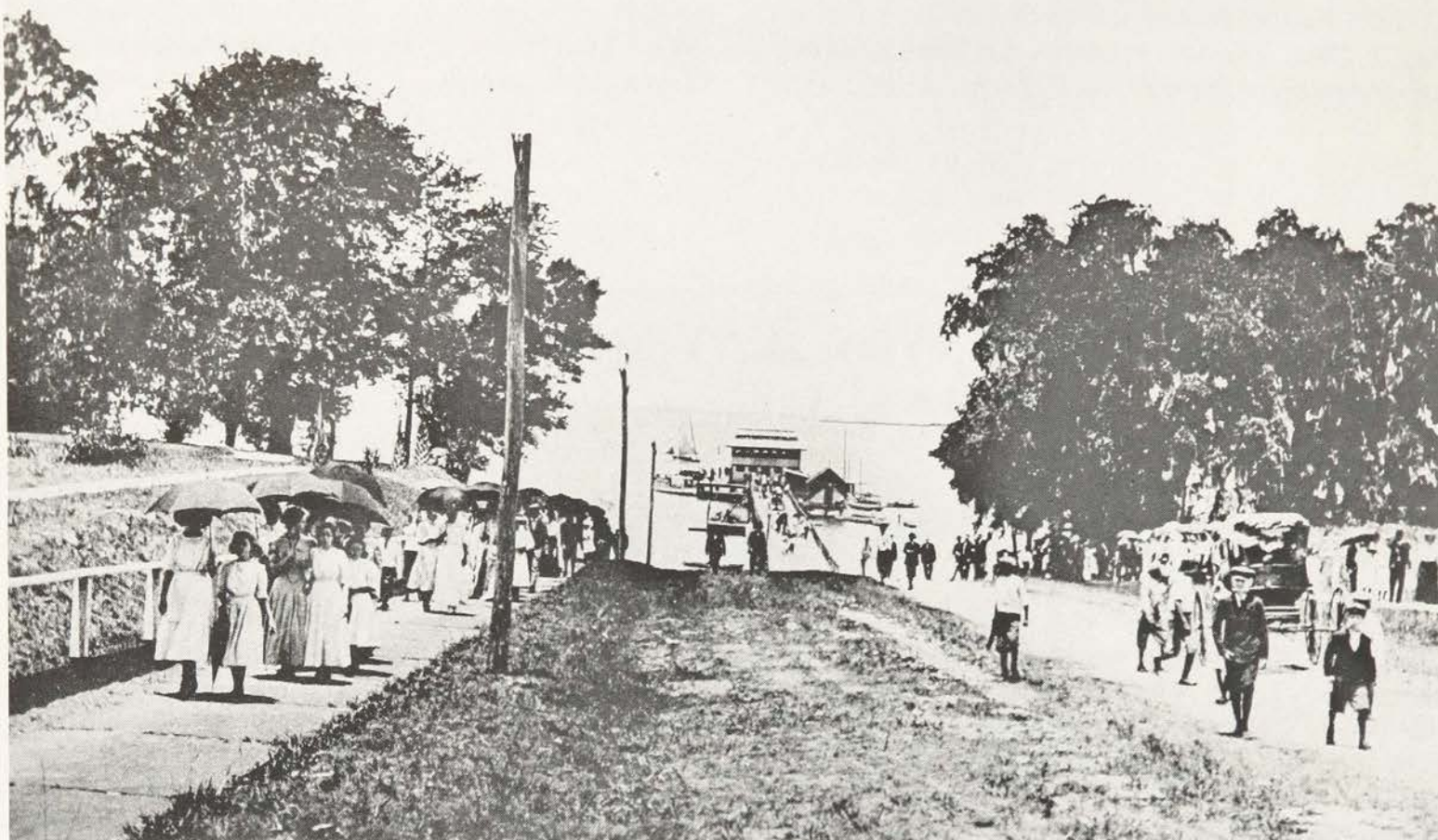
Advertisements told about the amazing "Iceless Refrigerator cooled by Aqua Ammonia." S. P. Tilley Jewelry Store promised "Good Goods and Small Profits is My Motto" and a complete dinner at the Clearwater Cafe was only \$.35.

Entertainment? The Amuse-U Theater offered all five reels of Paramount Pictures *The Master Mind* featuring Edmund Breese, "America's foremost dramatic star in his most recent and thrilling triumph" on Tuesday afternoons or evenings for only \$.10 and \$.20. The *Clearwater News* reported bridge parties as well as news of World War I and carried a continual version of the daring and romantic adventures of "Lucille Love."

During this time, Dr. John T. Bowen treated patients in the Jeffords-Smoyer Building and Dr. L. B. Dickerson had his office in the Tooke Building.

Many patients, however, were do-it-yourselfers and preferred remedies such as: "RUB-MY-TISM," "will cure Rheumatism, Neuralgia, Headaches, Cramps, Colic, Sprains, Bruises, Cuts, Burns, Old Sores, Tetter, Ring-Worm, Eczema, etc., Antiseptic Anodyne, Used Internally or Externally, \$.25." No wonder almost the entire community became interested and contributed to building the hospital!

The fall of 1914 was a time of waiting for hospital supporters as the bids would be opened in January after the opening of the Bellevue Hotel when several of the key members of the West Coast Hos-



A favorite pastime of Clearwater residents in the early 1900's was walking down to the big Municipal Pier at the end of Cleveland Street.

pital Association would be returning. Among these were R. C. Lake, one of the largest contributors to the first hospital fund, and A. W. Underwood.

Meanwhile, the ladies continued their library fund raising, bridge luncheons and arranged for Clearwater's first cotillion dance to be held on November 13. The men supervised the hard-fought reconstruction of the courthouse, which was not the only construction going on since there were 143 building permits issued during 1914. One of these

permitted the building of the new downtown post office which was to be completed in January.

J. J. Eldridge, assisted by 300 people, readied the enlarged Belleview Hotel for its grand opening on January 8. Eighty-five additional rooms, a new dining room and some of the "latest modern devices" such as fire alarms and telephone systems, call bells and private baths, awaited the returning guests.

The new year was ready to begin a new era in Clearwater.

1914

Donors of Items in the Hospital

Room 201	Mrs. Richard C. Lake
Room 202	Mrs. J. C. Kingsbury
Room 204	H. A. Kilgore
Telephone System	Donald Alvord
Surgical Suite	Richard C. Lake
Call System	F. W. Morgan

Donors

William S. Coe
 Mr. and Mrs. J. C. Kingsbury
 Mr. and Mrs. Richard C. Lake
 Mr. and Mrs. Lee B. Skinner
 Mrs. J. B. Lyon
 Mr. and Mrs. A. W. Underwood
 Mrs. Sam Watkins
 St. Mary's Guild, Episcopal Church
 Mr. and Mrs. Dean Alvord
 J. J. Mendenhall
 Milwaukee Florida Orange Company
 L. G. Sartorius
 Thomas L. Phillips

H. W. Bivins, Sr.
 George Booth
 John T. Bowen, M.D.
 John K. Cheyney
 Mr. and Mrs. Thomas Cooper
 J. V. Davidson
 J. A. Davis
 Colonel Lowe Emerson
 R. Wester Harvey
 Charles Hathaway
 Mr. and Mrs. Clarence Hobart
 Knight and Wall Company
 R. B. Kyle
 Mr. and Mrs. J. M. McClung
 Mr. and Mrs. J. N. McClung
 McClung Ice and Electric Works
 B. L. McMullen Works
 Mr. and Mrs. L. H. Malone
 H. C. Markley
 J. W. Matchett
 Mr. and Mrs. E. L. Pearce
 Peninsular Telephone Company

F. E. Rogers
 A. E. Sloan
 Douglas Smith
 Mrs. W. Stenger
 Dana Stevens
 John S. Taylor, Sr.
 M. W. Ulmer
 B. A. Williams

New Year—New Era

From the time the hospital was only a gleam in the eyes of the ladies of Clearwater until the bids for the building were opened, many long hours had been spent by hardworking citizens to make this moment happen.

Contractors' bids on the hospital building were opened at 3:00 p.m., January 15, 1915 in Dr. John Bowen's office. Public interest in the new hospital had continued to grow, encouraged by architect Sargent Hamilton's rendering of the proposed building displayed downtown in the window of the Clearwater Pharmacy.

The bids were:

J. C. Blackburn, St. Petersburg	\$21,597
Estes, St. Petersburg	\$24,775
J. E. Kennedy, Tampa	\$21,298
Edward Parker, Tampa	\$22,975
Friend and Gattman, Tampa	\$24,996
Charles W. Hirsch, Clearwater	\$22,497

The bid of J. E. Kennedy and Company was accepted by the West Coast Hospital Association on January 22. The only regret heard was the fact that the low bid omitted a heating system, which had been included in the higher bid submitted by Charles W. Hirsch of Clearwater.



Civic leader Lee Bronson (L.B.) Skinner, the first president of the West Coast Hospital Association, a position he held from March 1914 until February 1933.



Henry Wright Bivins, civic leader and vice president of the original Board of Directors of the West Coast Hospital Association formed in 1914 to begin plans for MPH.

Work began immediately with contractor John Phillipoff of Clearwater agreeing to keep a watchful eye on the progress while he completed the installation of pilings for the new public pier at the foot of Cleveland Street.

At this time, all contributors to the hospital fund were officially made members of the West Coast Hospital Association whose new Board of Directors faced many difficult decisions before the building would be turned over to the association on October 15, 1915.

Although many changes took place during the early months of 1915, the first official list of elected officers and directors included: President L. B. Skinner, First Vice President R. C. Lake, Second Vice President Mrs. Julia A. Watkins, Third Vice President Mrs. Marie H. Kidder, Treasurer J. C. Kingsbury, Secretary Ida White Parker, Directors H. W. Bivins, A. W. Underwood, Mrs. Edward H. Jones, John S. Taylor, J. J. Mendenhall, Clarence Hobart, Mrs. J. B. Lyon, J. V. Davidson and Mrs. Natalia Kingsbury.

The Ball Begins

Excitement concerning the new hospital spread to the guests of the Bellevue Hotel who were watching the reassuring progress of this health facility under construction less than a mile away from their winter retreat. West Coast Hospital Association board members, Mr. and Mrs. R. C. Lake and Mr. and Mrs. A. W. Underwood, kept other hotel guests well informed of the financial headaches involved in beginning a hospital.

Card parties or "bridges" were held to raise funds for the hospital and in January the idea of having an annual hospital ball was added to the list of benefits. The ladies of Clearwater and the Bellevue Hotel joined forces to present the first hospital ball on February 27, 1915. The lobby and music room of the hotel were turned over to the West Coast Hospital Association by manager Saxton and the affair was a smashing success.

Everyone helped. The *Clearwater News* printed almost 1,000 invitations and later carefully listed the names of the participating ladies in alphabetical order, giving equal recognition to those from Clearwater as well as social leaders from New York, Boston, Chicago, Memphis and elsewhere.

An elegant dinner was given at the hotel before

the first ball. Orange blossom corsages sold for as much as \$500 from trays carried by beribboned "Cigarette Girls." The French Orchestra from New York provided music for beautifully costumed professional dancers and encouraged prize-winning competitive dancing by the guests themselves.

The *Clearwater News* described the festive scene in a March 4 article: "Miss Gladys Reed and A. Courtney Campbell, both of the Castle School, danced the Ta-Tao with artistic cleverness that equalled the best stage performances in that line. Then followed the aerial waltz danced by Miss Marjorie Alexander of Chicago and Mr. Campbell, who is also from Chicago and very popular in the dancing set there. Miss Alexander was as dainty as a sprite in her filmy pink chiffon gown and danced with the grace and abandon of a true elfin."

The first ball contributed \$1,075.32 to the hospital account at the People's Bank and once again the ladies of Clearwater had started a tradition. The ball was discontinued during the depression and World War II years, but has been an annual affair since 1957 when it was revived to once again become one of the highlights of the Clearwater social season as well as a charitable benefit for Morton F. Plant.

The First Growing Pains

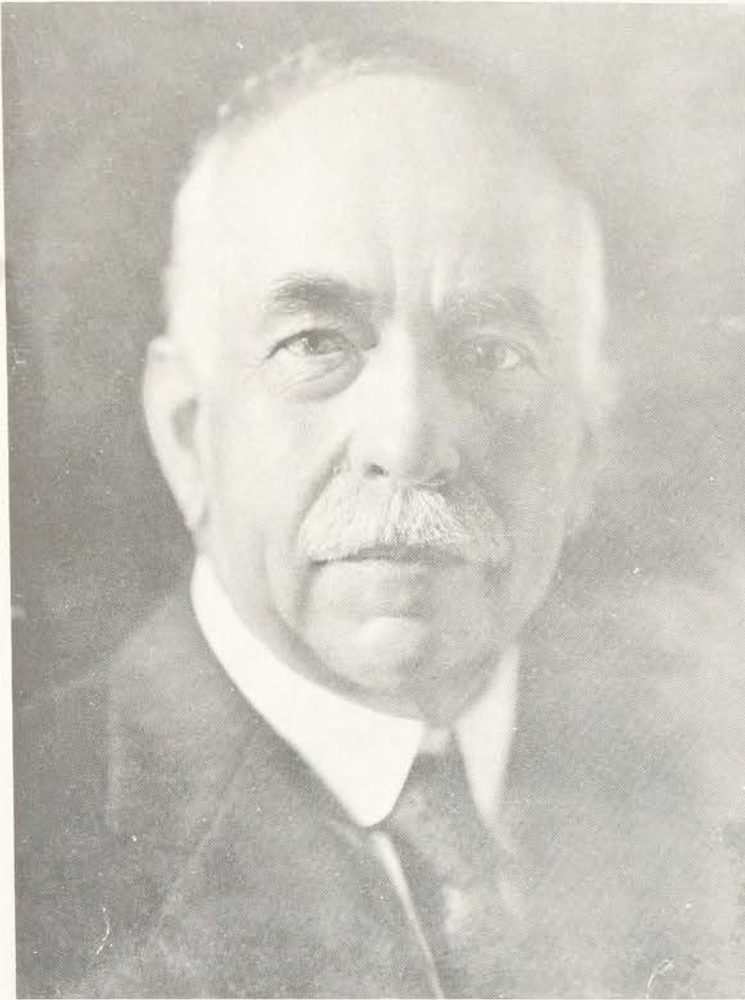
Thanks to the astute businessmen and farsighted, hard-working ladies of the West Coast Hospital Association, building on the hospital progressed well and maintained the high standards of materials and workmanship specified by the planning board.

Appointing John Phillipoff to periodically inspect the progress proved to be an excellent idea that saved the hospital much more than the \$500 paid to him for the service.

Troubles began when the newly-constructed west wall of the future Surgery began to leak. The

defective workmanship discovered by Phillipoff was reported to Dr. John Bowen, Chairman of the Building Committee. Work on the entire project was stopped immediately following his report. After much discussion and several inspections, the defective wall was torn down and rebuilt. The second wall passed inspection and from that time, the association had little trouble with the contractors.

House Committee members Mrs. M. H. Kidder, Mrs. Edward H. Jones and Mrs. J. C. Kingsbury



Richard C. Lake, a Bellevue Hotel winter visitor who contributed greatly to the original hospital building by financing the new surgery. He later became the first Life Member of the West Coast Hospital Association on February 20, 1917.

worked closely with advisor Dean Alvord to plan landscaping for the grounds. Much against their wishes, the ladies postponed purchasing linens until the fall while the board struggled with freight costs and building expenses throughout the summer. Expenses included a Builders Risk Insurance contract for \$10,000 placed with Kilgore and Company and payments to Grundy Electric for \$92 and \$71.18. Finally in October, \$150 of the \$500 requested for linens was allotted the House Committee "with full authority to act!"

On October 19, 1915, the completed hospital building was turned over to the West Coast Hospital Association. Only \$100 for the incomplete septic tank and \$92.48 for "coloring matter for the mortar" were withheld from the final payment to Kennedy and Company.

The two-story hospital building measured 45 by 85 feet without the porches, and took full advantage of its beautiful location among the giant oak trees above beautiful Clearwater Bay. The facility was designed by architect Sargent Hamilton and associate Lester Avery using many of the ideas gathered from available sources by Harry Bell. The main brick building with its portico supported by imposing pillars and its famous porches remained essentially the same until 1941 when the appearance was changed by the first hospital addition.

Today the porches overlooking the bay are nostalgically remembered by former patients who enjoyed the spectacular view and cool sea breezes. Lap robes were often needed in the middle of summer for patients sitting in this natural air conditioning.

The first floor was divided into offices, a reception room, a four-bed ward for men and another for women. The Surgery was also located here, complete with a doctors' dressing room and a scrub room with shower bath. Although the second floor plans called for an elevator, it was not installed until 1919. This must have presented quite a problem when surgical patients had to be carried to private rooms upstairs. These patients each had access to one of the three large porches and bathrooms "complete with toilets." Basement space housed the main kitchen, nurses dining room, future laundry and heating facility and a storage room.

Up-to-date equipment included a silent signal system, "electrical of course," with a switchboard in the office and buttons over every bed that lighted incandescent globes over the door of every room.

Miss Lillian Hollohan of St. Petersburg was hired as the first superintendent and her job included not only nursing, but bookkeeping, admitting, records librarian and anything else that needed to be done.

Mr. R. C. Lake contributed the operating suite and Dr. John Bowen pushed the last minute installation of nine flush toilets and a tank for steam.

The opening of the new hospital would come none too soon for Drs. Bowen and Lucian Dickerson who had patients waiting for admission.

Finally, all was ready . . . the doors of Morton F. Plant Endowed Hospital would open to the public on January 1, 1916.

The First Year

Try to imagine a time when a hospital equipped with only 20 beds and five bassinets could more than adequately meet the needs, not only of Clearwater, but the entire northern half of Pinellas County! Remember that during the 65 years between 1916 and 1981, the population of Clearwater jumped from less than 3,000 to over 96,000 residents and most of that jump took place within the last 30 years.

The opening of the new health facility was eagerly awaited by everyone in the area. Lillian Hollohan's precisely written records were a great help in telling the story with its many firsts.

The first hospital staff members were: Dr. John Bowen, Dr. Lucian B. Dickerson (Dr. "Dick"), Dr. N. E. Mighell and Dr. J. F. Ruff.

Dr. Bowen jumped the gun and admitted George Noyes from the Sea Ora Lodge on December 28 as the first patient. Discharged later that same day, Mr. Noyes was re-admitted on December 30 and became the hospital's first death on January 9.

The first baby born in the hospital was the son of Florence Dodge Servis and was delivered by Dr. Dickerson at 8:00 a.m., January 4, 1916. Jessie Coachman, assisted by Dr. Bowen, delivered the first female child at 7:00 a.m. on April 19. In those years most babies were born at home which often caused some wild pre-dawn rides for the doctors, especially Dr. "Dick" who made his rounds on a bicycle!

On February 1, Mrs. W. B. Powell organized a hospital open house for the hard working members of the association, many of whom were seeing the results of their efforts for the first time. The festive

day was front page news and well remembered by all who attended.

The first charity patients were admitted following the successful second annual Charity Ball held February 15 which netted \$945.74 for the hospital fund. The city of Clearwater and the County Commission were notified that the hospital would be able to care for charity patients in the ward for only \$7 a week.

In February 1916, Henry Plant II was admitted for "contusions and bruises" which may have prompted the offer of a contribution of an X-ray machine by Mrs. Morton Plant. However, due to problems with electricity and operating the machine, the offer was declined and the money added to the growing elevator fund the following year.

The first few months were busy ones for the new hospital. During January \$266 was received from patients. Planning the budget proved a real challenge for the association, constantly seeking new ways to raise funds, guided only by the treasurer's report from the preceding year before the hospital opened.

TREASURER'S REPORT FEBRUARY 16, 1915

General Fund:	\$ 1,276.67
Subscriptions Paid In	<u>10,154.12</u>
Receipts	\$11,430.79
Expenditures	<u>4,929.40</u>
Amount in Bank	\$ 6,501.39
Special Account:	
Interest on Bonds	\$ 1,960.00
Accrued Interest to February 1, 1915	30.92
Total Special Account	\$ 1,990.92

The First Rules and Regulations

For the first Board of Directors, writing the rules and regulations for the new hospital must have been a task comparable to scaling Mount Everest.

Painstakingly assembled in an effort to cover all contingencies, many of the rules seem humorous today. Imagine patients' reactions today if told that they would receive only one bath a week. These rules and regulations make interesting reading. To preserve them, they are printed here in their entirety.

West Coast Hospital Association

OFFICERS

L. B. Skinner President
Richard C. Lake 1st Vice-President
Marie Huse Kidder 2nd Vice-President
Henry W. Bivins 3rd Vice-President
J. C. Kingsbury Treasurer
Miss Nell L. McChesney Secretary

House Committee

Mrs. Marie Huse Kidder, Chairman
Mrs. J. C. Kingsbury Mrs. Edward H. Jones
Advisory Members

Dr. Agnes Jones Dean Alvord

Chairman, Entertainment Committee
Mrs. Sewell Ford

Auditing Committee

Arthur W. Underwood James V. Davidson

Building Committee

Richard C. Lake James V. Davidson
J. W. Matchett

HOSPITAL STAFF

Dr. John T. Bowen Dr. Lucian B. Dickerson
Dr. N. E. Mighell Dr. J. F. Ruff

Associate Members

Dr. S. J. Barker Dr. J. W. Davidson
Dr. G. C. Kingsbury Dr. Roy Hawkins
Dr. A. B. McQueen

Rules and Regulations

ARTICLE I.

The object of this institution is to afford medical and surgical aid to sick and disabled persons. Patients shall be

admitted to said hospital only upon written or verbal application of a staff or associate member, excepting in accident or emergency cases.

ARTICLE II.

All money acquired by the hospital shall be paid to the Treasurer of the Association.

ARTICLE III.

The House Committee shall meet at least once a month and at such other times as the work of the hospital shall demand.

No single expenditure of a greater sum than \$50 shall be made without the approval of the House Committee.

The House Committee shall have authority to direct the expenditure of money in the management of the hospital, in the making of repairs and purchase of supplies.

The appointments and dismissals of employees connected with the hospital shall be vested in the Superintendent and House Committee.

The House Committee shall fix the salaries of said employees.

The House Committee shall make frequent and thorough inspection of the hospital in all its parts, with the view to the efficient maintenance of its work.

ARTICLE IV.

A quorum of the Directors shall have power to suspend any member of the staff or "assistant to the staff" or any "consulting physician or surgeon."

ARTICLE V.

Any legally qualified physician, with approval of medical staff, may attend a private patient in a private room, and for that purpose may avail himself of the nursing and operating facilities of the hospital, as he would if a member of the staff, but in case of operations on private patients by other than members of the staff, due and reasonable notice must be given so as not to interfere with the regular work of the hospital.

No non-resident physician or surgeon not a member of the staff will be allowed to perform an operation at the hospital except when attended by at least one member of the staff.

No operations on Sunday or Holidays except in cases of emergency.

No patients shall be admitted or treated in the hospital without the approval of at least one member of the staff.

In case of ward patients all medical and surgical cases shall be by and under the direction of the hospital staff or associate staff.

No patients with contagious or infectious disease will be admitted. Physicians will be held responsible for the

removal from the hospital of any patient admitted under their direction under an erroneous diagnosis.

Prompt removal from the hospital of the deceased is required.

ARTICLE VI.

No capital operation shall be undertaken by any member of the staff without conference of at least one other member of the staff.

ARTICLE VII.

These Rules and Regulations may be altered or amended at any regular meeting of the Directors or at any meeting called for that purpose by a majority vote of all the Directors.

SCHEDULE OF PRICES

Ward Beds \$12 per week.
Private Rooms \$30, \$35, \$40 per week.
Obstetrical Patient \$5 per day.
Board of Private Nurse \$7 per week.

Cases sent by the Town or County will have a rate of \$7 per week.

Only two such patients may be in the hospital at the same time.

Any variations from these rules must be referred to the House Committee.

The charge per week, or day, for patients occupying private rooms does not include the services of the physician, and the hospital authorities assume no responsibility for the result of such attendance, or for charges of said attending physician, for medical treatment or otherwise.

Use of operating room for private patients \$5 and \$10.
Use of lying-in room for private patients \$5.
Use of operating room for aspirator \$5.
Anesthetics administered in private room \$5.

All special diets, medicines or drugs will be charged to the patient.

Any person calling an ambulance or any conveyance shall be responsible for the charge.

All rooms and ward beds shall be paid for strictly in advance.

ADMISSION OF PATIENTS

1. Patients may be admitted to the hospital (except in cases of emergency or accident) only on presentation of a card of admission, signed by a staff member or associate member.

2. Persons through whose means charity patients are admitted into the hospital must in all cases assume the responsibility of possible funeral expenses.

3. Chronic cases, patients with contagious or infectious diseases or suffering from mental aberration or alcoholic mania, are not eligible for admission.

4. Persons of all creeds and no creeds will be admitted and will receive the same care. Patients are privileged to receive the ministrations of whatever form of faith they prefer.

ADDITIONAL RULES AND REGULATIONS

1. The Superintendent shall keep the hospital records as directed by the Directors, shall be head nurse, and

shall have general supervision of nurses, of patients, of the household and of all supplies.

2. The Superintendent shall be held responsible for collection of all bills weekly in advance.

3. It is desired by the management that the service of the hospital shall be as nearly perfect as possible, and it is requested that all complaints be made to the Superintendent without delay.

4. Employees of the hospital are requested to conduct themselves in a quiet and orderly manner; all loud talking and unnecessary noise or confusion is absolutely prohibited, and in order that the work of the hospital may be accomplished with as little noise as possible, the employees are required to provide their shoes with rubber heels.

5. Cats, dogs and birds are not allowed in the hospital. Advertising and signs not allowed.

6. The diagnosis and details of the illness of patients shall not be revealed to visitors.

7. Patients shall have a full bath on entering the hospital and at least once a week during their stay—unless otherwise ordered.

8. No article belonging to the hospital shall be loaned or removed from the building, except by order of the House Committee.

RULES FOR PATIENTS

1. All patients admitted to the hospital will be required to conform to the rules of the house.

2. The use of profane or indecent language, the expression of immoral or other sentiments tending to arouse controversy is prohibited.

3. Patients are not allowed to leave the wards to which they belong. When desiring to go beyond the bounds of the hospital, patients must notify the Superintendent.

4. All wines, spirituous liquors, medicines, fruits, food or delicacies of any kind, excepting those prescribed and furnished by the hospital, or furnished by express permission of the hospital are strictly prohibited. Patients receiving such articles irregularly through friends will be liable to discharge.

5. No patient may purchase, or procure through any member of the household, any article whatsoever without permission of the Superintendent of the hospital.

6. Patients must not open or shut any window or register of a ward.

7. Ward patients shall retire to their beds by 7 P.M.

8. The hospital will not be responsible for any property belonging to patients, and retained in their custody, but money and valuables may be deposited with the Superintendent, for which, when so deposited, a receipt will be given.

9. When a patient desires the visit of a clergyman, notice must be given to the Superintendent of the hospital, who will endeavor to procure compliance with such request.

10. The hours for visitors to ward patients are from 2 to 4 and from 7 to 8 P.M. on Tuesdays and Fridays.

The hours for visitors to private rooms are from 11 A.M. to 8 P.M. daily.

No more than two persons will be allowed to visit any patient at one time.

11. Patients are not allowed to visit other patients, either in their rooms or in the wards, except by permission of the Superintendent.

12. All persons who seek the benefits of the hospital are expected to yield cheerfully to the requirements of a well-regulated hospital.

13. Those who have received the physician's dismissal

will not leave the institution without reporting their departure to the office.

14. Smoking within the hospital is prohibited.

15. The feeding of employees is not allowed without the consent of the Superintendent.

16. Patients are expected to obey the nurses, and to treat them at all times with due respect and courtesy.

Points of Interest—1917

The 1917 Charity Ball, under the direction of Mrs. Sewell Ford and Mrs. A. W. Underwood of the Bellevue Hotel, again became the highlight of the social season.

Mr. R. C. Lake was named the first life member of the West Coast Hospital Association on February 20, 1917.

Lillian Hollohan's salary increased to a well deserved \$100 per month.

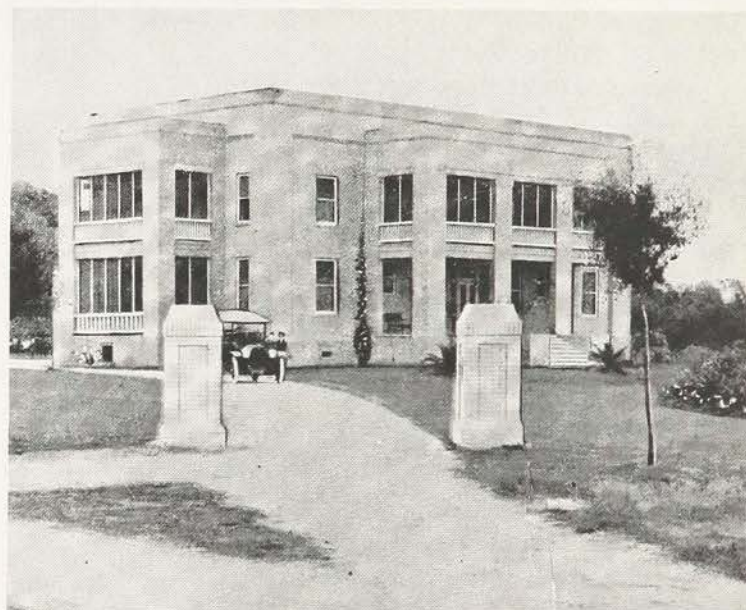
The first increases in room rates went into effect when ward beds rose from \$12 to \$15 per week and \$5 was added to the \$30, \$35 and \$40 charged weekly for private rooms.

March 1, 1917 was set aside in the community as the first Donation Day for the hospital.

In April, brick pillars were added to the entrance and corners of the hospital lot.

Dr. B. A. Daniels joined the hospital in October as the first new member of the medical staff.

The first Christmas bonuses became a part of the hospital's policy of caring for its employees . . . \$25 for the Superintendent, \$15 for the nurses and \$11 divided among the help made everyone's holiday brighter.



New landscaping for the hospital in 1917 included the construction of entrance pillars for the driveway. Notice the vine beginning to climb the walls it would beautify for many years to come.

1918—The Flu and Other Events

The same civic-minded founders remained with the hospital association during its important formative years. This continuity of interest may explain the steady progress and unswerving dedication to providing the very best hospital care for the community.

Then as now, money was scarce, but efforts to maintain the highest quality in personnel, services and equipment thread throughout all of the hospital records from the beginning.

Superintendent Hollohan gave the following report on February 19, 1918:

First two years: 255 patients admitted in all
239 adults and children
16 babies
First Year: 119 patients including six
babies
Second Year: 136 patients including 10
babies
Second Year: Four county and two city
charity patients
Two deaths
Two stillborns
Bad Debts: \$175

The first laundry equipment was installed in the spring of 1918 when two new Maytag washing machines were added in the basement.

The fall of 1918 brought dark days to the citizens of Clearwater during the devastating influenza epidemic. The hospital struggled to meet the needs of the community.

No flu shots protected people from the ravages of this epidemic, which often reinforced the adage, "the bigger they are, the harder they fall." Nurses remember strapping men, both servicemen and civilians, dying from the disease while frail-looking women, many of whom were also ill at the time, tended them.

Everyone helped wherever possible. The expression "there was nothing I could do" became all

too common as volunteers and nurses worked side-by-side to make patients as comfortable as possible.

Nurses pay was temporarily increased to \$75 per month and the superintendent's rose to \$125 per month in gratitude for long hours of overtime put in during the seige.

The influenza epidemic and the feelings of inadequacy undoubtedly prompted the first attempt to begin a nurses training program in January 1919. Although both L. B. Skinner and Mrs. J. C. Kingsbury contributed \$25 toward enclosing one of the upstairs porches in the hospital as a training room for student nurses, the idea died for lack of support.

The treasurer's reports to the West Coast Hospital Association tell the financial story of these beginning struggles and illustrate the steady financial guidance provided by the dedicated board and members of the association.

TREASURER'S REPORT

FEBRUARY 19, 1917—FEBRUARY 19, 1918

Receipts	
On Hand	\$ 78.39
From Patients	5,720.59
Endowment Fund	3,920.00
Third Annual Ball	1,600.00
Fourth Annual Ball	705.00
Sundry Receipts	467.82
TOTAL	\$12,491.80
Expenditures	
Salaries	\$ 4,344.68
House	4,865.26
Sundries including \$2,000 Notes Paid	2,331.00
TOTAL	\$11,540.94
Balance on Hand	941.14
Special Fund	500.00
Elevator Fund	279.69

Indebtedness reduced to \$3,500 first of which notes \$1,000 is due March 1919.

J. Kingsbury, Treasurer

1919—The End of the Beginning

A small fire in the hospital ushered in 1919 and no doubt prompted the advice of Treasurer J. C. Kingsbury to the hospital association to purchase more building insurance.

This was an important year in many ways for the hospital which almost overnight seemed to mature and prepare to take another step forward. The late R. C. Lake estate provided the remaining \$1,000 needed for the elevator fund and the long-awaited elevator was installed on April 24 by Mr. Bailey of the Otis Company who agreed to "keep it running" for \$40 a year. Needless to say, this was a time to celebrate, not only for the patients, but also for the doctors and the entire nursing staff.

The first memorial plaques honoring Mr. and Mrs. Morton F. Plant and Mr. R. C. Lake were installed later in the year.

Life members now totaled 17 and included Arthur Underwood, whose death in the winter of 1919 ended many years at the Belleview Hotel and dedication to Morton F. Plant Hospital.

The association's officers remained the same with the exception of H. W. Bivins who, at his request, was replaced by E. J. Byrne.

The most important step in 1919 was the organization of the first staff meeting in November called by the first Chief of Staff, Dr. L. B. Dickerson. The meeting was requested by the association to facilitate communications between the growing number of doctors on the staff and the association. Organization of the first Children's Clinic in Clearwater by Morton F. Plant Hospital and the Red Cross Home Service prompted the meeting. The hospital had agreed that each medical staff member would serve for one month at the clinic which was to be open the first and third Monday of each month.

Many other problems came to light and it was agreed that a regular staff meeting was the only answer.

Before the year's end, the first X-ray machine had been ordered and scheduled for installation in January 1920.

Although new members joined the old hands on the Board of Directors of the West Coast Hospital Association in 1920, President L. B. Skinner still led the way into the roaring 20's.

Turning the corner into the 20's found the eager young hospital facing plans to build its first nurses' quarters on hospital property . . . plans guaranteed to liven up the times considerably in the coming "boom time" years.

TREASURER'S REPORT

FEBRUARY 19, 1918—FEBRUARY 19, 1919

Receipts	
On Hand, February 19, 1918	\$ 1,451.14
Endowment Fund, Annual Ball (\$1,220.50),	
Contributions, Etc.	5,044.70
Received from Patients	5,429.66
TOTAL	\$11,925.50
Expenses	
Salaries	\$ 4,927.04
House	4,386.25
Interest, Insurance Notes, Etc.	1,635.00
TOTAL	\$10,948.29
Balance on Hand, February 19, 1919	\$ 977.21
Elevator Fund, February 19, 1918	\$ 279.69
Interest	11.34
Balance, February 19, 1919	\$ 291.03
X-Ray Fund Balance, February 19, 1919	\$ 500.00

Indebtedness of the Association was reduced in the year to \$3,000 payable \$1,000 annually in March.

Insurance Carried	\$ 1,500 Building
	3,000 Furniture
	15,000 Liability

The treasurer would respectfully submit the amounts of insurance carried should be increased, as buildings could not be replaced at anywhere near the original cost.

J. Kingsbury, Treasurer

The Big Boom—The 20's

The real estate boom resounded throughout Florida from 1921 until it reached its peak in 1925 then faded away as quickly as it began. Millions of dollars were made and lost during this time and nobody was sure what finally burst the balloon in the spring of 1926.

Boom-time real estate listings were kept in shirt pockets and land often changed owners with only a handshake binding the contract. Plenty of office space existed along the curbs, and Yankee dollars flowed into Florida with investors hoping to make fortunes overnight. None of these transactions

helped the financial struggles of the hospital, however.

New faces on the Board of Directors, meeting in the Kingsbury home in 1921, tackled the hospital's problem under the continuing leadership of L. B. Skinner. Officers J. K. Cass, F. W. Washburn, Frank Booth, M. J. Corbett and J. V. Davidson listened as Treasurer J. C. Kingsbury outlined plans to borrow \$500 for general improvements and roof repairs in the winter of 1921.

Everyone agreed that the nurses' residence topped the list of priorities. Superintendent Hollohan



Clearwater around 1920. The Seminole Street Bridge (upper right) led to Clearwater Beach before the causeway was built in 1926 at the end of Cleveland Street (upper left). The first Clearwater High School building can be seen west of N.E. Cleveland Street which connects Cleveland and Drew Streets.

had rented out several rooms in her home near the hospital to nurses carefully screened by Mrs. Kingsbury, Chairman of the House Committee, who wisely collected two months rent in advance from the seasonal nurses.

Contributions for the residence were added to the \$1,000 nucleus of the fund given by Mrs. S. W. Underwood and almost \$1,500 was raised by the annual Charity Ball held at the Belleview Biltmore Hotel in February under the direction of Mrs. Kingsbury.

The board fumed that the mortgage for the residence could be as high as 8% interest and several plans were discarded as too expensive . . . \$18,000 was simply out of the question!

Dean Alvord resigned from the House Committee, and Mr. Skinner began working with Mrs. F. W. Morgan and W. A. Alexander on the plans. Finally, in November 1921, agreement was reached on the first major building project for the hospital.

Architect Kennard drew up satisfactory plans and President Skinner arranged to purchase building materials at cost. Robert Thompson, a young architect-contractor from Menomonie, Wisconsin, who had recently completed Peace Memorial Presbyterian Church, agreed to build the residence in 90 days for \$10,565. Many years later the same Robert Thompson would join the Board of Directors of the hospital to assist in planning other major expansions for the institution.

In December 1921, a lot adjoining the northeast corner of the hospital property was purchased from Perry Shell for \$1,250 and the building site was cleared for construction.

Hidden problems awaited the builder as he dug one of the first basements in Clearwater for the new residence. A spring was uncovered—the same

spring that was to plague future additions to the hospital. The solution to the spring problem in 1921, however, involved readily available and inexpensive materials.

"I will tell you how to make it dry," explained a German-born workman eyeing the wet hole in the middle of the concrete basement floor.

"All you need is some straw and oats and horse manure." Carefully layering his materials into the six-foot hole, he promised Thompson, "Ven the oats and straw and horse manure she svell up and get tight in dere, all you have to do is put the cover over and she dry yust fine."

The mixture and concrete hardened as predicted and the building was completed in 90 days as scheduled. However, the spring found another way out . . . down the hill and into the hospital's elevator shaft, where Donald Roebling's sump pump and drainage tiles would eventually solve that problem . . . temporarily.

The nurses' home opened on March 31, 1922 with a reception for nurses, staff members and visitors, many of whom recognized familiar furniture and china donated from home. Few nurses anywhere have rolled back genuine Oriental rugs to dance the Charleston as they did in the Plant Home.

The four upstairs bedrooms easily housed the six to eight nurses needed to staff the hospital, while the superintendent's accommodations, living room, dining room and kitchen were on the first floor of the building.

The hospital's financial situation failed to reflect the prosperous times of the roaring 20's swirling outside the walls, however. A December 1922 report showed that the hospital was "without funds to carry on" and the board was forced to borrow \$1,000 to begin the new year.

Never Say "Die"!

Community support quickly rallied around the hospital with bridge parties and private donations helping to pay the \$4,000 nurses' home debt reported in February 1923 when the bank balance dipped to a new low of \$1,092.35.

The year 1924 was a time of particular stress in the hospital. The patient load was increasing faster than the donations and facilities could handle. Population had more than doubled in many resort areas, especially Clearwater. The Belleview Biltmore



MPH in 1924 was beginning to look well established as landscaping efforts increased. Note the vine planted in 1916 that was gradually covering the Maternity porch.

added 150 luxurious rooms in 1924 and continued to attract the cream of eastern U. S. society. But boom-time only brought more patients, not dollars, to the hospital. Charity cases rose when workers arrived in Florida and found no jobs.

The struggles of running the hospital were finally wearing down the Irish fortitude of the "Big Stick Lady," and in November 1924, Lillian Hollohan resigned as superintendent.

Miss Hilda Hayes became the new superintendent on November 12, 1924, selected by Natalia Kingsbury, who was greatly impressed with the energy and drive of the former English nurse and hospital superintendent. Miss Hayes was accompanied by her cousin Dorothy Beale, an English anesthetist and laboratory technician. From this time on a few basic laboratory tests were performed within the hospital, although many doctors continued to carry their own testing kits.

Hilda Hayes believed in keeping the public informed and contributed periodic hospital reports for publication in the *Clearwater Sun*.

A typical report appeared on January 24, 1925:

"During a two-week period, hospital activities included the following:

patients admitted, 15
discharged, 15
births, two
deaths, zero
remaining in hospital, 10

Gifts received:

four mattresses, Mrs. Kidder, Harbor Oaks
surgical bed, hair mattress and two wheel-
chairs, Mrs. Hathaway of New York
china, China Import Shop
cake, anonymous
fruit, I. M. Shriner, Largo
fruit, A. C. Spencer, Largo."

Miss Hayes continued, "The Plant Hospital appreciates contributions of almost anything that could be of use in any home. It is a public institution and must be supported by the public. The hospital is a blessing to Clearwater and this entire section. It is modern in every detail, but not large enough to be

self-sustaining. The public should keep this in mind at all times and support the hospital for the same reasons they support the Chamber of Commerce, the churches and other institutions which a town like Clearwater cannot afford to be without."

The hospital reports competed with ads promoting real estate bargains while black velvet coats with brocade and monkey fur were catching the eyes and dollars of the rich. By 1925, prohibition was five years old and existed only in the law books for those who wanted something stronger than lemonade to drink.

It was a gambler's heyday and speculators wagered solid gold pieces chucked at cracks in the sidewalk . . . Florida was booming but nobody cared to look inside the hollow economy which lacked industries to support it.

Expansion was out of the question in 1925 when a record breaking 483 patients filled the hospital and necessitated the use of all porches, hallways and public rooms. The use of these spaces effectively increased the facilities to 16 private rooms, 10 ward beds and 10 bassinets.

Hospital financing finally came to life late in 1925 when Larry Dimmitt joined the hospital board and put his energy and enthusiasm behind the first Tag Day fund raising event which added more than \$6,000 to the hospital fund.

Fund raising activities were often high spots in the lives of the hospital's young nurses as they collected donations in their tamborines following elegant dinners and bridges at the Belleview Biltmore Hotel.

Entertainment at the Belleview Biltmore sometimes went a step further with an occasional party for the nurses on board a guest's yacht "out so far you could hardly see the land!"

By 1926 seasonal nursing had become an adventurous occupation for many Registered Nurses (the only ones allowed to work at Morton Plant), especially young nurses venturing away from home for the first time; and what better place than Florida with its palm trees, sandy beaches and wintertime sunshine? Nurses arriving to practice from a reciprocal state found it easier than those traveling to Jacksonville to take the stiff Florida examination. Many nurses returned year after year for the winter months until the 1950's when permanent population growth kept the hospital adequately staffed on a year-round basis.

The story of Charlotte Tobey (Gisselbrecht), now living in Largo, and Mildred Richardson who rode the train from Connecticut to St. Petersburg in Janu-



Miss Hilda Hayes, R.N., hospital superintendent from 1924 - 1928, organized the successful Easter party honoring all the babies born during her first 16 months at MPH, many of whom are among Clearwater's leading citizens today.

ary 1926, is typical of the young nurses who came to Morton Plant. In those days sightseeing was easy. After registering for nursing at the undertakers in St. Petersburg, they hopped on free land-boom tours for a look at central Florida.

Night duty positions in the small, friendly Clearwater hospital were dreams come true . . . almost. Wrapped in blankets in the unheated hospital, it was easy to imagine a sleet storm rattling in the palm trees outside. Trips to the kitchen in the dimly-lighted basement were made together, and raids on the refrigerator were made quickly just in case a snake happened to be snoozing on the window ledge above. Answering to "Hi, Sugar" was easier than adjusting to snakes, and on rare days



Dorothy Beale (left) stands with Charlotte Tobey (Gisselbrecht) and Mildred Richardson (right) in May 1926, shortly before the adventuresome young R.N.'s returned north in their new automobile.

off, they rode happily across the rattling, loose boards of the Seminole Landing bridge crossing Clearwater Bay to Mandalay Beach.

Orange blossoms in the spring more than made up for cold winter nights, but in May it was time to head north again and they scraped together \$150 for a car. Traveling north via Kissimmie "because the name sounded interesting" and Charlottesville "because that's my name," they later arrived safely in Connecticut with \$.50 to spare.

Memories of the times also included a "Tent City" beside the Clearwater-Largo Road. The land boom was ending early in 1926 and hundreds of families found themselves without jobs, food or adequate housing. Tents mushroomed along the road and poor sanitation and living conditions sent many of these people to the hospital as charity patients. Emergency fees were collected on the spot, when they were collected at all, and patients often received taxi fare for the ride home from the nurses.

The hospital continued to grow. New rules and regulations appeared almost every year in an effort to maintain the highest standards in patient care.

Superintendent Hayes was successfully involving the community in hospital functions whenever possible. An Easter party held in March 1926 topped the list of social gatherings at the hospital according to the following description in the *Clearwater Morning Herald*, carefully preserved in the baby book of W.H. Armston, Jr.

"Of all the successful activities of the Morton Plant Hospital, the Easter party yesterday afternoon in honor of the babies who have been born during the last 16 months at the hospital and since Miss Hilda Hayes has been superintendent, was the most pronounced and was praised by all the fond mothers. Of course, the fathers will hear about the party for weeks to come, and in the history of each fortunate family, March 18, 1926, will always be remembered as a banner day."



This kindergarten picture with Miss Thelma Nalls, teacher, will bring back memories of 1925 for many Clearwater residents today. Those children identified in the photo are, from left to right in the front row: Henry Bivins, III, (second), Joseph Constantine (sixth) and Robert Thompson, Jr. (tenth).

Dressed in their finest ruffles and bonnets, many of Clearwater's leading citizens of today were among the almost 50 babies sitting with their proud mothers under the trees on the sunny hospital lawn. Among these were: Phillip McMullen, Henry Hamlett Blanton, Lillian Rehbaum, Frank Kamenski, Flourney Phillips, Chester McMullen, John Chesnut, Jr., Hamdin Baskin, Jr., Frank Merrin, Jr., Nancy Christie, Emma Brumby, Richard Earle Shoemaker, Billy Stephen and Milton Davis Jones. These "kings and queens of baby royalty were on their best behavior" according to the *Clearwater Evening Sun*, and the more than 100 guests enjoyed the ice cream and cake decorated with yellow chicks which had been provided by Mrs. Rex Beach, a winter visitor to the area, and everyone admired the festive Japanese lanterns swinging from the tree branches.

Community involvement in the Easter party reflected the growing historic importance of Morton

Plant Hospital in the area. Frank Rehbaum loaned a decorative stork, while school superintendent E. W. McMullen and Miss Kathleen Plumb arranged for the loan of small chairs from the South Ward School to be used.

Entertainment was provided by hostesses Mrs. J. C. Kingsbury, Miss Hilda Hayes and the hospital nurses "in their neat white aprons and caps," who also kept a watchful eye on the partygoers.

Drs. Bowen, Ruff and Mighell joined in the fun, and prizes, also donated by Mrs. Beach, were awarded by Dr. M. A. Nickle. Award winners included the three newborn babies still in the hospital's nursery: W. H. Armston, Jr. (age 11 days), Baby Day (age nine days) and W. J. Pierce, Jr. (age three days).

Newton and Donald McMullen were honored as the only twins born in the hospital to date, and Phillip Ramage McMullen claimed seniority (and the silver fork and spoon set) as the first baby born

after Hilda Hayes' arrival. Brothers and sisters who remained at home were remembered with lollipops, and each baby attending the party received a rattle to treasure.

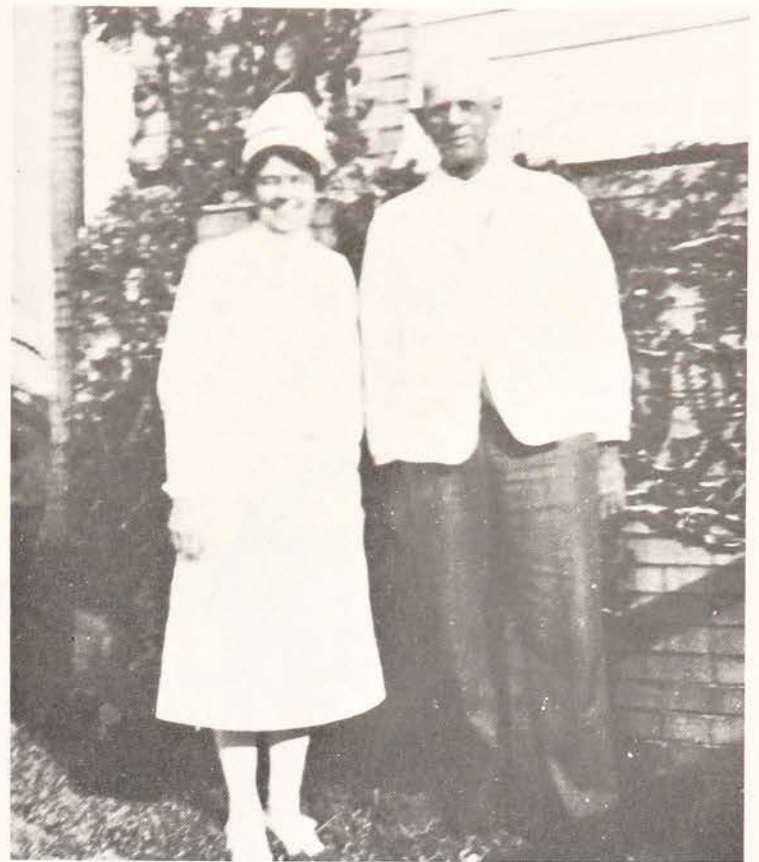
The citizens of Clearwater, Largo and Dunedin were becoming increasingly involved and concerned with the growth of the only hospital in northern Pinellas County and new faces began to appear within the hospital as it grew.

Josephine Cromer Smith became the first bookkeeper in 1926 when she agreed to work on the hospital records from 7:00 to 9:00 a.m. before beginning her duties as Clerk for the town of Belleair. Today her son Dan continues the family affiliation as a Pharmacist in the hospital. Mrs. Smith also served as the dedicated secretary to the Board of Directors for many years.

The hospital staff grew to 11 members by 1927. Led by Chief of Staff Dr. N. E. Mighell were Drs. J. T. Bowen, M. A. Nickle, L. B. Dickerson, J. F. Ruff,



Josephine Cromer Smith became the hospital's first bookkeeper in 1926, when she agreed to work on the hospital records from 7 to 9 a.m. before beginning her duties as Clerk for the town of Belleair. She was also secretary to the Board of Trustees for many years until her death in 1942.



This photo of Dr. Norman E. Mighell and a hospital nurse was taken on March 18, 1926 during the Easter party on the hospital lawn.



Mrs. J.C. (Natalia) Kingsbury, voluntary head of the hospital's House Committee for almost 20 years, is pictured above on the hospital's front lawn during the Easter party in March 1926.

F. E. Kauffman, Robbins Nettles, C. S. Harris, H. O. Brown (X-ray), W. H. Groves, A. Black and associate member Dr. Anderson.

In January 1927, Dr. H. O. Brown agreed to provide X-ray examinations within the hospital, and as payment agreed to accept \$2 of the \$3 fee charged the patient.

Twenty-three hundred dollars was added to the hospital's charity fund when the ladies from the Bellevue Biltmore Hotel and Clearwater formed a

"Million Dollar" chorus line to accompany the famous dramatist, Francis Wilson, in a benefit at the hotel. Wilson is well-remembered in Clearwater for his contributions to the Little Theater of Clearwater and the playhouse named in his honor.

The years 1927 and 1928 saw the emergence of a loyal "family" of employees within the maturing hospital, many of whom remained the core of the institution for more than 20 years.

Meet the Family

The hospital "family" came together during the late 1920's largely through the efforts of Mrs. J. C. Kingsbury who had voluntarily assumed the responsibility for maintaining the high standards in nursing care and overall hospital procedures. Aristocratic and precise, Natalia Kingsbury always insisted on the best performance from herself as well as others, refusing to set anything but the highest standards for everyone.

Although assisted by other ladies in the community, as Chairman of the House Committee she carefully screened the superintendents and was responsible for hiring the housekeepers and other employees, some of whom had previously worked in her own home. Her firm hand pulled the growing hospital out of more than one slump and back onto the road of quality service.

When Hilda Hayes resigned in 1928, Cicely E. Ambler became superintendent with the understanding that someone else would head the growing nursing staff.

During this time, a petite, brown-eyed nurse named Lilly Foley came to the hospital from St. Louis. Her energy and quiet efficiency caught the attention of the hospital staff and she was invited to return on a permanent basis as head nurse in 1929.

Happily for the hospital, Lilly Foley accepted and returned to spend the next 28 years firmly establishing a policy of the best possible nursing care. Her fairness to the nurses and dedicated concern for each patient's welfare will always serve as a model in traditional nursing care and administration.

Everyone remembers Lilly Foley with love and respect. Special obstetrical training led to her pres-

ence at all deliveries in the hospital and "her children" number over 2,000 today. Still energetic at age 92, she drives a car to weekly bridge games with friends, several of whom were also members of the hospital "family" during the 30's.

Housekeeping problems were solved when Mrs. Aileen Drew Black took a business course and became hospital Housekeeper in 1927. She remained at this job for the next 23 years.

Sewing, cleaning, bookkeeping, cooking when necessary, ordering supplies and keeping everyone in line without ever raising her voice, were all managed with four growing daughters at home. Her death on June 11, 1970 at age 77 was mourned by many former patients who recalled her comforting presence as well as her cheerful flowers which decorated their mealtime trays.

As the first cook at the hospital, Fannie Smith helped to support her 10 children, and her daughter, Esther Smith Fuzz, can still remember visiting her mother at work in the kitchen.

Laura Rowe succeeded Fannie in 1927. For the next 37 years, Laura's famous orange chiffon pies, fried chicken Sunday dinners and fresh peach ice cream were only a few of the reasons people were known to spend two weeks in the hospital for a "rest."

Duplicating "biscuits so light, if you blew on them, they landed on the next plate" was impossible because Laura cooked with a "handful" of this and a "handful" of that.

The holiday dinners were served on sparkling white table cloths and always included families of the patients and other guests of the hospital.

Laura's children, Hattie and P. J., helped wherever needed in the hospital and by 1931 at the age of 17, P. J. had advanced to orderly. He remembers standing on a chair to pour boiling water into the huge coffee maker... "you learned to be careful" and adding fruit to the ice cream "until the handle wouldn't turn anymore." Probably no tonsillectomy patient has ever had as much ice cream as P. J., who was the first patient in the new ward for black people added by Donald Roebling in 1931 as part of the hospital's first expansion.

Other names in the history of the 1920's included the hospital's first orderly, Preston Mobley followed by Joe Freeman, "who could do anything," Minnie and Joe Wright, Danish-born cook Metha Jorgenson and her handsome husband who always "ate" his coffee, and Mr. Chancey, the yardman.

P. J. Rowe, with the exception of a few years while serving in World War II, remained an orderly

in the hospital until 1950. The entire staff benefited throughout the years from his on-the-job experience.

Other dedicated people, too numerous to mention, helped the hospital continue to grow and



Lilly C. Foley, R.N., (1889 -), dedicated Director of Nurses from 1929 - 1957 and Superintendent of Morton Plant Hospital from 1932 - 1952. Her insistence on the highest possible standards in nursing care and medical service led the way to the giant steps in progress which have made MPH the largest health facility in Pinellas County today and the fifth largest in Florida.



Mrs. Aileen Drew Black, hospital housekeeper from 1927 to 1950. The photograph was taken in later years with one of her four daughters Mary Alice Bartlett of Dunedin.



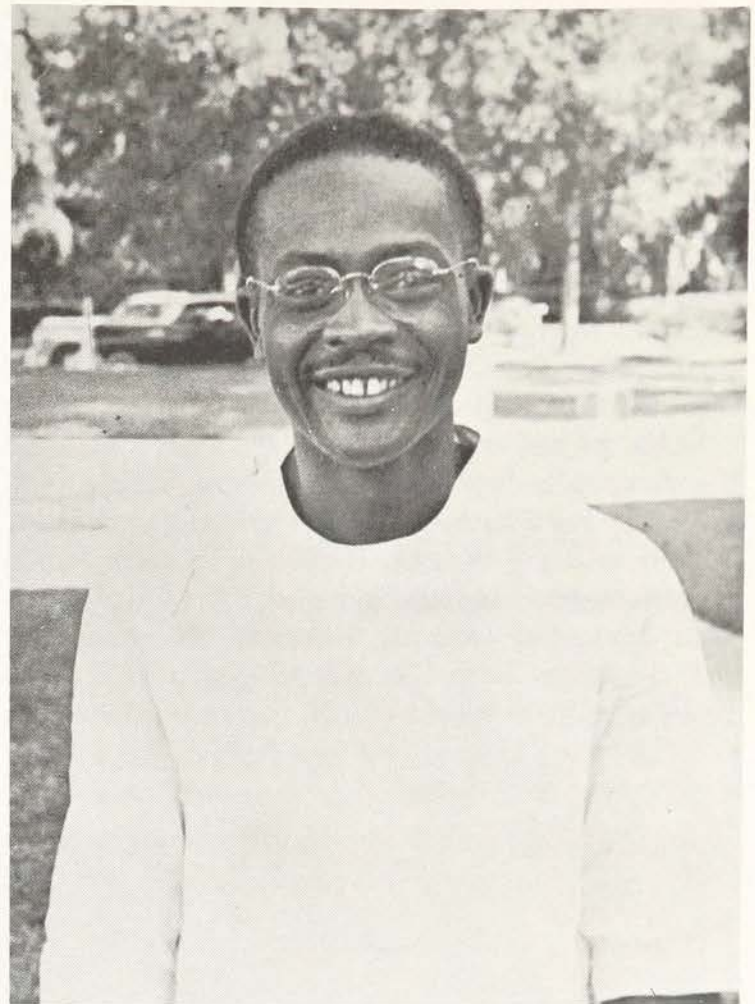
The first hospital cook, Fannie Smith, pictured in later years with her daughter Esther Smith Fuzz.



Laura Rowe began to cook for the hospital on a full-time basis in 1927. For 37 years her famous orange chiffon pies, fried chicken Sunday dinners and fresh peach ice cream were a few of the reasons people would spend two weeks in MPH for a "rest."

maintain the high standards of medical excellence which had been established in the beginning.

The stock market crash in October 1929 brought the decade of the 1920's to a dramatic close. Fortunately for Florida the land boom, which ended in 1926, left a few buffer years for the unemployed to return north. The state was thus spared the long lines of jobless workers found in industrial cities across the nation. However, money was scarce in Florida and those who had it were reluctant to spend what might be needed in the uncertain future. Unexpected good fortune helped the hospital through its financial problems. Donald Roebling discovered Morton F. Plant Hospital when he moved to Clearwater in 1929, shortly before he inherited almost \$5,000,000 in 1930 at the age of 21.



P.J. Rowe, son of cook Laura Rowe, photographed following WW II. P.J. grew up helping in the hospital as an assistant and orderly for more than 20 years. His invaluable "on-the-job" training helped the entire hospital.

To understand the next 30 years of the hospital's history, it is necessary to know, at least as much as possible, about the man who was Donald Roebling: to everyone he was eccentric; to friends, he was shy and lovable—a generous genius; to others, a heavy-handed, domineering rich man who would stop at nothing to get his way. In all fairness, those who knew him the best loved him the most.

Donald Roebling—A Mighty Big Man

Donald Roebling was born in New York City on November 15, 1909, the son of John Augustus and Margaret (MacIlvaine) Roebling, grandson of Washington Augustus and Emily (Warren) Roebling, and great-grandson of John Augustus and Johanna (Herting) Roebling.

In every way, Donald Roebling was a mighty big man: He stood six feet two inches tall and weighed 325 pounds; a multi-millionaire, generous almost to a fault, who gave the most spectacular parties in town and stirred strong emotions, either love or hate, in all who met him. He wouldn't buy a building; he would buy a whole block!

It is generally conceded that without Donald Roebling during the depression years, there would be no Morton F. Plant Hospital as it exists today. Instead, the city of Clearwater would have had to provide a municipal hospital by taxing people who could barely afford to buy food.

Twenty-two year old Roebling easily became the youngest member of the hospital board when he joined on May 7, 1931 and served as its president from 1934 through 1954.

Illustrious ancestors paved the way for Roebling's millions and mechanical ability. His great-grandfather, John Augustus invented the steel cable with which he spanned Pittsburgh's Monongahela River when he built the world's first suspension bridge in 1846. The famous Brooklyn Bridge claimed his life in 1869 and ruined the health of his son Washington Augustus, who while attempting to complete the project, developed what is now known as the "bends" and was confined to a wheelchair. Undaunted, he retired to a house on the Brooklyn side of the East River and for 14 years used a telescope to direct the construction of the bridge until its completion in 1883.

In later years, John A. Roebling & Sons Company of Trenton, New Jersey was managed by Donald's father and brother Siegfried.

Clearwater caught Donald's fancy during a visit to his Aunt Anne MacIlvaine in the spring of 1929 and he decided to settle in Harbor Oaks on the picturesque bluffs overlooking the bay.

Excitement greeted the front page news of the \$90,000 mansion planned by the 20-year old millionaire bachelor. Contractor John Phillipoff built

the two and one half story, 14 room brick English Tudor house designed by Roy Wakeling as part of Roebling's seven acre estate at 700 Orange Avenue. Named Spottiswood, the completed estate included a boat house, three-car garage, a huge machine shop, greenhouse and a swimming pool which was later connected by a tunnel to an elevator tower installed in the house.

He loved flowers and took great pride in personally landscaping and beautifying the grounds. At one time, 59 varieties of chrysanthemums were growing on the estate.

Considered by many friends to be a mechanical genius, Roebling developed the Alligator amphibian as a rescue vehicle for use during Florida's hurricanes. The big man and his crew testing the aluminum vehicle on land and water became a familiar sight to Clearwater residents during the 1930's.

In 1936, he patented the machine and later when World War II spread to the South Pacific, Roebling impressed the U.S. Marine Corps with the Alligator's ability to penetrate mangrove swamps while carrying 4,500 pounds of concrete blocks and 12 men. As a result, the Corps established a base in Dunedin during the war to train men in the use of the Alligator. The design was presented to the U.S. Government for \$1 as Roebling's contribution to the war effort.

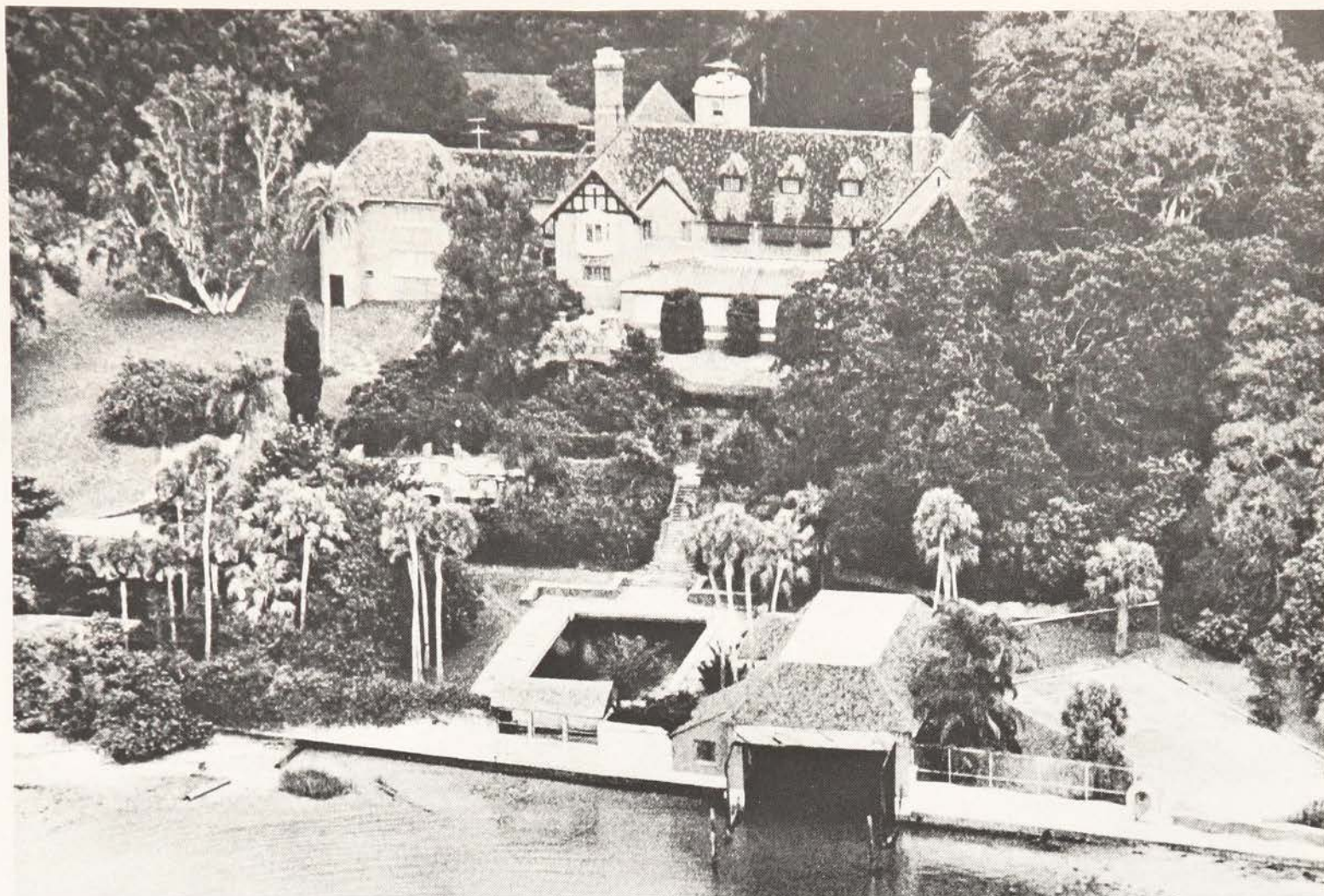
"Thank you" embarrassed Roebling, and the full extent of his generosity in Clearwater will never be known because this publicity-shy man preferred to give anonymously. Charity drives mysteriously reached their goals and worthy students were sent to college by an "unknown benefactor."

His acknowledged gifts included Roebling Hall at Peace Memorial Presbyterian Church which provided the only basketball court in Clearwater for many years and the Boy Scout Hut on Highland Avenue. Scouts were often invited to swim in the giant pool on the Roebling estate . . . a memorable experience for boys accustomed to sandy beaches and salt water. He also donated \$1,000 to the local Salvation Army post every Christmas.

Roebling could build anything, it seemed, from the yacht *Iorano I* on the lawn by the seawall, to one of the finest radio transmitters in the United States which he used daily in 1938 and 1939 to communi-



Donald Roebing, Morton F. Plant Hospital benefactor and President of the Board of Directors from 1934 to 1954 when he stepped down to become Honorary Chairman until his death in 1959.



Spottiswood, the seven-acre Roebling estate overlooking Clearwater Harbor.

cate with his friend Richard Archbold exploring New Guinea.

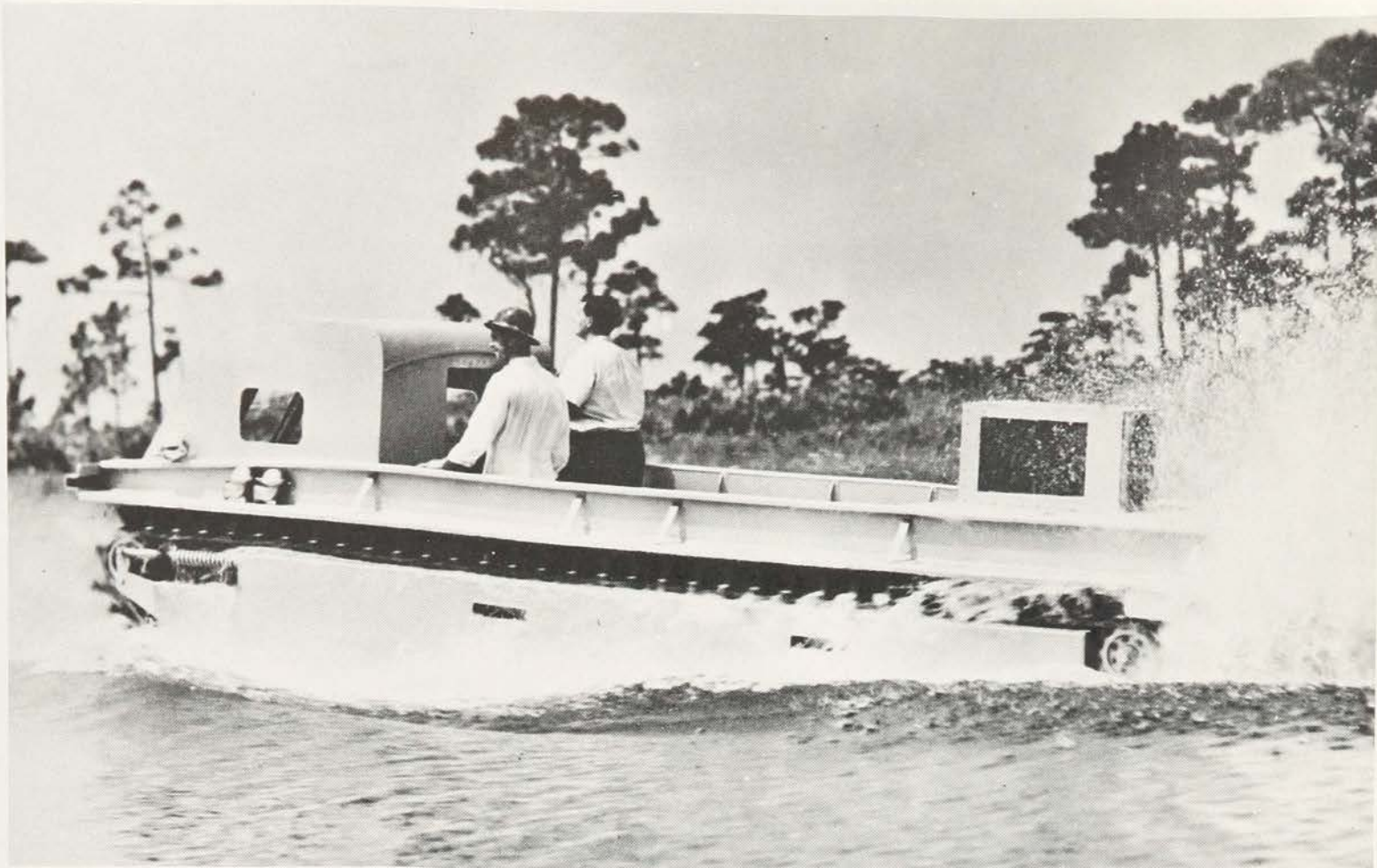
The tires on his silver, custom-made automobile came from Sears, Roebuck . . . no others would be accepted. His famous stamp collection was representative of a majority of all the stamps ever issued.

Roebling hated pretense of any kind and left no doubt about his feelings toward those who offended him. His helping hand seemed heavy at times especially when Roebling Construction Company would step in to build a pet project without profit . . . but without consulting the others involved.

The big man did not hesitate to step forward when he thought it was necessary. His impressive action turned the tide for the People's Bank during the National Bank Holiday in 1933 when he stood on a table in the lobby and declared his faith in the institution before making a large deposit. Other businessmen soon followed his example and the bank survived to become the First National Bank of Clearwater today.

Roebling's parties were sensational and Halloween headed the list. His sense of humor and mechanical ability combined to make the night of horrors a time to remember. Rattling chains dropped from the giant oak trees behind startled guests entering the great iron gates of the estate. A bridge across the swimming pool collapsed as unsuspecting witches and goblins decided to take the apparent short cut. Drinks dribbled out of cracked glasses and innocent-looking chocolates were stuffed with tobacco. Costumed guests marveled at snapshots taken only minutes before at the front door, many years before Polaroid film was invented.

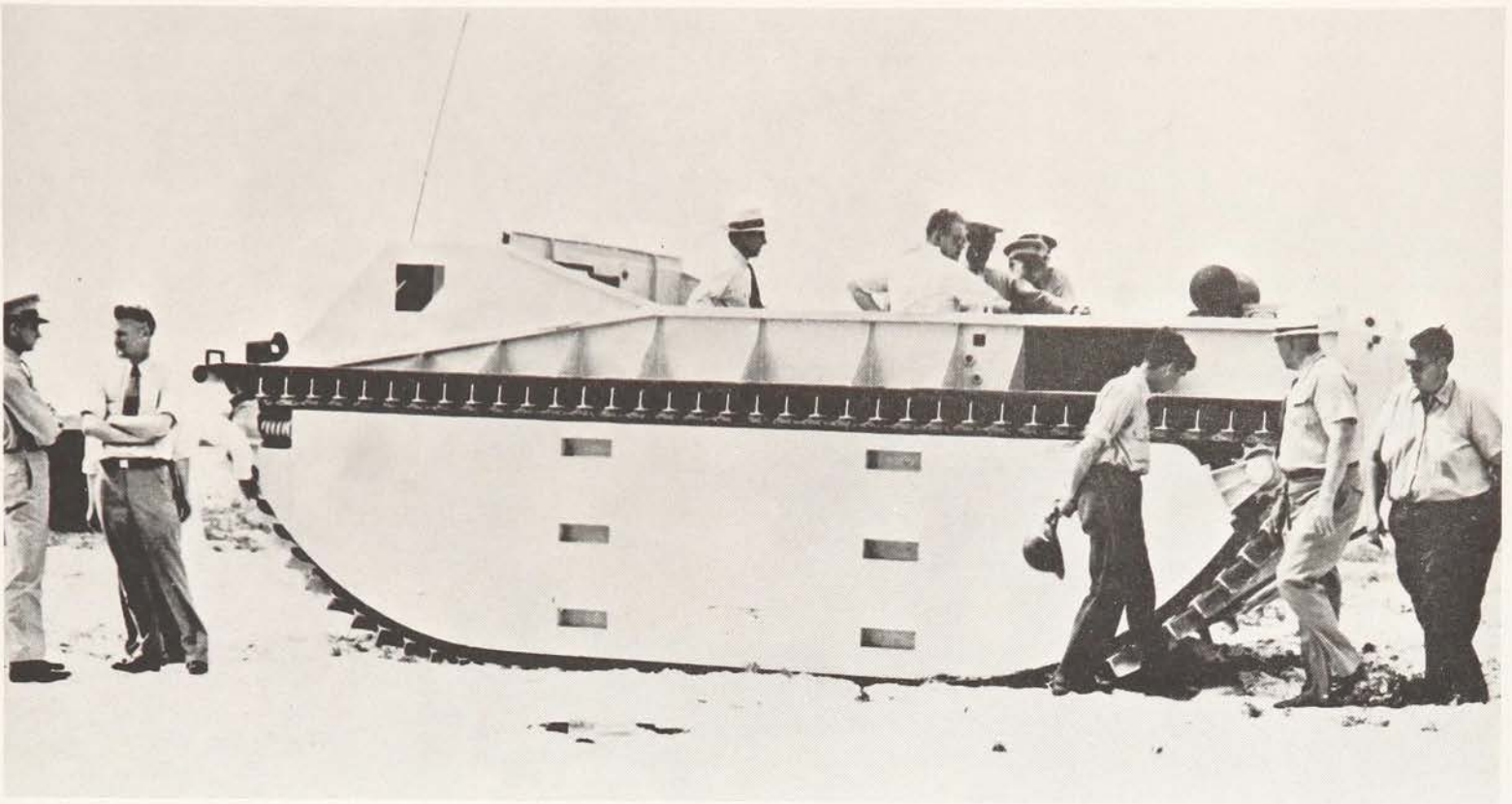
The New Year began in style for fortunate guests exploring the lavish estate. The carefully constructed landscaping created many picturesque scenes overlooking the bay. The ivy-covered brick home offered warm fires and milk punch to mellow guests who lingered far into the evening. It was a time to remember for the Marines based in Dunedin who nearly all attended the party in 1944.



Roebling at the controls of an early version of the Alligator Amphibian he originally invented to assist in rescue efforts in Florida's swamplands and coastal areas following hurricanes.



Sea Scouts and Boy Scouts enjoy a ride in Roebling's Alligator Amphibian as it plows through the mangroves on the south end of Clearwater Beach.



Donald Roebling (far right) assists during the launching of the Alligator Amphibian being tested by the U.S. Marine Corps in the early 1940's.



Donald Roebling, accompanied by his family and friends in December 1948, prepares to fly to Washington, D.C. where President Harry S. Truman will award him the Medal of Merit for his contribution of the Alligator Amphibian to the United States Government and its World War II effort. Left to right, Admiral Davidson, Donald and Joy Roebling, Billy Gilmore, Mrs. and Mr. Bushnell, Arthur Lecureau, Alfred Marshall, Harry Turnburke, Miss Dorothy Low, Horace Ackerman, Cyril Pogue and Warren Cottrell.



Presentation of the Medal of Merit to Donald Roebling in December 1948 in appreciation for his contribution of the Alligator Amphibian to the war effort. The patented plans for the machine used extensively in the South Pacific were sold to the U.S. Government for only \$1.

Donald Roebling could succeed at anything, it seemed . . . except his private life. Despite his generosity and inventive genius, two unhappy marriages lay behind him by the time he was 26 years old.

Florence Spottiswood Parker became his first wife in 1930. The marriage lasted only two years and almost immediately Roebling jumped into the fire again.

Clearwater would prefer to forget the second marriage which went all the way to the Supreme Court and back before the divorce was granted by Judge T. Frank Hobson.

Roebling at last found happiness in his marriage to Joy McMahon Gilmore on July 2, 1945. Bill, her eight year old son, also enjoyed the eight years of living at Spottiswood before Roebling built his second and last Florida home at 101 Bayview Drive in Belleair. (Today Bill Gilmore and his wife Hemmie live with their three sons in Littleton, New

Hampshire. His ties to Clearwater remain, however, with his three *Double Eagle* party fishing boats which operate out of Clearwater Marina. These boats made history in 1967 as the first catamarans licensed for fishing by the United States Coast Guard.)

The six bedroom house, again designed by Roy Wakeling, was sold in October 1978 following Mrs. Roebling's death during the Christmas holidays of 1977.

Diabetes and obesity plagued Roebling all his life. His parents had futilely consulted one doctor after another when he was a small boy, but nothing ever corrected the glandular disturbance in his system. He also loved to eat and was a familiar sight sitting in his double-wide chair at Clearwater's Capitol Theater enjoying a bag of chocolates as he watched the movie.

His health deteriorated during the late 1950's and

he never fully recovered from a gall bladder operation in Boston in 1959. He died at New England Baptist Hospital in Boston, August 29, 1959.

During the summer of 1959, the late Clearwater attorney Ralph Richards flew to Boston, at Roeb-ling's request, to arrange the transfer of \$50,000 for laundry equipment for the newly completed wing of the hospital . . . an addition named posthumously in Roeb-ling's honor.

Roeb-ling had also established a one million dollar trust fund for the hospital. Later, in accordance with his plans, Joy Roeb-ling began the Morton F. Plant Hospital Trust Fund that today accepts memorial contributions for the hospital.

The memory of Donald Roeb-ling will always remain in Clearwater within the walls of the hospital that he helped over the rough spots for almost 30 years . . . and within the memories of those who knew this mighty big man.

The 30's

Additions and Approvals

Board meetings previously held in the Kingsbury home were moved to the nurses' residence following the death of J. C. Kingsbury on August 25, 1930. Taver Bayly then became the new treasurer of the board.

Fortunately for Morton F. Plant Hospital, Donald Roebling had toured the building in the winter of 1930 when the hospital was anxiously seeking accreditation from the American College of Surgeons.

Soon the big man, dressed in his favorite khaki work clothes and old sneakers, became a familiar sight in the hospital halls, always looking for something to fix . . . and he didn't have far to look. Improvements began with the installation of a sump pump in the basement by Roebling's work crew to alleviate the drainage problem. During the rainy season as much as six inches of water flooded the basement and "always seemed to flow toward the kitchen where Mama was working" remembers P. J. Rowe.

Contractor J. P. Clarkson laid tiles on the outside of the building for \$500 and conditions improved even more.

But more things were changing when Miss Ainah Royce became the new superintendent on February 26, 1931.

Roebling was a man of action, not words, and the first expansion of the hospital since its opening began when he swung a sledge hammer through the wall of the surgery in the spring of 1931. The expansion had been needed for several years, but funds to maintain the facility were scarce and construction

had been postponed over and over again. Patient costs were \$8.81 per day in 1931 with an average daily census of 9.03 patients.

Nineteen hundred and thirty one saw the organization of the first volunteer aides by Mrs. J. C. (Natalia) Kingsbury "to help fill vacancies caused by the lack of nurses whom we could not afford, as well as maids." These aides were headed by Mrs. Paul (Eleanor) Randolph.

Remodeling the entire hospital continued through the hectic summer of 1931, and when the dust settled, Roebling's construction crew had increased the number of beds from 25 to 54, rebuilt and equipped a new operating suite, provided the first wards for black people, enlarged the upstairs nursery and delivery room, paved the driveway and landscaped the grounds.

No records were kept of the expense, but the hospital assumed only the \$2,000 cost of new beds, curtains and repainting of the nurses' residence.

"Where are the colored people?" was one of Roebling's first questions about the hospital, according to his attorney Ralph Richards. The addition of basement wards for black men and women and a nursery for their children was a giant step forward in the history of Clearwater. Dr. E. Archie was the first to receive permission to treat black people in the hospital. Before then, black people were routinely sent to Tampa for hospitalization. The two-story building in Clearwater which had been used for their care provided few facilities.

Four hundred grateful people attended the dedication of the new additions in February 1932



Clearwater 1934. Note the new Post Office (center right) built on Cleveland Street in 1933.

when a plaque honoring Donald Roebling was placed in the entrance hall.

In 1932 the hospital was reaping the benefits of Ainah Royce's amazingly productive vegetable garden on the south side of the building. Almost all the vegetables used by the institution were raised there, including the biggest strawberries, tomatoes and best greens to be found anywhere. The garden remained there until the 1941 addition.

The food budget also benefited during these lean depression years when people returning north would contribute the contents of their refrigerators to the hospital's kitchen.

Today, senior staff member Dr. Raymond Center remembers 1932, the year he opened his practice, as being a time of \$1.50 office visits and \$5 house calls.

Maternity cases were \$25 and few could afford hospital care. One particular day found the baby business booming and the young doctor with five women in labor at the same time... in Seminole, Safety Harbor, Ozona, Palm Harbor and Morton F. Plant Hospital!

"What I did was make a circle and deliver them until I finally got the last one in!"

Those were the days . . . or were they? Medical staff emergency duty lasted 24 hours a day for a full month.

Mortality rates jumped in the early 1930's because hospital care was often too little and too late for people unable to afford adequate medical attention during the depression years.

Winning Approval

The same year that Donald Roebling became interested in the physical aspect of the hospital, the medical staff set out to win accreditation from the American College of Surgeons.

The College mandated the following improvements: Rules against fee-splitting, staff conferences limited only to the clinical work of the hospital, more complete case histories, improved filing system and more complete laboratory facilities with trained personnel . . . quite a challenge for the small institution that admitted 345 patients and performed only 49 major operations in 1931.

Chief of Staff Ruff listed staff specialties:

Surgery: Drs. Mighell, Dickerson, Nickle, Winchester, Whitford, Black.

Internal Medicine: Drs. Kauffman, Bowen, Mease, Ruff.

Eye, Ear, Nose and Throat: Drs. Nickle, Whitford.

Gynecology: Drs. Mighell, Dickerson, Ruff.

Roentgenology (X-ray): Dr. Brown.

Pediatrics: Drs. Whitford, Nettles, Ruff.

Physical Therapeutics: Drs. Kauffman, Ruff.

Everyone worked hard during the hectic summer of reconstruction and joined the celebration in October 1931 when Morton F. Plant Hospital was approved by the American College of Surgeons for the first time.

The positions of head nurse and superintendent were combined as an economy measure in April 1932 and offered to Lilly Foley who agreed to accept a salary cut in the bargain. She continued in this demanding position until Ted Jacobsen became the first hospital Administrator in 1952, at which time she became Director of Nurses, a position she held until her retirement in 1957.

Ainah Royce was given a month's salary and a letter regretfully stating that her position "had been abolished."

In February 1933, L. B. Skinner stepped down as the first and only President of the Board of Directors to that date. Mr. T. R. Palmer then became president until Donald Roebling took the reins from 1934 until 1955.

The 1933 National Recovery Act (NRA) levied a 5% tax on all dividends, thereby decreasing the

hospital's endowment fund. Hard times continued and IOU's often replaced monetary payments as did corn, chickens, pigs and oranges. As a last resort, attorney Cyril Pogue was hired to try and alleviate the indebtedness situation at the hospital.

The Clearwater Steam Laundry was used for the first time when replacement of the worn-out equipment in the basement became impossible.

Pinellas County's free Medical Clinic in the basement fracture room was short-lived. The fracture room had become a busy place during this year of full body casts and traction splints. Saturday nights often found it overflowing with patrons from the Blue Goose and Blue Flame as black and white folks alike tried to forget the lean years for a few hours.

One busy Saturday night the traction weights included the top of the ice cream freezer . . . no



Baseball star Dazzy Vance (seated) has his pulse checked by Dr. Lucian Dickerson at the Belleview golf course during the middle '30's. Vance had recently spent three weeks in MPH recovering from pneumonia.



The new building of the Clearwater Steam Laundry constructed in 1931 by the Perkins family whose generosity supplied laundry service to the hospital at cost from 1933 until the MPH facility was donated by Donald Roebling in 1959.

peach ice cream for Sunday dinner. On Monday an irate Aileen Black finally located the missing top dangling from a patient's leg and declared the kitchen off limits for medical supplies.

The first Dental Staff was approved in January 1934 and included Drs. O'Hara, Wyatt, Wilcox, McMullen, Moreland and McLean.

Tampa General residencies tempted doctors with shrinking practices and in 1934, Morton F. Plant Hospital agreed that "doctors and dentists who were unable to pay dues to state and county medical associations would be allowed to remain on the hospital staff."

The same year, Belleview Biltmore manager Frank Regan offered the hotel's ballroom, music and refreshments to the hospital for a supper dance. The affair, arranged by the nurses aides under the direction of Mrs. Paul Randolph, raised almost \$800 for the depleted hospital charity fund.

Hard times began softening in 1935, and salary cuts made three years before were returned to normal in February 1936.

In 1935 Lilly Foley attended the American College of Surgeons meeting in Alabama, the same year the hospital purchased its first fracture bed and oxygen tank.

Patients increased from 368 in 1933 to 600 in 1935 as people could once again afford medical care. Maternity facilities were enlarged over the roof of the surgery and \$6,000 spent to build a new delivery room and nursery.

Fortunately, the hospital was kept in good repair by Donald Roebling's work crews who would suddenly appear after one of his frequent visits to the institution. The hospital remained one of his favorite interests and leaking windows, roofs and even sagging trees were soon fixed.

No one minded that the unannounced repairs occasionally created their own problems. When bulldozers unexpectedly began leveling the ground behind the surgery for a parking lot and accidentally cut the water main, surgeons scrubbing up could only wait patiently until the main was reconnected . . . a small price to pay for the finished work.

THE MORTON F. PLANT HOSPITAL
WEST COAST HOSPITAL ASSOCIATION

Clearwater, Florida
1935

PAYROLL

Lilly C. Foley, Superintendent of Nurses and Patients (Per Month)	\$115.00
Aileen Black, Office Manager, Dietitian, Housekeeper (Per Month)	\$110.00
Josephine Smith, Bookkeeper (One Hour Day) (Paid Per Month)	\$ 15.00
Marie Bareford, Anesthetist and Floor Duty (Per Month)	\$ 75.00
Darlene Dawson, Laboratory Technician and Floor Duty (Per Month)	\$ 75.00
Olive Delemater, Operating Room Nurse and Floor Duty (Per Month)	\$ 50.00
Carrie Wallace, Night Nurse (Per Month)	\$ 50.00
Theresa Halsey, Night Nurse (Per Month)	\$ 50.00
Martha Schooley, General Floor Nurse (Per Month)	\$ 50.00
Local Graduate Nurses called for duty when extra busy, paid per day	\$ 2.00
Colored Nurse called in when needed, paid per day	\$ 1.00

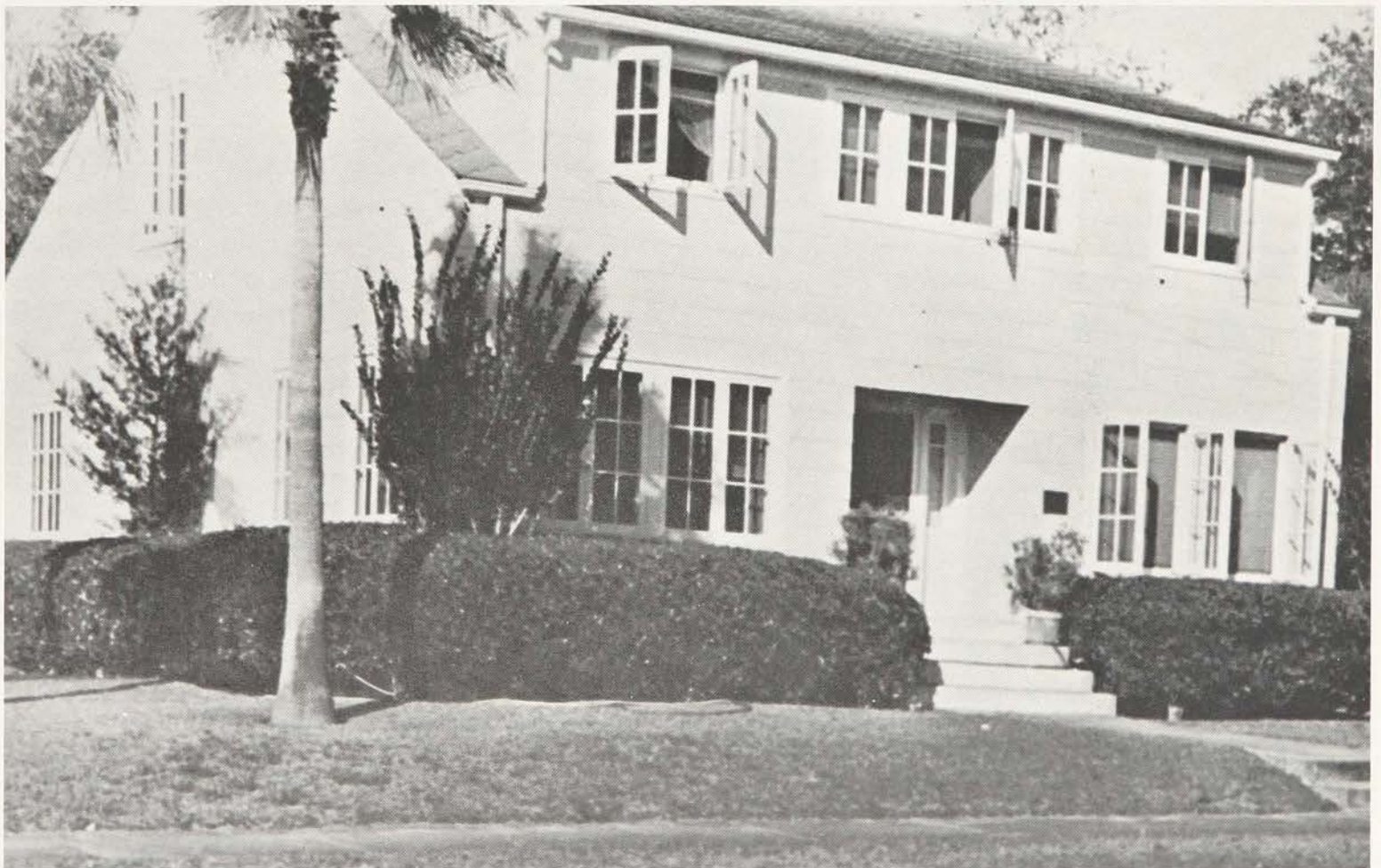
DOMESTIC

Joe Freeman, Orderly, General Cleaner and Houseman (Per Week)	\$ 15.00
Laura Rowe, Cook (Per Week)	\$ 12.00
P. J. Rowe, Helper (Works ½ Day, Saturday and Sunday, Per Week)	\$ 4.50
Ella Rhodes, House Cleaner (One Day Nurse's Home, One Day Hospital, Per Week)	\$ 3.00
Extra help called when needed	
Mr. Chancey, Yardman (Per Week)	\$ 10.50

Roebbing also replaced the Coleman lanterns with a new diesel-electric plant as a back-up electric system for the hospital in 1937.

A tragic accident gave the hospital its second nurses' home when Forrest and Minnie Danley died in an automobile accident during a trip north in July 1937. Previously willed to the hospital, the home was beautifully furnished with antiques, including delicate Haviland china.

"It was as though they were expecting us" recalls Kitty Keen Lutes, remembering that the table was set for breakfast the first time the nurses entered the house. The Danley home, conveniently located



The Danley Nurses Home on Jeffords Street was the former residence of Minnie and Forrest Danley, who had willed the house and all its furnishings to the hospital shortly before their deaths in a tragic automobile accident in July 1937.



Francis Lee Skinner continued the family's support of MPH when he joined the Board of Directors in 1936.

across Jeffords Street from the hospital, served for many years as a nurses' residence and also as a hospital annex during construction periods.

This home, as well as the Wheatly house next door, have since been torn down to make way for the doctors' parking lot in use today.

Attracted by beautiful Clearwater and the friendly up-to-date hospital, the medical staff had grown to 15 by 1938.

Headed by Chief of Staff John T. Bowen were: Drs. M. E. Black, Raymond H. Center, L. B. Dickerson, W. H. Groves, P. H. Guinand, John D. Haygood, J. Sudler Hood, F. E. Kauffman, N. E. Mighell, Robbins Nettles, M. A. Nickle, John Shahan, Grace Whitford and H. E. Winchester. Dental staff members included Drs. W. Russell McLean, F. B. McMullen, C. D. Moreland, D. E. Wilcox and R. F. Wyatt.

Clearwater's permanent population climbed to 11,296 in 1939 and more than doubled during the winter months. By 1940, the first hint of the hospital's growth potential was realized as a record 1,081 patients were admitted.

Great enthusiasm greeted the hospital's first major expansion plans for the building that was to become an unexpected gift from Donald Roebling in 1941.

The city of Clearwater has always been influenced by exceptionally well-qualified civic leaders . . . often the same men and women who have guided the hospital down the road to the best possible medical care. The hospital's medical and nursing staffs have also been well qualified.

Before leaving the 1930's, a few of the dedicated nurses serving in the hospital during this time will be mentioned here to help preserve the hospital's "family tree."

Among those contributing to the hospital's outstanding nursing staff during the 30's and 40's were: Mary Jurick Phillipoff, R.N., Kitty Keen Lutes, R.N., Hazel De Remer, R.N. (later to become the hospital's first Records Librarian), Bonnie Lyons Wiggins, R.N., Billie Jones McClelland, R.N., Lorena Taylor, R.N., Eleanor Forrester Day, R.N., Mildred Hobbs Black, R.N., Carrie Wallace, R.N., Bea Davis, R.N., Neva Peterson, R.N., Mrs. McLean, R.N., LaRue Dean, R.N., Anna Johnson, R.N., Betty Braswell, R.N., Mary Boyer, R.N. . . . and many, many more.

One excellent example of their total nursing care must be mentioned here. It began shortly after noon during the heat of the day on August 2, 1939 when Mrs. Daniel Guy (Laura) McMullen delivered identical twin girls almost three months ahead of schedule. No incubators were there to greet tiny Sara Melinda (2 lbs. 8 oz.) and Laura Lucinda (2 lbs. 2 oz.) when they arrived with the assistance of Dr. Rob-

Office Hours: 10 to 12 Noon 3 to 5 P. M. Sundays by Appointment	ROBBINS NETTLES, M. D. 403-5 Coachman Bldg.	Office Phone 2339 Res. Phone 2305 Reg. No. 4445
Patient's Name _____ Address _____		
R <i>Whole Milk - 16 oz -</i>		
<i>Bosch Water - 10 oz</i>		
<i>Dextro Maltose no 3 - Two table</i>		
<i>Orange Juice - 6 bottles</i>		
<i>Divide into 6 bottles</i>		

Formula prescribed for the McMullen twins in 1939 by Dr. Robbins Nettles physician for the babies who "could not possibly live!"



Mary Jurick Phillipoff, R.N., anesthetist for almost 20 years. She assisted in the birth and survival of the tiny McMullen twins in August 1939.



The McMullen twins ready to go home after almost three months of devoted nursing care. The identical babies fooled even their parents at times.

bins Nettles, Superintendent Lilly Foley, R.N., and anesthetist Mary Phillipoff, R.N., who more than 40 years later vividly recalls the births. "They were so tiny, he had them in the palm of his hand when he handed each one to Lilly Foley. We gave them oxygen and mouth to mouth resuscitation to get them to breathe and because they were sort of bluish . . . the mother was a strong woman and she immediately returned to being quite normal. She was returned to her room and Miss Foley was (conditionally) baptizing the babies as she always did with babies that they thought weren't going to live."

The doctor's orders for the babies were simple, "Do what you think is best. Feed them any formula. They can't possibly survive." "They might, they're McMullens you know," replied Lilly Foley.

Skeptical newspapers as far away as Miami waited a week to make the arrival of the three-month premature babies front page news.

How the McMullen twins survived is an inspiring story of the results achieved through well-trained, persistent and loving nursing care given by the staff, working night and day through 12-hour shifts.

Kitty Keen Lutes and Carrie Wallace were among those who worked the babies' schedules into night duty in the two-story, 54 bed hospital, while managing the Emergency Room at the same time.

An orange crate lined by housekeeper Aileen Black became an incubator with four pockets to hold hot water bottles and light bulbs for warmth. Frequent resuscitation and oxygen applied through a small sterile sponge helped the babies "pink up" when they periodically turned bluish.

Physicians peeking under the corner of the blanket covering the "incubator," time and again predicted, "They can't possibly live!"

However, within a few days, a medicine dropper replaced the delicate tubing procedure at feeding time and soon tiny telltale "marbles" appeared in the cheeks and on the chins as the blonde, blue-eyed babies began to gain weight.

The old fashioned rocking chair in the nursery was seldom vacant during the three months before the smiling, responsive twins, weighing more than six pounds each, joined their two brothers in the family home near Safety Harbor, where the first McMullens had settled almost 90 years ago.

Today the twins, both married, assist in the family's oil business and are living testimony to the amazing results of dedicated nursing care.

The 40's

The Center Clinic

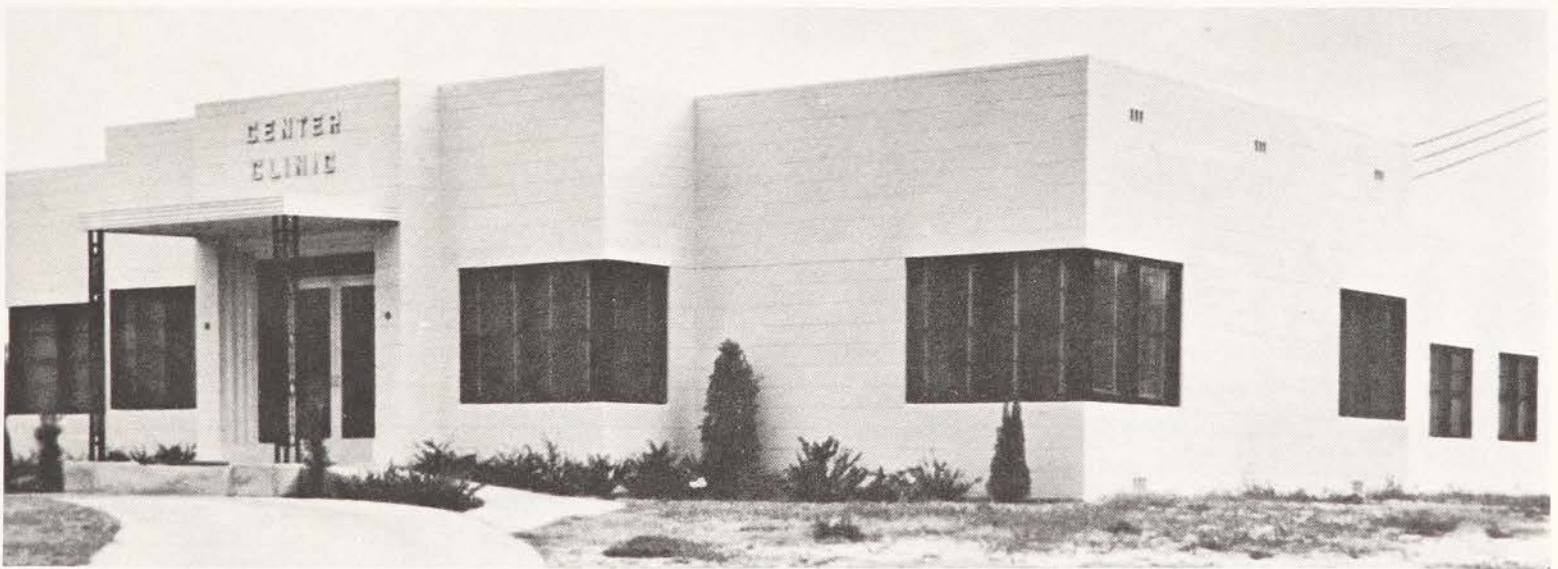
The first clinic in northern Pinellas County was opened by Dr. Raymond Center on November 3, 1940 at 1219 Cleveland Street. At that time the building site was all but covered by palmettos, and the city dump was in close proximity. Today the sign designating Cleveland Plaza shopping center occupies the former clinic location.

The 18-room Center Clinic, costing more than \$20,000, was designed by Roy Wakeling and included three treatment rooms, a small operating room for minor surgery, an X-ray room, laboratory and four patient rooms.

The new clinic concept appealed to several physicians who joined Dr. Center: Drs. J.J. Guerra, Robert Wolfe, Groves and Messiter.

The well-remembered clinic treated 346 patients before it was torn down in 1945.

Today Dr. Center is the senior medical staff member at MPH and has watched the hospital grow since 1932. He will soon celebrate the golden year with three events: his 50 years in medicine, marriage to wife Mildred, and as a 50-year member of the Lions Club, whose long history of contributions to the hospital dates back to the iron lung presented in 1940.



The Center Clinic built by MPH senior staff member Dr. Raymond Center was Clearwater's first clinic when it opened on November 3, 1940.

The Gift

Fund-raising efforts shifted into high gear in 1940 spurred by plans for the hospital's first major expansion.

The Auxiliary under the leadership of Mrs. Garrett Hobart mixed business with pleasure in the show "Rolling Rhythm," which contributed an impressive \$2,600 to the fund.

The annual hospital drive led by Lucius Ruder and John Chesnut, Sr. added a hard-earned \$6,003.30 to the program.

Mrs. Hobart, the "New-Wing" Committee Chairman, was joined by Frank Tack, L. B. Skinner and Frank Booth, and by May 1940 pledges totaling \$25,000 had been collected for the construction.

The board transferred \$10,000 from the permanent building fund as promised. Architect Roy Wakeling predicted that the two-story building could be constructed and the first floor completed for \$36,000. President Roebling suggested changes that lowered that figure to \$33,150.

And then it happened . . . Donald Roebling changed the plans altogether by presenting the hospital with a check for \$40,000 in May 1941, providing that the board would hire Roebling Construction Company to build the new wing at cost.

Angry words followed. "No other bids on the construction?" "Unthinkable!"

Several prominent members resigned when the board voted to accept the generous offer.

Pledges were returned to contributors and the hospital had only to assume the \$10,000 cost of furnishing the wing.

Time proved Roebling's contribution to be the easiest and least expensive way to complete the much-needed addition to the hospital.

A reception given by the Auxiliary formally opened the first Roebling Wing in March 1942. His future contributions have necessitated renaming this first addition the 1941 Building to avoid confusion.

The 1941 Building increased patient capacity to 75 beds. Extending southwest from the original facility, the two-story building with a basement included six private rooms and an X-ray room next to a laboratory on the first floor and eight private rooms on the second floor. Diet kitchens, utility rooms and baths adjoining the rooms completed the layout of each floor.

During the two years before the construction, an average of three patients per day had been turned away from the hospital due to the lack of rooms.



Morton F. Plant Hospital in 1942. Note the newly-constructed '41 Building on the right and the elevator shaft opening onto the "roof garden" where the surgery would be added in 1951.

World War II

World War II inched closer to Clearwater in 1941. Signs of the times appeared when dark-green blackout shades covered the hospital windows at night as required air raid protection.

Aristocratic Baron Von Spiegel, German Consul from New Orleans, and his gracious wife were patients in Morton F. Plant Hospital as a result of an automobile accident which occurred only a few short months before German submarines were sighted in the Gulf of Mexico.

Led by Donald Kirby, Jr., patriotic youths, who were too young for the armed services, guarded the beach water tower.

Fighter planes and bombers based at Drew Field in Tampa shattered hospital quiet when pilots gave the city a quick buzz on the way to targets off the then deserted beaches of Sand Key and Belleair Beach.

Among the many hotels in the area housing military personnel were the Don CeSar on St. Petersburg Beach and the Belleview Biltmore in Belleair.

Marines based in Dunedin brought families with new babies and without medical records to the hospital.

Patriotism prevailed. Nurses watched carefully when Dean Alvord's Japanese houseboy found himself recuperating in the same ward with two U.S. Marines!

Doctors inducted into the armed forces were given a leave of absence from the hospital for the duration of the war. Those remaining at home found that long lines of patients made appointments out of the question. These included Drs. M.E. Black, J. Sudler Hood, P.H. Guinand and Raymond Center.

Many nurses joined the armed services and volunteer nurses aides were organized to assist in the hospital.

The Red Cross became an important part of life in Clearwater. Eleanor and Paul Randolph were chairmen of all the Red Cross volunteer services in the city and these volunteers were especially helpful in the hospital.

In order to do its part for the U.S. Government, \$8,000 in hospital funds was placed in War Bonds during the Seventh War Loan Drive in April 1945.

Changing Times

World War II hastened the slow processes of medical research and technology and increased production of drugs such as antibiotics. Penicillin production in the United States in 1942 was only enough to care for about 100 patients. However, by late 1943, supplies had increased sufficiently to meet the needs of the armed forces and the Allies.

The "Great White Plague" of tuberculosis began its dramatic decline with the discovery of streptomycin at Rutgers University in 1943.

Seasickness gave way to Dramamine in 1949 . . . one of the many accidental discoveries prompted by increased research.

Hospitals now needed help to handle the ad-

vances in medicine and the increased patient load following the war . . . they were becoming places for hope and not necessarily for dying. Patients now expected cures, not just "care for the skin and its contents" during a hospital stay.

Medical schools were turning out specialists in an effort to cover the increased knowledge.

Problems galore prompted joint action by the American Hospital Association and the U.S. Public Health Service to create the Commission on Hospital Care in 1942.

Congress digested the facts and recommendations of the commission and enacted the Hospital Survey and Construction Act (The Hill-Burton Act)

in 1946 . . . an act that was to reach out a helping hand to Morton F. Plant Hospital in the near future.

The purpose of the act was to provide funds for the orderly planning and construction of hospitals.

A bonus benefit of the legislation proved to be improved designs of hospitals across the country.

The same year (1946) the Center for Disease Control began in Atlanta and tackled the growing poliomyelitis problem, among other public health needs.

An iron lung donated to Morton F. Plant Hospital by the Lions Club typified man's cumbersome attempts to cope with the crippling effects of polio before the center declared the Salk vaccine a success in April 1955. Two years later, the Sabin live-virus vaccine produced at one-tenth the cost and easily administered, was spoon-fed to millions of people around the world, almost eradicating the disease.

The facts about hepatitis were also uncovered during the war. X-ray and laboratory equipment greatly improved as did surgical equipment and techniques.

The hospital felt the surge of Clearwater's growth following the war when permanent residents increased by more than 50 percent from 1946 to 1949. Although the patient census continued to drop during summer months, Morton F. Plant Hospital became more of a year-round institution.

Prompted by mushrooming community needs, the hospital board agreed to adopt the Blue Cross insurance program in February 1946 and two months later joined the Florida Hospital Association.

The following year, patients increased to 2,433 and required 990 operations in the small surgery.

Far-sighted planning had anticipated the future need for a larger surgery and had extended the elevator shaft to the roof of the 1941 Building. This last stop for the elevator created the "roof garden," a spot enjoyed by everyone during the 40's.

A "garden" in name only, during mild weather the roof became a favorite place for board and staff meetings. One evening a dinner was served from the kitchen below to the appreciative County Medical Society.

Nurses managed to find time to enjoy the Florida sunshine during lunch breaks on the roof, and mixed emotions greeted plans for a new operating suite which would eliminate the "garden."

The Hospital Survey Committee, created by the board in 1950, decided that a new surgery would head the list of improvements. Chairman Lucius

Ruder, Parker Sanford, Paul Randolph, Dr. Black, Frances Cooper and Reverend Colreavy decided for the first time that professional promotional help was needed for the fund raising and contracted Al Yorkumas Advertising Agency in Tampa to handle the campaign. The campaign failed miserably, despite public relations efforts of Harry Turnburke, Frank Tack and Dr. J. Sudler Hood. However, the first steps in fund raising had been taken, leaving the board wiser than before . . . and more determined to succeed the next time.

In 1950, 606 major and 1,034 minor surgical operations prompted bank financing which finally allowed construction to begin on the new surgical suite designed by architects MacCollum and Wake-ling. Bob Snyder's Clearwater Construction Company was awarded the contract for \$115,967 in August 1950 and the modern surgery opened on May 18, 1951. The facility served the entire hospital until 1975 when surgery was moved to today's location in the basement of the Barnard Building.

The first air conditioning in the hospital was installed in the new surgery and the single Otis elevator that serviced the facility remains in operation today, almost 40 years after its installation in the 1941 Building. A ride in the old elevator is a trip back into the slow moving past of the hospital. Its time-worn brass corners and fittings are in sharp contrast with the sleek stainless steel panels lining the newer elevators today.

Meanwhile, the fund drive for the hospital's next major addition to be built in 1953 had begun. The \$300,000 fund raising campaign gained momentum this time under the new leadership of the American City Bureau of Chicago using rent-free headquarters in the Bank of Clearwater building. However, internal problems were growing within the hospital. Replies to requests for additional administrative assistance were always the same, "we can't afford it."

The two-dollar a day raise in room rates did little to appease concerned Treasurer Taver Bayly who fumed, "The hospital is unable to pay the current bills due and the situation is becoming more acute from month to month."

The pressing need for expanded services within the existing hospital kept the medical and nursing staff working long hours.

During the late 1940's and early 1950's, there was no such thing as an eight-hour day, according to old timers who often stayed on the job "as long as they needed me."

The "family" atmosphere continued during these years as tables were pulled together during sociable mealtimes and "everybody knew everyone."

Some of these old time employees remain with the hospital today.

Ola Mae Baggett holds the 1981 record with 31 years of full-time employment in the hospital's Dietary department. "There were so many different jobs to learn, I didn't think I could do it at first," remembers Ola Mae. Food preparation was very different in 1950. She remembers the long table in the middle of the kitchen heaped with fresh vegetables delivered daily to be prepared for the next day's menus . . . "canned goods were not part of Laura Rowe's cooking."

Gladys Simmons, Flora Danby, Gladys Renfroe, Mary O'Leary and many others all helped with dishwashing, food preparation and daily floor moppings under the direction of Alice Nelson.

Big changes appeared on the horizon as post-war students completed their medical training early in 1950.

Lest we forget, a list of 1950 board and staff members who began solving these problems of the 1950's will be published here. Many of the new names added to the medical surgical staff during this decade were first-of-a-kind young specialists arriving to ease the burden of the old time doctors.



Laura Rowe smiling and friendly as usual in 1945 after 18 years as head cook.

The Blood Bank

Blood transfusions which had become routine procedure by the end of the war had also created the need for readily available blood supplies.

In 1949, Dr. Raymond Center and Dr. Julio Guerra, the hospital's first urologist, explored the idea of establishing a local blood bank in the Clearwater area.

Trips to the Tampa Blood Bank had become too numerous and time consuming to be practical and using a direct donor was often impossible.

In October 1949, the Business and Professional Women of Clearwater agreed that the area greatly needed the facility and the organization took over the project.

As a result, the Upper Pinellas Blood Bank, re-

named the R. E. Hunter Memorial Blood Bank in 1965 and later the Hunter Blood Center in 1974, has never been managed by Morton Plant Hospital.

The first Blood Bank Committee headed by Mrs. Gerald E. Cooper included Mr. R. E. "Doot" Hunter, Mrs. Hugh H. Lyle, Miss Ina Belle Helmes, Mrs. James Howes, Mrs. L. E. Paulk and Mrs. Edward Wilcox and raised \$500 on Tag Day, October 16, 1949.

Encouraged by Dr. Center, the hospital provided a rent-free room in the basement of the 1941 Building and a part-time technician.

Opening day, November 15, 1949, the Upper Pinellas Blood Bank began under the capable direction of Marie Carter, a hospital laboratory techni-

cian since 1943, using a borrowed electric roaster as a sterilizer, a refrigerator and two hospital cots.

During the hectic first day, she managed somehow to handle 16 units of blood donated by H. P. Hood, Inc. employees who came by bus to the bank from work . . . a memorable beginning for everyone!

Two years later the center moved to a house across Jeffords Street, where it remained until 1967 when the growing blood bank expanded to leased quarters at the rear of the hospital.

The facility is now housed in the Adler Pavilion built in 1976 at 402 Jeffords Street.

Lucius S. Ruder became the center's first president, followed by R. E. "Doot" Hunter in 1958 and Harold C. Martens in 1965.

The Hunter Blood Center has always been a non-profit organization supplying blood to area hospitals and has been a valuable asset to the entire community.



Inspecting the newly established blood bank (left to right) are Technician Marie Carter, President R.E. "Doot" Hunter and hospital Superintendent Lilly Foley, R.N., photographed by Dr. M.E. Black on Nov. 26, 1949. The first blood bank was located in the basement of MPH.

1950 Board of Directors

Donald Roebeling, President
Eugene Pearce, First Vice President
M. A. McMullen, Second Vice President
Alfred Marshall, Third Vice President
Taver Bayly, Secretary-Treasurer

1950 Medical and Surgical Staff

W. H. Groves, M.D., Chief of Staff	
M. E. Black, M.D.	
John Bowen, M.D.	J. T. Karaphillis, M.D.
Raymond Center, M.D.	John Shahan, M.D.
L. B. Dickerson, M.D.	W. G. Mason, M.D.
J. J. Guerra, M.D.	Crego Smith, M.D.
P. H. Guinand, M.D.	Virgil Smith, M.D.
Vernon L. Hagen, M.D.	James Stem, M.D.
John Hagood, M.D.	W. R. Tench, M.D.
Everett Harrison, M.D.	George C. Tillman, M.D.
J. Sudler Hood, M.D.	Grace Whitford, M.D.
C. G. Hooten, M.D.	H. E. Winchester, M.D.
H. J. Howard, M.D.	Walter Winchester, M.D.
C. A. Johnson, M.D.	R. M. Wolff, M.D.

Dental Staff

L. L. Anderson, D.D.S.
E. W. Burnetts, D.D.S.
J. R. Davis, D.D.S.
Hugh Ford, D.D.S.
Frederick Hemerick, D.D.S.
W. Russell McLean, D.D.S.
F. B. McMullen, D.D.S.
C. D. Moreland, D.D.S.
W. O. Van Brunt, D.D.S.
D. E. Wilcox, D.D.S.
R. R. Wyatt, D.D.S.

The 50's

A "Do or Die" Time

Tremendous technological advances followed World War II. Across the United States business and industry scrambled to make the changes necessary to keep up with the times.

Hospitals were no exception. A "do or die" time had arrived for Morton F. Plant and hundreds of other hospitals that almost overnight became overcrowded and technically behind the times.

The need for air conditioning increased everywhere as the ideal Florida climate became threatened by heat rising from the shimmering black-top surfaces that were rapidly replacing orange groves. Clearwater population jumped from 15,581 in 1950 to 34,653 in 1960, making it the second fastest growing city in the United States according to economist Roger Babson.

Many tourists driving faster cars over improved highways to the suncoast chose Pinellas County for the first time in 1954 when the Sunshine Skyway bridge replaced the Beeline Ferry to Sarasota and Manatee County.

Space-age industries arrived during the mid-50's when Honeywell, Sperry-Rand, E.C.I. and General Electric selected Pinellas County for new plants. Employees with families joined the increasing number of retirees in the area to create an unparalleled building boom. In 1960, 60% of all the existing housing in Pinellas County had been constructed since 1950.



Donald Roebling (left) also contributed to the Sunshine Skyway bridge completed by Hardaway Construction Company.



Morton F. Plant Hospital during the 1950's. The new elevator shaft for the '53 Building can be seen above the trees at the far right.

Land developers cruised the bays setting up dikes for future dredging and filling to increase Pinellas County's abundant waterfront resources even more.

The Gulf beaches became practical living areas for Tampa commuters when the controversial Howard Frankland Bridge joined Interstate 4 with Pinellas County in 1960.

During the 1950's, Morton F. Plant Hospital's growing pains increased as the young giant strained to expand with the needs of the community around it.

Dedicated support must come from all sides, as everyone realized that not even the generosity of Donald Roebling could cope with the rapidly changing times.

Solutions to problems had to come from outside the hospital walls, as well as inside the executive offices and laboratories during the 50's.

Clearwater's public apathy to the hospital's growing pains prompted a report to community leaders

by hospital representatives in 1949 stating that the institution was "totally inadequate to care for the needs of the community. The facility (75 beds in 1953) could not handle an emergency if one occurred."

Only the abilities and far-sighted patience of some of Clearwater's most astute businessmen managed to lead the hospital in the right direction during the changing 50's.

After "looking around the Clearwater area for the agency or group that seemed to be in the most urgent need of help," Richard Moss of Clinton Foods, manufacturers of Snow Crop citrus concentrate, contributed \$33,000 in the name of Helen Moss for a new Pediatrics department in Morton F. Plant Hospital.

It would be impossible to mention the names of everyone who has helped make the present hospital possible. The institution itself must stand as a monument to their generosity. However, the stories of the benefactors whose names have become a



Dr. M.E. Black poses beside posters describing one of the famous parties he gave with Dr. Vernon Hagen and Dr. P.H. Guinand for the nursing staff during the 1940's.

part of Morton F. Plant Hospital history must be shared: The Roebling Wing (1959), Morrow Pavilion (1964), Witt Memorial Building (1967), Barnard Memorial Building (1975), Lykes Cancer Center (1981) and the Adler Building, scheduled for completion in June 1983.

The additions constructed in 1941 and 1953 each honored Donald Roebling for his many contributions, but the larger L-shaped building in 1959 was officially named in his honor and the others were then referred to as the 1941 and 1953 buildings.

Morton F. Plant's original \$100,000 remained the only large endowment to the hospital until the estate of George K. Morrow was established as a trust fund following the death of his widow, Mary S. Morrow, on January 9, 1950. One of George Morrow's many business interests was the famous Gold Dust Twins cleanser.

Mary Morrow's will stated that after other bequests had been satisfied, the remainder of the estate—almost \$800,000—was to be placed in United States Government Bonds (later the courts amended this to include other investments) for Morton F. Plant Hospital. The income from the en-



George K. Morrow

dowment purchased much of the equipment for the institution during the 1950's and helped to build the Morrow Pavilion in 1964.

Also included in Mary Morrow's will was her Boston Bulldog, Dusty, who made national headlines when he inherited \$50,000 to be placed in a trust fund with Dr. M. E. Black as trustee. The \$1,500 interest from the fund was paid to Emilie Michelson, her housekeeper and companion, "to feed and clothe the dog" which required "a small, red wool sweater to keep him warm in the winter." This fund passed to the hospital after the dog's death.

Problems Within

In 1950 Lilly Foley struggled to manage both the growing staff and administrative problems of the new hospital. New state laws required additional education for registration of vital hospital employees. In response to these requirements, Hazel DeRemer became the first registered Records Librarian at Morton F. Plant Hospital in 1951.

She had been an R.N. at the hospital since 1937, with the exception of a few years while serving in World War II, and took a leave of absence to obtain the degree from the University of Pennsylvania. During her absence, Mary Gildea kept the records "in perfect order." At least one of the new requirements had been satisfied.

But one was not enough . . .

In October 1951, the blow fell . . . the Joint Commission on Accreditation of Hospitals placed the hospital on probation with a 74% rating and presented a long list of needed improvements. The pride of northern Pinellas County for 35 years had fallen behind the times. Complacency lessened as editorials and public announcements focused the attention of the community and its leaders on the hospital's troubles.

Consultants Hamilton and Associates of Minneapolis completed the first survey of the hospital's needs on November 20, 1951 and submitted a 97 page report listing 178 recommended improvements for the institution . . . quite a challenge for everyone concerned!



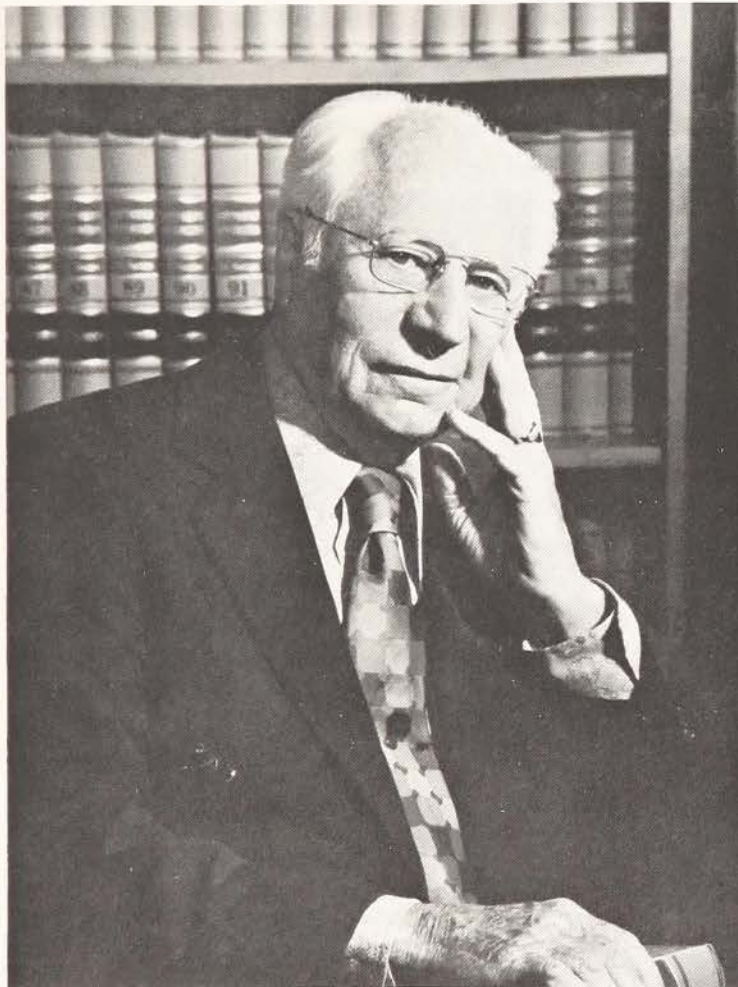
Hazel DeRemer, R.N., the first registered Records Librarian at MPH. She was a long-time member of the nursing staff and voluntarily received additional training to qualify for the position in 1951, thus enabling the hospital to comply with new state regulations.



Mary Roley Sackheim (Mrs. Maxwell) volunteered as the hospital's first ward clerk in 1951. Later, as secretary to Administrator Ted Jacobsen, she began the Plant Pulse newsletter and became the first Recording Secretary to the Board of Directors in the early '50's.



Dr. James Leonard, the hospital's first pathologist examines a young patient during the early '50's. Cora Abbott, R.N., assists.



Alfred P. Marshall headed the hospital's first major fund drive in 1952 in an effort to raise \$300,000 to construct the 1953 building.



Theodore L. Jacobsen was selected to be the hospital's first administrator on February 29, 1952.

Improvements instituted as a result of the Hamilton survey and inspection made the early 50's a time of "firsts" comparable only with beginning years of the hospital.

In 1951, the deaths of Drs. Dickerson, Bowen, and Nettles signaled the end of an era within the hospital, and changes during the fall of 1951 included the first division of the rapidly growing medical-surgical staff. The first separate meeting of the medical staff was headed by Dr. H. E. Winchester in the offices of Drs. Stem and Hooten on October 8. Dr. M. E. Black led the first surgical staff meeting on October 12.

In December 1951, Dr. Taliaferro became the first black physician to be accepted on the medical staff.

Mary Roley (Sackheim) volunteered as the first ward clerk in 1951 at the suggestion of Dr. Gibson Hooten who brought the idea from Emory University Hospital where clerks were used on every floor to ease the task of record keeping for busy nurses. Today's hospital employs almost 125 of these valuable assistants.

Working half days, Dr. James Leonard became the hospital's first pathologist in January 1952. He became the full-time head pathologist in 1955, a position he holds today.

During the afternoon, he commuted to the laboratories of Drs. Mills, Patterson and Leonard in Tampa where much of the hospital's more complicated laboratory procedures was performed.

In the beginning, Dr. Leonard introduced new equipment and techniques to the hospital's one-room laboratory staffed by technicians Marie Carter and Joe Careno.

Another step in the right direction was taken when Theodore L. Jacobsen was selected as the hospital's first administrator on February 29, 1952. The Florida sunshine lured the 32-year old Jacobsen and his family away from a more lucrative position as administrator of 182-bed Trinity Hospital in Minot, North Dakota.

During the late 1940's, the glaring need for hospital administrators had prompted the establishment of a course in hospital administration at the University of Minnesota and Ted Jacobsen was a member of the first graduating class in 1948.

Tall, likable Jacobsen received everyone's support and an impressive list of changes followed his arrival in June.

Lilly Foley gratefully became Superintendent of Nurses, although her years of experience and good judgment were often called upon to help the new administrator.

Jacobsen firmly led the way. No longer was it a case of "We can't afford to," but instead "We can't afford *not* to" and economies must come during expansion.

He introduced management procedures that formed a firm foundation for years to come: a new bookkeeping system, new budget system and adequate staff with a ratio of two employees for each patient.

Personnel policies included definite vacation

periods, regular raises, sick leave, policies on promotion, transfer and termination and required physical examinations for all employees.

Jacobsen emphasized the payroll as the hospital's greatest expense and Lilly Foley joined with him to help solve the problem of the fluctuating nursing situation . . . overstaffing during the slack summer season followed by a nursing shortage during the busy winter tourist season. The licensed practical nurses (LPN) program started in September 1957 grew out of these efforts.

The \$300,000 fund drive begun earlier in the year continued under the determined direction of Alfred P. Marshall who had weathered the problems of the 1951 drive. Marshall was gradually getting the attention of the community as a whole, but progress was not fast enough.

Expansion of the hospital facilities became imperative as required services grew, and in August 1952, a \$250,000 loan was secured from the First Federal Savings and Loan Association now known as Fortune Federal. The ink was barely dry on the loan when Clearwater Construction Company with a bid of \$327,745 received the go-ahead to build the new wing which was to be completed within 230 working days.

Donald Roebling followed the new construction with such intensity that the addition became known as the Roebling Wing.

On July 5, 1953, the Mary Boardman property, bordering the northwest corner of the hospital site was purchased. The land extending 203 feet on Druid Road and 299 feet on Jeffords Street later became part of the visitors parking lot constructed by Roebling.

Pictures and articles of the building construction progress made front page news during 1953, and the entire community eagerly awaited the grand opening and a chance to see the many modern changes and additions being made to the historic hospital.

1954—The Turning Point

Excitement greeted the opening of the new wing on January 10, 1954. Hundreds of interested citizens attended the tea given by the Auxiliary and followed Ted Jacobsen on tours of the addition.

The new three-story wing increased the number of hospital beds from 75 to 135 and up-to-date improvements were everywhere. The ground floor housed expanded Laboratory, X-ray and Blood Bank facilities, plus an 18-bed colored ward and the first adequate outpatient treatment facility.

For the first time, the Laboratory could perform the important "frozen section technique" within the hospital, allowing the patient to remain on the operating table while the pathologist determined the need for further surgery.

Tests could also be made for anemia, infections, the RH factor and more complicated blood chemistries.

The improved X-ray department headed by Dr. W. H. Groves, the hospital's first Roentgenologist, now included an impressive \$20,000 X-ray machine enabling the hospital to treat skin diseases, allergies and deep-seated cancers. The walls, ceilings and floors of the treatment rooms were lined with sheets of lead for protection.

The first and second floors were used for medical-surgical patients, while the second floor also provided a 10-bed Pediatrics unit in memory of Helen Moss. Ted Jacobsen cranked the new beds up and down, explaining "no more waving the feet around trying to find a foot stool" and demonstrated the bedside cabinet complete with a handy shelf to swing out over the bed.

New autoclaves installed in Surgery were used as sterilizers by all hospital departments. Steam from four by five foot "Elmer" and smaller "Elsie" hissed far into the night following late surgery as lab technicians waited to sterilize equipment.

The first Recovery Room, under the direction of Elinor Robertson, R.N., began with beds placed in one of the solariums.

Decorator colors, inspired by Mrs. Larry (Hebe) Dimmitt, brightened the hospital walls . . . soothing gray-green tones cooled the sunny rooms and pastel peach warmed the northside rooms.

Bright colors livened the staff rooms, and the striking contrast between the old and new sections

of the hospital soon prompted the Auxiliary's donation of \$6,000 for redecorating the original building in the spring of 1954.

Donald Roebling estimated the cost of remodeling at \$12,000 and supplied the crews to complete most of the work.

For the first time, adequate space for the Auxiliary's Snack Bar and Gift Shop became available, and an enlarged waiting room with its familiar bamboo print fabrics and rattan furniture greeted visitors.

"Pink Ladies" appeared in the halls as the auxiliaries began wearing pink uniforms to distinguish them from regular employees.

The enlarged Gift Shop, under the direction of Mrs. Hans F. (Marguerite) Heye became almost a full-time occupation for some volunteers. The need for the new uniforms was realized on the day the new adding machine arrived and gift wrapping began for the first time.

A confused customer asked, "What kind of place is this hospital? One person can't run the adding machine and the other one doesn't know how to wrap packages!" "We are only volunteers" they explained. The time had come not only for uniforms, but also Auxiliary training programs!



Elinor Robertson, R.N., supervisor of the hospital's first Recovery Room opened in one of the solariums in the '53 Building during 1954, is shown above (right) at her retirement party on May 24, 1973 presenting a photograph of Florence Nightingale to Joyce Pareigis, R.N., Director of Nursing.



The MPH emergency entrance during the 1950's. Notice the surgery (far left) added in 1951 as the third floor of the '41 building. Air conditioning units were gradually being added to the hospital during these years.

The hospital was changing from a place to keep sick people into a center for medical diagnosis and treatment.

The average patient's stay in 1954 decreased from six to five days for two reasons: the advent of "wonder drugs" and the steadily increasing hospital costs that sent patients home earlier.

The average hospital census was 90 patients cared for by 26 general duty nurses, four supervisors, 22 practical nurses and four orderlies. In 10 years, salaries for general duty nursing had increased from \$75 to \$205 per month.

The 40 hour work week began at the hospital during August 1954 and although eight-hour days were supposed to be the rule, many employees remember working longer hours "until the job was done."

Winona Burton, R.N., was the Operating Room

supervisor and her staff included four R.N.'s, two nurse anesthetists, one orderly and Mary Fallon, who worked in the surgery sterilizing room. This room was also the Central Sterile Supply for the entire hospital. When scheduled operations were completed for the day, packs for the next day were made up and sterilized. Gloves were washed, patched, powdered and sterilized . . . no one had heard of disposables in 1954.

Bertha Wittmer, switchboard operator on the 3-11 shift, also served as information clerk, cashier, admitting clerk and candy saleslady after 8:00 p.m., until these areas closed down for the night.

Mildred Alten, the Business Office manager, also managed the Admitting office and the Switchboard personnel while Nellie Martin Hauger was the hospital's bookkeeper.



New Administrator Theodore L. Jacobsen led tours of the '53 building on opening day, January 10, 1954. Lilly Foley, R.N. (left), Superintendent of Nurses, lends encouragement during descriptions of the new beds and equipment.



The waiting room in the 1953 Building decorated Florida-style by the Auxiliary seemed luxurious when compared with the straight-backed chairs used for many years in the front hall of the hospital.



Autoclaves "Elmer" (left) and "Elsie" (right), installed in the new surgery opened during May 1951, were used as sterilizers by all the hospital departments.



The operating room facilities pictured here were built in 1951 as a third floor of the '41 Building and served the hospital until 1975 when the department moved to its present quarters in the basement of the Barnard Building.



Christmas in the Operating Room during the mid-50's was party time for members of the staff (clockwise): Mary Jurick Phillipoff, R.N., anesthetist; Bill Estevez; scrub nurse (name unknown); Mary Fallon, L.P.N.; OR Supervisor Winona Burton, R.N., Maude Creighton, R.N., anesthetist and Betty Turnburke, R.N.



Auxiliary President Beryl Elliott (1958-64) pours coffee for auxiliaries Alice Turnburke (left) and Laura Bloom.



Mrs. John Sinclair and Mrs. Rebecca B. Green who selected many interesting and unique items for the newly established Auxiliary Gift Shop during the '50's.



Birthday honoree Lilly Foley, R.N. Shown left to right: Dr. Robert M. Wolff, Miss Foley, Roger White and Director of Nurses K.T. Smith.



Robert Beckner, the hospital's first pharmacist, congratulates Mary Jane Higgins, Executive Housekeeper, during a successful Development Fund drive in the middle '50's.

The Drug Room and Central Stores were headed by Miss Anna Johnson and her able assistant Mrs. Anne Jardine, both of whom are still working P.R.N. (as needed) in the hospital today.

Prescription drugs were compounded by a pharmacy on South Fort Harrison Avenue until Bob Beckner started the hospital's first Pharmacy in September 1954 and became its first registered pharmacist.

The kitchen crew started work at 5:00 a.m. and did not leave until after the evening meal was over. In addition to Alice Nelson and her assistant, there were four cooks, five food servers and six people doing general kitchen duties.

One of the new faces appearing in the new facility was Johanna Glacy (Araos) whose recollections have made possible many of the stories presented in this history. She came from the Tampa laboratories of Drs. Mills, Patterson and Leonard at the request of Dr. Leonard to become the hospital's first bacteriologist. Today, as chief microbiologist, she has been responsible for establishing several of the new divisions of the ever-expanding Laboratory. She has received national recognition for her work, and in 1958, was chosen to study for three months under Dr. Papanicolaou at the Cornell University School of Medicine.

In March 1954, Mary Roley (Sackheim) became Ted Jacobsen's secretary as well as the first Recording Secretary for the Board of Directors. She began the hospital publication *Plant Pulse* (now called *Pulse*) in an effort to keep everyone informed about hospital news.

Lilly Foley was chosen "The Outstanding Nurse



Johanna Glacy (Araos), M.S., M.T. (A.S.C.P.), S.M. (A.A.M.). The first bacteriologist at MPH. Today she continues to serve the hospital as chief microbiologist and throughout the years has helped establish the many additions to the laboratory. She is nationally recognized for her contributions to microbiology.



The improved X-ray department headed by Dr. W.H. Groves (left) in 1953 included an impressive \$20,000 X-ray machine enabling the hospital to treat skin diseases, allergies and deep-seated cancers for the first time. The walls, ceilings and floors of the treatment rooms were lined with sheets of lead for protection.

of the Year" by the Florida State Nurses' Association of Pinellas County in October 1954 for her "efforts to constantly improve nursing services."

By now, Morton F. Plant Hospital had grown to include 144 employees with a payroll of \$315,907.

Ted Jacobsen's first "Annual Report" presented in February 1954 stated clearly the hospital's aims under his direction.

"In the coming year we will continue to go forward improving services whenever possible, in an

effort to give the best possible care at the lowest possible cost to our patients. Morton F. Plant Hospital is here to serve the ailing of the community and to return them to a useful and happy life as soon as possible regardless of race, creed or financial standing.

"It is only through the cooperation and hard work of the Board of Directors, the members of the West Coast Hospital Association, and the interest and understanding of the entire community that we will best serve our cause."

Important changes were also taking place on the Board of Directors at this time.

On February 16, 1954, Donald Roebling stepped down after 20 years as President of the Board of Directors to become Honorary Chairman of the Board. Long-time members Taver Bayly, Francis Skinner and John Chesnut, Sr. also retired from active participation.

The new board, headed by President Alfred Marshall, included Vice Presidents Harry Turnburke, Frank Tack and Mrs. Larry (Hebe) Dimmitt, Secretary John B. Messinger and Treasurer L. V. Chappell.

Donald Roebling remained an almost daily visitor to the hospital and concentrated on landscaping the hospital grounds, enlarging the parking lots and contributed \$1,000 for waterproofing and painting the old building before the onset of the summer rainy season. At Roebling's insistence, the first waiting room for black visitors was also added to the hospital at this time.

Moving Forward

The paint had hardly dried on the new wing when a new \$500,000 fund drive began in June 1954. The drive began primarily to modernize maternity facilities, expand the laboratory, provide a laundry and "clean up the mortgage and set our finances in good shape," according to board member Messinger.

However, the original plans were expanded during the next few years to qualify the hospital for its first federal funding under the Hill-Burton Act.

Fund-raising consultant Hubert Dates, who headed the drive, determined that the community could support only one large fund-raising campaign at this time . . . other institutions planning comparable activities would just have to wait.

Morton F. Plant Hospital was the early bird and campaign action immediately began within the hospital during the filming of *For Value Received*. This promotional-educational movie was later rated by the TV-Radio department of the University of

Miami as "one of the best pictures on the hospital subject that has ever been previewed here."

The old adage, "There's a little ham in all of us," proved to be true as well-groomed employees willingly side-stepped cameras and heavy-duty lighting cables that were strung across the halls.

Familiar faces in the film carried the message of the hospital's needs to groups throughout the area and the new publicity brought interest and contributions from all sides.

Dennison Parker at WTAN described the hospital during *At Your Service*, a radio program aired every Sunday at 6:15 p.m.

In October, John Taylor turned his three fields of corn and peanuts over to hunters for a dove shoot followed by a dinner and raised \$2,300 in donations of \$25 each to the hospital. The affair was such a success that it was repeated in 1955.

The year 1955 was a comparatively peaceful one for the hospital. The administrative offices continued to expand and Ann Harris joined the department in July to assist in the Business Office, Admissions and wherever needed. She coordinated the First Annual Hospital Charity Ball with Mary Roley (Sackheim) in 1957 and became secretary to Roger White, Assistant Administrator, in 1958. Today Ann is the Patient Coordinator in the hospital and her recollections of the past 26 years have been invaluable in the writing of this history.

Dixie Baker became the hospital's first graduate dietitian when she arrived in September 1955 with a master's degree from a High Point, North Carolina hospital.

Charlie Emerson became the first maintenance engineer in 1955, a position he held until his retirement in 1975. For 20 years Joe Wright had managed the increasingly complicated maintenance problems assisted by Luke Martin and Walter Gilyard.

"Ask Charlie, he can tell you," is still as true today as it ever was. His last "official" six years at the hospital were spent as Director of Planning and Construction for the Barnard Building, but he is still a familiar figure in the hospital . . . always keeping an eye on the inner workings of the giant that he helped put together and kept running smoothly for 20 years.

Among other things, he supervised the expansion of the air conditioning system from window units to the 1500 ton unit that supplies the hospital today from heat exchangers on the roof of the Witt Building.

Memorial contributions increased greatly in 1955 when John Messinger, Chairman of the Special



Ann Harris, executive secretary to Administrator Roger White for more than 18 years and a member of the MPH administrative offices since July 1955, has for many years helped organize hospital functions, especially the annual Charity Ball. Today her experience is invaluable in her position as Patient Coordinator for the hospital.

Gifts Committee, established memorial designations for rooms ranging from \$2,000 to \$7,500, as well as \$500 donations for wheel chairs, stretchers and other hospital equipment.

During this time, Katherine Dougherty maintained the first official Nurses' Registry on the ground floor of the Plant Home. The service which lasted from 7:00 a.m. until 11:00 p.m. every day handled requests for private duty nurses as well as providing a call system for doctors.

The aging home built in 1921 became known as "Menopause Manor" by the nurses who rented the four double rooms upstairs for \$10 per month and the single room for \$15. Fuses blew when more than one iron was plugged in at a time or when an electric heater was used.

However, Johanna Glacy Araos remembers many conveniences not usually found in employees' residences: Two nurses had TV antennas installed on the roof, linens were furnished weekly when Ella Bembry cleaned the entire house, and fresh towels were always available for trips to the beach.

Several years later, Plant Home became a residence for male personnel, and after that, temporary Administration offices.

During this time most of the hospital's laundry was sent to the Clearwater Laundry. However, the infant's laundry was done in Obstetrics and hung outside to dry on a line adjacent to the Plant Home. On rainy days the attic of the home was used to dry



Dedicated board members meeting the challenge of construction and financing for the Roebling Wing in 1958 were: (left to right) E.C. Marquardt, Edward Barnard, Harold F. Heye, General Eugene Harrison, Joseph K. Turner and John B. Messinger.

the laundry . . . a great contrast to the huge facilities within the hospital today.

A word about statistics for 1955: Hospital data for the year 1955 covers only nine months in many cases because that was the first time that the fiscal year, ending on the 30th of September, was used.

By July, the Histology laboratory was in operation and all pathology work was done at the hospital. During the first 10 months of 1955, the Labora-

tory did approximately 600 cultures, compared with 125 for the entire year of 1954. Dr. Leonard was now at the hospital on a full-time basis and the Laboratory became the fastest growing department in the institution.

The busy Auxiliary was taking baby pictures for the first time in 1955 and the famous "Pinkey" hand puppets were ready for children by Christmas.

1956—The Sunshine Year

Patients again filled the halls during the winter of 1956 and President John Messinger led the board in many discussions on solutions to the problem.

The report of hospital advisors, Donald Richie Associates of Boston, complicated matters by finding the 135 beds adequate on an annual basis . . . the new wing had been closed during the slow summer season. However, the report indicated further expansion of internal departments was needed immediately.

Everyone recognized the need for moving and expanding the Obstetrics department to larger, fire-proof quarters. Obstetricians Davis Vaughan and Charlie Johnson continually emphasized the problems in the OB section which was equipped with the finest modern equipment, but housed in the oldest part of the hospital.

The area was booming and births had jumped from 656 in 1954 to 796 in 1956. Special cribs in the nursery often were stacked three-high.

Plans were under way to enlarge the hospital, again . . . but how much?

Federal aid was possible for the first time but the

hospital could qualify for the Hill-Burton funds only by adding a large wing to house diagnostic and treatment centers, more facilities for chronic illness and also a laundry facility within the hospital . . . all a much larger undertaking than simply building a new maternity addition.

The decision was made to apply for the funds and build the laundry shell to temporarily accommodate recuperating but not seriously ill patients.

The "Sunshine Annex" opened on January 26, 1957 and became a favorite of patients who often requested space in the informal, no-frills atmosphere of the building under the supervision of Lenore Holcombe, R.N.

Wylie Construction Company had bid \$47,958 to construct the corrugated steel laundry building with temporary floors and a partition down the middle to separate the men from the women. Curtains between the beds gave minimum privacy for the 20 patients on each side . . . but everyone loved it!

Adequate parking surrounded the building as Donald Roebling extended his paving to cover the entire annex area and also added a doctors parking circle.

The machine age arrived in the Administration offices with the first bookkeeping machine . . . no more hand posting! The first copying machine appeared in the records room and complete microfilming of bulky hospital records began when the first cartons of records were shipped to Jacksonville for filming.

Charity patients were becoming an increasing problem for the hospital as the Clearwater area continued to expand.

As a result, the first annual hospital Charity Ball in over 30 years was held at the Belleview Biltmore Hotel on March 25, 1957 to help defray the costs of these patients.

Elegance returned with the ball chaired by Mrs. Hans F. (Marguerite) Heye whose generous support of the hospital throughout the years has become a family tradition carried on by her son Harold F. Heye. Other members of this first committee were Mrs. Joseph O. (Ruth) Houze, Mrs. Harold F. (Annette "Scotty") Heye, Mrs. Parker Sanford, Mrs. Eugene (Karla) Harrison, Mrs. Robert (Lillian)



Mrs. Mary Black, R.N., a familiar face in Obstetrics from 1948 until 1970. As supervisor from 1953 to 1970, her memories date back to the original maternity porches at MPH.

DeGreef and Mrs. John Messinger. (Mrs. Marguerite Heye again chaired the ball on its official Silver Anniversary in March 1981).

Lively entertainment arranged anonymously by a "Mr. Calabash" and beautiful gowns made the evening a huge success earning \$18,541 and guaranteeing its continued annual presentation. The ball today remains one of Clearwater's most outstanding and worthwhile social events.

Public relations became increasingly important to the success of the hospital's continuing fund drives in the rapidly growing community. As a result, the first Public Relations department began under the direction of General William B. Kean in September 1957.

Difficulty establishing the department due to a lack of space in the hospital was solved by the generosity of Lilly Foley and the nurses in the Danley Home. The first floor of the residence was turned into offices for the new Public Relations department and also the newly-established Development Fund operations directed by General Eugene Harrison and Robert Thompson, Jr. Ill health forced General Kean's retirement as director in October 1958 and Ann Harris temporarily took over those duties.

September was a busy month for the nursing staff at Morton F. Plant Hospital. After more than a year of planning, the first practical nurses program began on September 17, 1957 under the direction of Lilly Foley, R.N.

Mrs. Ann Douglas, R.N., taught the first four months of classroom studies before the 16 students began their eight months of on-the-job training. Students from the course passed the LPN exams with flying colors and several of the practical nurses received scholarships for additional training.

The nagging problem of staffing the Emergency Room had plagued the hospital for years. Rotating doctors became impractical as specialties grew. Gone were the depression days when patients were scarce and the Emergency Room provided the general practice doctors with needed patients!

The problem was solved in 1957 when Dr. J. J. Guerra arranged to have Cuban Drs. Albert De LaCerra and Jorge F. Ortega spend a year in the Emergency Room at Morton F. Plant to establish residency in the United States. Both were graduates of the University of Havana Medical School and were practicing physicians before coming to Morton Plant. The new doctors spoke little English and mixed emotions greeted their efforts to master the language, especially when explaining a diagnosis



The famous Tinkle Trophy bowling award devised by Assistant Administrator Roger White in 1958 to promote good will and competition among hospitals in the area which has today grown to include the West Coast of Florida. The first tournament was won by MPH against Tampa General.

over the telephone. Everyone in the Emergency Room was learning Spanish as were many medical staff members.

The program proved to be very effective and was used throughout the 1960's until the hospital contracted with Copenhaver, Decker and Bell (now known as Copenhaver, Bell and Associates) in 1972 to staff the Emergency Room.



The first L.P.N. graduating class at MPH in September 1958. Front row left to right: Faye Nelson, Margaret Stout, Adie Logan, Jane Thomas, Rose Stancel, Knight, Dorcus Fowler, Truluck. Back row left to right: unknown, deceased, Weiderander, Ann Douglas, R.N. (instructor), Yvonne Duff, Donna Ramsom.

Miss Katherine Smith, R.N., became Director of Nurses when Lilly Foley retired on November 26, 1957 after 28 years of helping the hospital grow. A tea was held in her honor and she was given a television set as everyone tried to find a way to say

"thank you" and "good bye." This inspiring little lady is still more interested in "today" than "yesterday" and eagerly follows the progress of programs and expansions within the hospital.

REPORT OF INCOME AND EXPENSE—MORTON F. PLANT HOSPITAL

	<u>1952</u>	<u>1953</u>	<u>1954</u>	<u>1955*</u>	<u>1956</u>	<u>1957</u>
Operating Income	\$427,930.00	\$441,360.00	\$533,440.00	\$497,115.00	\$886,835.00	\$1,095,903.61
Operating Expense	409,899.00	439,730.00	542,618.00	486,122.00	860,320.00	1,084,401.85
Non-operating Income	8,232.00	9,940.00	20,396.00	10,110.00	14,140.00	18,317.74
Non-operating expense	28,596.00	19,750.00	19,250.00	13,557.00	20,300.00	21,102.89
Net Gain or Loss	(\$2,333.00)	(\$8,180.00)	(\$8,032.00)	\$7,546.00	\$20,355.00	\$8,716.61

*Financial figures for the year 1955 include a period of only 9 months, January 1955 through September 1955. This is the result of the fact that in 1955 the hospital adopted a fiscal year (October 1 to September 30) replacing the former calendar year system.

1958—Tense Times

The year 1958 brought gray hairs to many board members but also added many bright spots in the history of the hospital.

President John Messinger explained the situation within the hospital in a statement to the *Clearwater Sun*: "In space suitable for a modern 80-bed hospital, we are running a fully accredited 135-bed hospital with as many as 196 patients in the hospital at one time." But building plans were going smoothly. Architects Wakeling and Levison were in the final planning stages for the new five-story, L-shaped building and Russell Raines of Winter Park had been contracted to do the mechanical and electrical plans.

However, trouble exploded in the spring with the realization that Tamblyn-Brown of New York had raised only \$247,000 of the \$900,000 needed to finance the new wing.

Hill-Burton funding required one-third of the total project in cash or credits and the agency already had selected an alternate institution to receive the funds if Morton Plant failed to meet the conditions.

Final approval would have to be given in Atlanta on May 12.

The hair-raising time schedule went something like this:

May 2—John Messinger flew to New York seeking additional assistance from Tamblyn-Brown.

May 9—Ralph Richards and Ormond Loomis of Clearwater Federal Savings and Loan Association arranged a mortgage loan for the hospital for \$800,000 payable over 11 years.

May 10—The architectural and mechanical plans were rushed to completion five days ahead of schedule.

May 12—Ted Jacobsen flew to Atlanta and obtained final approval for the funds . . . provided that the hospital could raise \$400,000 in contributions by June 30th.

The fund raising efforts went full blast during June, and at the last minute on June 30, the drive passed its goal with pledges totaling \$522,295.

On the morning of July 1, the hospital was notified by the federal government that the grant of \$264,300 under the Hill-Burton Act had been approved, and that same afternoon, Edward Barnard, Chairman of the Building Committee, signed the contract to begin work on the new wing.

Jones-Mahoney of Tampa was awarded the construction contract for the new wing with a bid of \$1,388,526 and work was to be completed within 230 working days.

Other bright spots in 1958 included the presentation of the second annual Charity Ball on March 25. Cartoonist Chick Young, of "Blondie and Dagwood" fame, added his artistic touch to the program. The John Messingers hosted the cocktail party preceding the dinner arranged by Parker Sanford at the Bellevue Biltmore Hotel.

Society columnist Charlotte Pickering commented about the successful affair which raised \$22,610: "It was an exciting and wonderful party in many ways. One completely unexpected moment was when graceful, acrobatic ballroom dancer Tanya slightly overshot her partner's arm and landed somewhere in the region of Paul Randolph's neck. He was caught off balance in more ways than one and the 'unofficial good sport' award of the evening went to him."

Pink Angels dressed in bright red and white candy-striped uniforms began assisting nurses for the first time during the summer of 1958. Mrs. Lee J. (Beryl) Elliott and Mrs. J. Sudler (Catherine) Hood directed the 17 girls ranging in age from 16 to 18 who volunteered as admitting aides and assisted at nursing stations.

Assistant Administrator Roger White became the first purchasing agent for the hospital and began studies in payroll management and job classification as recommended by the second Hamilton survey.

1959—Stepping Forward

During the year, tempers flared among the 75 physicians needing space in the crowded 135-bed hospital. The diplomacy of Reverend Robert Coleman, Jr., Chief of the combined Board and Staff Committee, helped keep the peace while the new wing was under construction.

The addition of new staff members was limited by more stringent requirements for admission while everyone waited impatiently for the new facilities to open.

Donald Roebling became a daily visitor to the site during 1958 until his health failed in March 1959 and he was sent to Massachusetts General Hospital in Boston by Dr. J. Sudler Hood. However, he never lost his interest in Morton Plant Hospital.

He had pledged to furnish the laundry facilities for the new building, and during the summer, arranged to have attorney Ralph Richards fly to Boston to receive the \$50,000 check for the facility.

During Roebling's hospitalization, Charlie Emerson mailed him 8 by 10 photos of the building's daily progress until his death in August 1959.

The words of John Messinger in January 1959 echoed the appreciation felt by hundreds of hospital supporters: "Mr. Roebling has most generously undertaken to finish the laundry at his own expense and his generosity is a real shot in the arm to give us a boost when we especially need it. His help throughout all the years has been of immeasurable value in giving incentive and encouragement to the hospital, and has kept it growing and expanding, trying to keep up with the fast-growing demands of the community. His thoughtfulness is a real incentive to the rest of us to help as much as we can and I am speaking for myself and the entire board, when I express a sincere debt of gratitude and appreciation to Donald Roebling."

As building progressed on the new addition, the most popular spot on the construction site became the Auxiliary's pink "Snack Shack" which provided coffee and sandwiches for the workmen from 10:00 a.m. until 2:00 p.m. every day. The building had been a construction office loaned to the hospital by Cedio Saltarelli and was supervised by Mrs. Alice Turnburke and Mrs. Charles McDaniel.

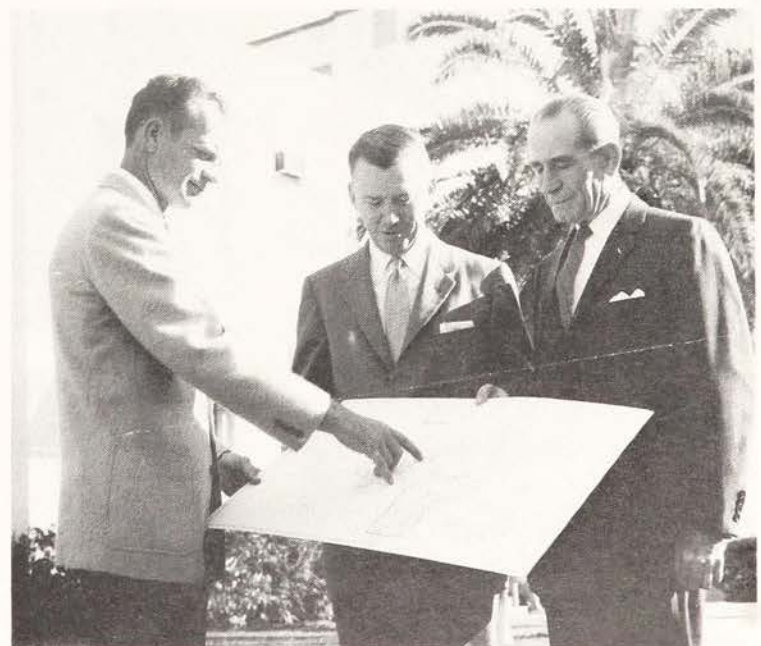
The new L-shaped wing, named posthumously in honor of Donald Roebling, opened on October

27, 1959, and provided space for the addition and expansion of services as well as increasing hospital capacity from 135 to 215 beds.

Basement and ground floor levels housed an enlarged Outpatient department, Emergency Room,



Edward R. Barnard signs the loan for the Roebling Building on July 1, 1958. Others watching the momentous occasion are: (left to right) Ormond Loomis, Ralph Richards, Ted Jacobsen, H.H. Baskin, Sr. and General Eugene Harrison.



Shown discussing the ground floor plan of the Roebling building opened in 1959 are: (left to right) John Messinger, R.M. Thompson, Jr. and General Eugene Harrison.

X-ray and laboratories that included general and special chemistry, bacteriology, hematology and pathology.

Johanna Glacy (Araos) and Dr. Leonard worked long hours with architects Wakeling and Levison to insure the proper placement of \$40,000 in new equipment in the 2,000 square foot lab . . . more than 20 times larger than minimum standards required. Caroline Clark found record-keeping much easier in the new quarters. Audrey Collins, the hospital's first medical technologist, began with the lab in the middle 1950's and remains in the office today.

The long-awaited new maternity section on the first floor welcomed its first baby at 2:14 p.m. on Tuesday, October 27. Debbie Tiller, 7 pound 9 ounce daughter of Mr. and Mrs. William Tiller, received prizes ranging from Eli Witt cigars to Bo Peep Diaper Service for a year.

Richard Michael Leandri, son of Mr. and Mrs. Richard Leandri, followed close behind at 3:35 p.m. as the first boy.

The section supervised by Mrs. Mary Black, R.N., provided 21 beds and 21 bassinets plus four labor rooms, three delivery rooms, isolation and premature nurseries and a formula preparation room.

The second and third floors provided a million-dollar view for medical-surgical patients from solariums that could be converted into six-bed wards if needed.

Everyone gratefully spread out into the new building. The number of laboratory tests had increased from 43,523 in 1958 to 93,302 in 1959. Births had increased from 574 in 1952 to 1,154 in 1959 (using the same accommodations)!

The tone for the next decade's growth was set at the hospital's Annual Meeting on February 16, 1960. Administrator Jacobsen made the following comment in his address to the membership: ". . . However, when I wrote my report, I did not know that tonight would show 210 adult patients in the medical-surgical section, so that beds in the corridor are already necessary!"

The 50's at a Glance

MORTON F. PLANT HOSPITAL PATIENT STATISTICS

	<u>1952</u>	<u>1953</u>	<u>1954</u>	<u>1955</u>	<u>1956</u>	<u>1957</u>
Admissions	4,059	4,126	4,647	5,484	6,207	7,271
Patient Days—Total	22,513	21,908	24,159	29,164	37,133	48,813
Births	574	567	656	740	796	935
Operations—Major	710	696	829	870	1,109	1,300
Minor	<u>1,163</u>	<u>1,211</u>	<u>1,300</u>	<u>1,405</u>	<u>1,632</u>	<u>1,676</u>
Total Operations	1,873	1,907	2,129	2,275	2,741	2,976
Laboratory Tests	16,053	16,861	25,095	33,034	40,877	47,328
X-Ray Examinations	3,020	3,258	4,028	5,154	6,201	7,166
Outpatient Emergency	1,799	2,150	3,009	3,630	4,248	5,863
Average Length of Stay	6 days	5 days	5 days	6 days	6 days	6 days

MORTON F. PLANT HOSPITAL
CLEARWATER, FLORIDA

Statement Showing Result of Operation
from October 1, 1958 to September 30, 1959

Total Operating Income (Gross)	\$1,408,976.87
Payroll	789,993.82
Other Expenses	573,682.09
Totals	\$1,363,675.91
Depreciation and Provision for Doubtful Accounts	65,716.34
Total Expenses	\$1,429,392.25
Deficit from Operations	\$ (20,415.38)
Other Income (Donations, Interest, Discounts)	\$ 26,438.53
Net Profit	\$ 6,023.15

Development Fund Status

Building Costs

Total Construction and Equipment Cost	\$1,710,969.00
Payments to Date	1,252,165.00
Balance Due—September 30, 1959	\$ 458,804.00

Source of Funds Paid to Date

Federal Aid	\$239,500.00	
Mortgage Loan	750,000.00	
Receipts from Pledges	262,665.00	\$1,252,165.00

Source of Funds for Completion

Mortgage Loan	\$ 50,000.00	
Federal Aid	\$ 70,817.00	
Pledges Outstanding (Less Estimated Shrinkage)	218,314.00	
Contingency Reserve	119,673.00	\$ 458,804.00

MORTON F. PLANT HOSPITAL
CLEARWATER, FLORIDA

During Twelve Months
October 1, 1958 to September 30, 1959

	<u>1959</u>	<u>1958</u>
Patients Admitted	8,834	8,131
Births	1,154	1,080
Operations	3,337	2,678
Emergency Patients Treated	8,939	7,545
Laboratory Procedures	88,675	85,184
X-Ray Examinations	6,499	6,521
Number of Employees	326	285
Number of Beds	215	135
Number of Bassinets	24	15
Number of Meals Served	181,124	171,311
Number of Medical Doctors on Staff	64	60

The 60's

The Beginning 60's

The 1960's were a time of unparalleled technological growth for hospitals everywhere but Morton F. Plant Hospital kept pace with the times. The medical and administrative advances that had started in the 1950's served as a solid base for the new procedures and techniques that were to become routine by the end of the exciting 1960's.

Many of the new developments in medicine and technology in 1960 were the result of space program research, which in only nine years would put a man on the moon. With space exploration came the introduction of the laser, electroencephalograms, radioisotope scanners, automated blood analysis, the first cardiac pacemaker in 1970 and many others.

"Unsaturated fats" became household words when the 1964 Nobel Prize was awarded to researchers Block and Lynem for their work on cholesterol and fatty acid metabolism.

That same year the U.S. Government established the Commission of Heart Disease, Cancer and Stroke to research this country's greatest killers.

The year 1965 saw the introduction of Medicare and Medicaid programs.

Hospital employees everywhere struggled to master the mysteries of complicated new equipment and on-the-job training became a necessary routine. Morton Plant was no exception. Inservice education, under the direction of Jean Hines, R.N.,

established educational programs throughout the hospital.

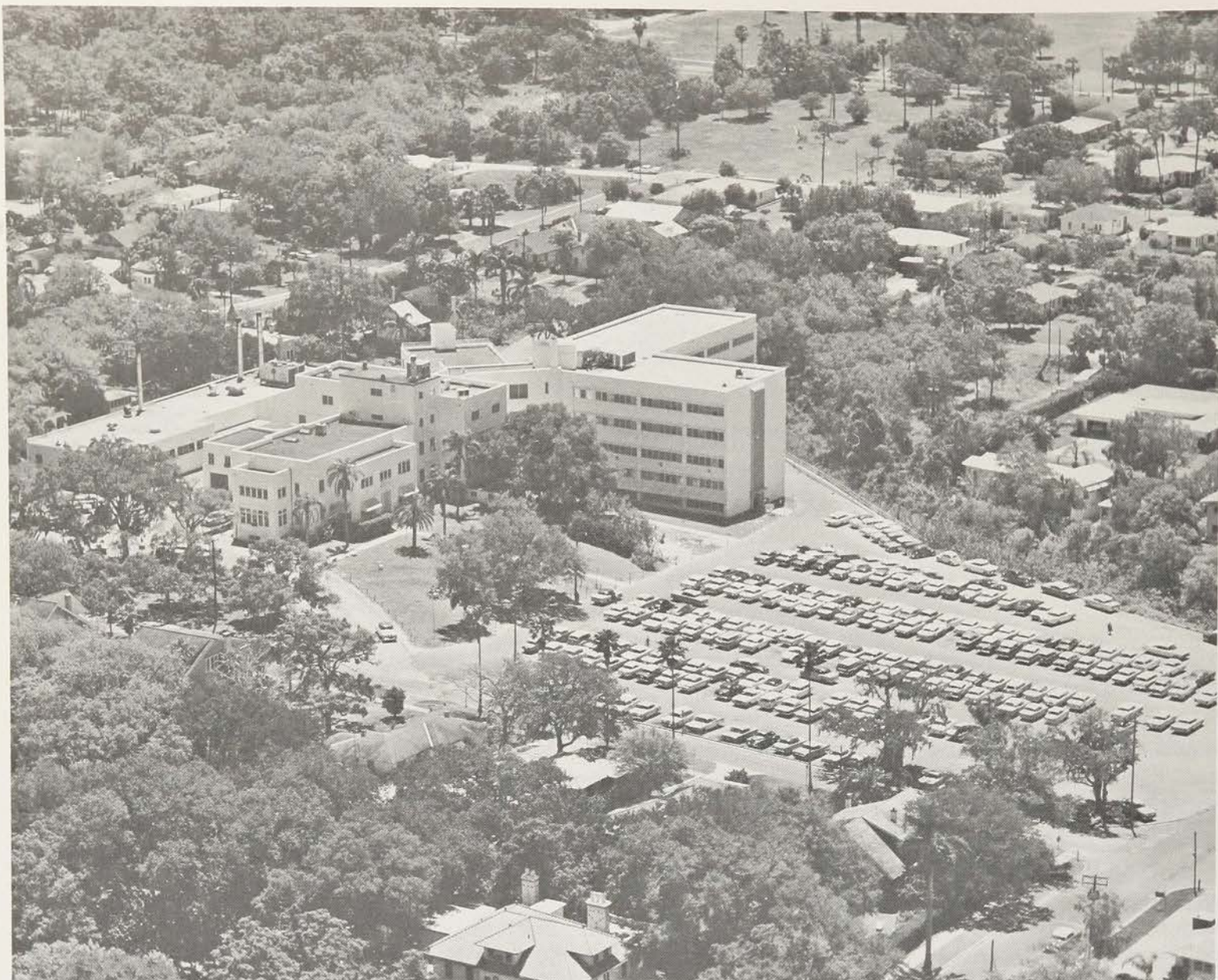
In 1960, the LPN classes continued with instructor Mrs. Ann Ernie, R.N., and technicians were being trained wherever needed, especially X-ray, the Operating Room, the Cardiac Care Unit and the laboratories.

Complicated new equipment sometimes gave surprising results. The first kidney dialysis machine removed not only the impurities but also the anesthetic from the blood of the large dog they were using for class instruction. "He woke up all of a sudden and boy was he mad," remembers Charlie Emerson, who helped set up the machine.

All these new services and equipment plus the rapidly growing population in the Clearwater area brought additional patients to the hospital and beds were again lining the halls.

General Eugene Harrison, President of the Board of Directors in 1960, stated that the way to determine the need for more beds was "to walk around the halls of the hospital and see that we have had to place patients in the corridors and to know that we have made eight bed wards out of each solarium and that still, at times, we have been able to admit only emergency cases."

The board members beginning the new decade included Vice Presidents Edward R. Barnard, William Burchenal, Sr., and Maurice Condon, Treasurer Harold C. Martens and Secretary Harold F. Heye.



Morton F. Plant Hospital began the decade of the '60's with expanded facilities when the newly constructed Roebeling Wing opened on October 27, 1959, increasing capacity from 135 to 215 beds.



Morton F. Plant Hospital as it appeared in March 1962, before construction of the Morrow Pavilion. Note the rapidly growing residential areas surrounding the hospital.

The "hospital family" continued to expand, but found time to celebrate more than just the opening of the new building. On September 20, 1960, Margaret and William Dewend, both patients in Morton Plant, cut their Golden Wedding Anniversary cake which had been carefully decorated by the Dietary department. Appropriately, Mrs. Dewend explained their secret of living together successfully for 50 years by saying, "We did everything as a family."

Every available space was used in the original building where renovation began immediately following the opening of the new Roebling wing.

Soon administrative offices were able to move from Plant Home to maternity's old quarters on the second floor. The Recovery Room next to Surgery also received a complete facelift by October 1961.

The Mary S. Morrow Trust Fund paid for much of the remodeling including a new major operating room. This brought the number of operating rooms within the hospital to six—three major, one minor, one orthopedic and one urological.

Plans for further major expansion stalled early in 1960 when the frustrated board found the hospital tangled in a seemingly endless court action involving the largest endowment ever left to Morton Plant—the Witt estate.



General Eugene Harrison photographed above as President of the Board of Directors in 1967, shortly before the opening of the Witt Memorial Building. A dedicated member of the board for almost 25 years, General Harrison was President from 1959-'61, 1967-'68 and 1971-73.

The Witt Estate

Wilma Lucille Witt, widow of Tampa cigar manufacturer and wholesaler Eli Witt (Hav-a-Tampa Cigars), died on January 1, 1960, and by her Last Will and Testament dated November 24, 1959, willed her entire estate, including stocks, bonds, cash, furs, jewelry and other assets to Morton F. Plant Hospital. The appraised value of the estate was \$2,400,853.29.

Before her death, she had conducted an intensive search for "A worthwhile, well managed institution in need of funds." Her search ended when long-

time friend Dr. Grace Whitford Parr suggested Morton F. Plant Hospital as the ideal recipient.

As a member of the hospital's medical staff almost since the beginning, Dr. Parr was considered well qualified to judge the institution and Mrs. Witt made her decision without ever seeing Morton F. Plant Hospital!

A lengthy legal battle followed the announcement of the endowment when her brother tried to establish that Wilma Lucille Witt had been mentally incapable of making a will.



Wilma Lucille Witt, widow of Tampa cigar manufacturer Eli Witt (Hav-A-Tampa Cigars), willed her entire estate to MPH.

The frustrating trial was postponed again and again during the spring and summer of 1960 until proceedings finally began in July.

Commuting to Tampa became routine for determined witnesses testifying for the hospital. Experts from both sides cancelled out each other's testimony, according to General Eugene Harrison, and it seemed as though the deadlocked trial would never end.

Finally, the deciding evidence appeared in the form of seemingly non-specific figures discovered in some of Mrs. Witt's personal papers by F. Kieran Schoonmaker, Vice President and Trust Officer of the First National Bank of Clearwater and executor of the estate. (Mr. Schoonmaker is also a past president of the Board of Trustees and a board member at this time.) Mr. Schoonmaker's intuition led him to compare these figures with the financial page of the *Tampa Tribune*. His intuition proved valid, demonstrating that approximately a month prior to her death, Mrs. Witt had accurately totalled the worth of all her stocks as quoted in the paper.



Dr. Grace Whitford Parr, long-time member of the hospital medical staff from the early 1900's, influenced her friend Mrs. Wilma Lucille Witt to will her entire estate to Morton F. Plant Hospital.

"That's better than I could do right now!" declared the judge. After continuous sessions in July and August with the testimony of 46 witnesses covering 2315 pages and 88 exhibits, the will was declared valid on December 17, 1960.

What better Christmas present for the hospital than to receive the largest endowment in its history?

Three years later in December 1963, after appeals to the District and State Supreme Court, Friday the 13th became a lucky day for Morton F. Plant Hospital. President William G. Wells, Secretary Harold F. Heye and Administrator Roger White took custody of approximately \$650,000 worth of assets as a partial distribution of the estate, except for "monies in treasury bills which, as they come due, will be transferred to the hospital."

Final distribution of the estate was received by the hospital association on June 1, 1964, bringing the total value of assets and cash received by the hospital to \$2,413,451.85.

Additions and Expansions

During the year 1960, important additions and expansions had been taking place within the hospital.

On August 15, the first Physical Therapy department was started by Benedict Kraus and located in the basement of the new wing.

Previously Charles Lautzenheiser had treated patients needing physical therapy in his private office on South Fort Harrison Avenue until illness forced his retirement shortly before the hospital's Physical Therapy department opened.

Paul Johnson revived the Public Relations department which had been handled by Ann Harris in Administration since 1958 when illness had forced the retirement of General Kean.

Under Johnson's direction, *Plant Pulse* with eight pages of employee news, quickly became an award winning publication.

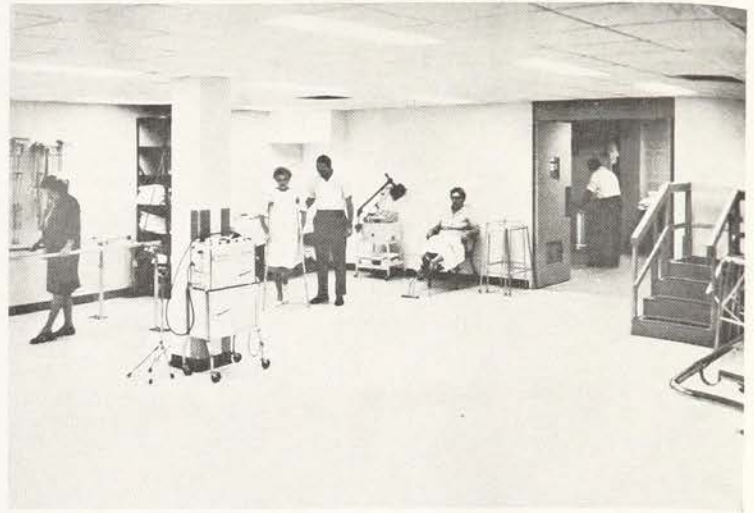
The first issue of the Morton F. Plant Hospital *Quarterly Bulletin* was published in April by Lindsay Goehring, head of the Development Office Bulletin Committee. The purpose of this publication was to keep members of the growing West Coast Hospital Association in touch with the hospital and its ever changing activities.

The hospital's first picnic, held on August 27, 1960 for 457 employees, was rained out at Phillipi Park and moved to dryer quarters in Clearwater's Moose Lodge. The successful event has become an annual affair in spite of its damp beginning.

Dr. Alfred Schick became head of the Radiology department in September 1960 following the retirement of Dr. Hammond Groves who began as the hospital's first Radiologist in 1947. X-ray examinations jumped from 8,674 in 1960 to 17,093 by 1962.

Roger White became the hospital's second administrator on December 20, 1960 following the resignation of Ted Jacobsen who accepted a position as Executive Director of the Lutheran General and Deaconess Hospitals in Chicago and Park Ridge, Illinois. Today he is President of Bayfront Medical Center in St. Petersburg.

In appreciation for his exceptionally well-qualified staff at the beginning of the 1960's, Roger White said, "We must recognize the finest building, furnished with the latest equipment, would amount to nothing without the people who bring life and function to it."



The newly expanded Physical Therapy department during the middle '60's. The service was started by therapist Ben Kraus in 1960.



Physical Therapy Director Ben Kraus in January 1967 assists a patient in the newly acquired Hubbard Tank.

CLEARWATER SUN



The ramp leading to the old Emergency Room during the early '60's often proved a challenge for ambulance attendants and hospital personnel.

CLEARWATER SUN



Administrator Roger White congratulates old timer Jean Kelsey on her retirement in April 1970.

Department managers beginning the 1960's were: Chief Engineer Charles Emerson, Controller John R. Gray*, Public Relations Director Paul R. Johnson, Medical Records Librarian Jean Kelsey, Chief Physical Therapist Benedict R. Kraus*, Chief Pharmacist Roger J. Lapp*, Pathologist James B. Leonard, M.D.*, Radiology Director Alfred Schick, M.D.*, Director of Nurses Katherine T. Smith, Pur-
*Remain with the hospital today (some holding different positions).



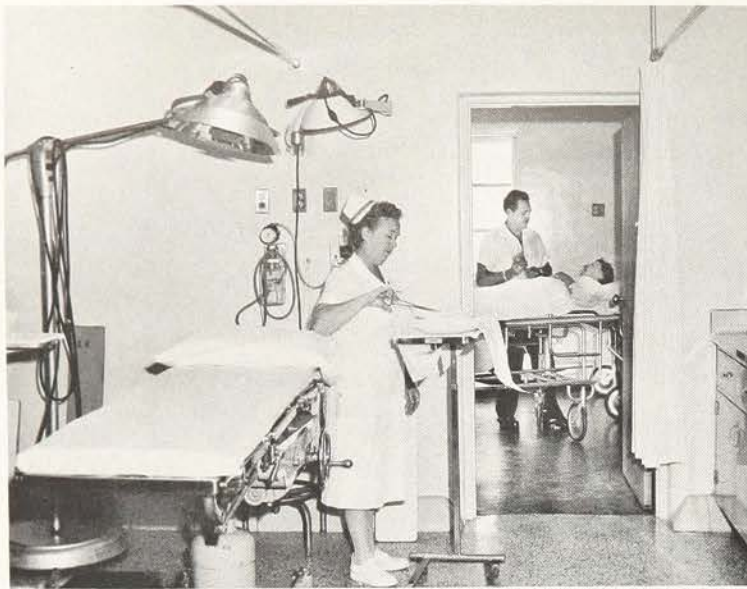
Maxwell B. Sackheim, noted author and a founder of the Book-of-The-Month Club, while a member of the Board of Directors, revised and expanded the Quarterly Bulletin published in September 1964. This was the forerunner of today's Perspective Magazine.

chasing Agent Andrew F. Suder, Laundry Supervisor Thomas H. Swan and Chief Dietitian Annie-Flagg Ward.

During this time, Morton Plant provided the only Emergency Room in the Clearwater area. The facility was a losing proposition and cost the hospital \$23,259 during the fiscal year 1960-1961.

As a result, the city of Clearwater agreed to contribute \$17,000 to the hospital to help maintain the service for the community, thereby reducing the hospital's loss to \$6,259.

In 1960 emergency rooms throughout the United States were frequently staffed by physicians seeking residency in this country. Unfortunately, many of these physicians came from substandard medical schools, and to correct this situation, the Joint Commission on Accreditation of Hospitals for the first time required all foreign doctors to take an examination prepared by the American Medical Association. Those who failed could no longer be employed by an accredited hospital.



The Emergency Room as it appeared in 1963. During this time MPH provided the only E.R. service in the Clearwater area.

Much to everyone's relief, the three Cuban doctors at Morton Plant passed the examination with flying colors.

Charity patients were also increasing with the population and placing an additional strain on the hospital's budget. Professional entertainers appeared for the first time at the fourth annual Charity Ball under the direction of Mr. and Mrs. Harry Crooker. Les Paul and Mary Ford entertained at the successful affair which netted \$18,004 to aid more than 100 patients during the following year.

The new laundry facility opened in 1960 with \$31,723 worth of equipment donated by Donald Roebeling. It was soon operating at full capacity because of a record breaking daily patient census averaging 164.

The Auxiliary, which had been under the direction of Mrs. Beryl Elliott since 1957, had expanded to include 20 standing committees and over 500 working volunteers.

The 35 year old Auxiliary received state-wide recognition in 1960 as the second oldest in Florida, and members volunteered 52,688 hours and completed a \$23,000 pledge to the hospital one year ahead of schedule.

Hospital costs reached an all-time high in 1960 as compared with previous years: Water—\$7,005, Gas—\$4,214 and Electric—\$42,376. The hospital payroll of \$1,200,000 became one of the largest in the community.

A condensed Comparative Balance Sheet is reprinted on page 87 to give a picture of the financial condition of Morton F. Plant Hospital as it entered the period of its greatest growth in the 1960's.

The Balance Sheet, however, does not show the outstanding employees and new services being added to the institution during this time.

State-wide attention was focused on Morton F. Plant Hospital during 1961 when new Assistant Administrator Robert Nordham, Medical Records Librarian Jean Kelsey and Auxiliary President Beryl Elliot all became directors of their respective state organizations.

The first Speech Clinic in Clearwater began when Mrs. Ida Michels, a Speech Pathologist, volunteered her services to the hospital for two four-hour days each week during 1961.

In 1965, the Speech Clinic evolved into the Department of Communicative Disorders headed by Mrs. Michels who remains as director of this division of Rehabilitative Services today.

The first isotope therapy began in 1961 and X-ray reported handling 16,600 examinations. That same year the Pharmacy filled 96,000 prescriptions and the laboratories performed 165,129 tests. Every department was working to capacity and many desperately needed more space.

In 1961, a master building program was started by the hospital Planning Committee. The committee was established by the board to find answers to the seemingly endless needs facing the hospital for more expansion.

Encouraged by the Witt endowment, Committee Chairman John B. Messinger, assisted by William Burchenal, Sr., Glen E. Loughridge, Mrs. Joseph O. (Ruth) Houze and Phillip F. Gray began plans that led to the construction of the Morrow Pavilion and the Witt Building.

The first step in determining the hospital's long-range plans began in the fall of 1961 with the third Hamilton survey. The report was delivered in February 1962 and emphasized the need for immediate action: The hospital must double in size within five years to adequately serve the Clearwater area whose population is estimated to expand from 130,000 to 158,000 by 1967.

The survey also showed startling inadequacies within the hospital at the time of the report: Operating rooms needed to be 56% larger; Emergency Room 30% larger; X-ray 48% larger and Central Sterile Supply 50% larger.

In December 1962, the patient load peaked at 274 in a hospital designed for 226 beds!

The Board of Directors voted in June 1962 to begin a major expansion program as soon as possible. Edward R. Barnard, Chairman of the Building Committee, Robert Nordham and Charlie Emerson

toured the Miami area to examine the latest construction techniques being used in medical centers.

Through Barnard's efforts, the services of the highly recommended hospital architectural firm of Abreu and Robeson of Atlanta were contracted to design a new 50 bed addition on the south side of the hospital.

The agreement further stated that if the hospital decided to construct the additional 400-bed wing recommended by the Hamilton report, the contract for both would be at a considerable savings.

This savings provided by the long-range plan appealed to the board, who voted to accept the overall agreement and to begin work on the much needed 50 bed addition immediately.

During the five years between 1962 and 1967, the hospital more than doubled in size, growing from 215 beds to 506 beds. This progress required the combined efforts of the hardworking Board of Directors, medical staff, hospital employees and a large segment of the Clearwater community all pulling together.

CONDENSED COMPARATIVE BALANCE SHEET West Coast Hospital Association

ASSETS

	1961-62	1960-61
Cash on Hand	\$ 111,602.79	\$ 87,562.41
Accounts Receivable	366,739.50	160,306.73
Other Receivables	3,747.17	3,738.50
Inventory & Prepaid Items	97,788.51	87,316.07
Bonds and Investments	195,254.18	191,581.83
Land, Building & Equipment	<u>\$2,718,176.29</u>	<u>\$2,714,608.71</u>
TOTAL ASSETS	\$3,493,308.44	\$3,245,114.25

LIABILITIES

Accounts Payable	\$ 7,262.61	\$ 8,246.08
Accrued Salaries, Taxes and Interest	47,655.21	38,534.95
Other Liabilities	1,792.33	2,239.49
Escrow Fund—Witt Estate	146,768.13	85,000.00
Mortgage Payable	<u>503,446.74</u>	<u>623,110.12</u>
TOTAL LIABILITIES	\$ 706,925.02	\$ 757,130.64

RESERVES

Equity in Fixed Assets	\$2,265,987.47	\$2,089,585.00
Unappropriated (Excess of Assets over Liabilities)	473,768.42	311,123.41
Special Purpose	42,007.85	81,835.77
Building Fund	<u>4,619.68</u>	<u>5,439.43</u>
TOTAL RESERVES	<u>\$2,786,383.42</u>	<u>\$2,487,983.61</u>
TOTAL LIABILITIES AND RESERVES	\$3,493,308.44	\$3,245,114.25

The Morrow Pavilion

Groundbreaking ceremonies were held on May 12, 1963 for the South Pavilion, later renamed the Morrow Pavilion in honor of George K. and Mary S. Morrow.

Batstone Construction Company completed the \$350,000 building on May 4, 1964 and the first patient was admitted to it later that same day. The new wing provided two new diagnostic rooms for the X-ray department, plus 3,000 square feet of much needed storeroom space for the Purchasing department.

The 50 bed, one-story pavilion raised the hospital's capacity to 278 beds, providing 10 private or semi-private rooms and eight four-bed wards incorporating "the very latest designs for maximum patient comfort: piped-in oxygen and vacuum systems; individually controlled air conditioning

and heating; and the first use in the hospital of the new five-in-one jalousie windows."

The fresh air system was an "engineering marvel." None of the air in the new wing was reused. A complete air change occurred every five minutes and specially designed duct work filtered the air separately in the rooms, hallways and public areas.

Soft blue, green, buff and gray tones blended with wood and metal furnishings and the fourth addition to Morton Plant Hospital became an attractive, as well as necessary, new wing of the hospital.

The comparatively isolated pavilion was originally designed to accommodate psychiatric patients, if necessary. However, the third floor of the Roebling Building has been used for this purpose since 1975.

During 1963, as construction proceeded on the Morrow Pavilion, the hospital continued to expand in other directions:



The Morrow Pavilion, originally named the "South" Pavilion, stands ready for the installation of the new "five-in-one" jalousie windows in February 1964. The \$350,000 one story addition opened on May 4, 1964, raising hospital capacity to 278 beds.



Work progresses on the Morrow Pavilion in September 1963.

- New diagnostic equipment included the first electroencephalograph for the diagnosis of brain and nervous system diseases
- The first Intensive Care Unit treated cardiac patients using the new Electrodyne Cardio-Version Unit under the direction of Mrs. Neil Megehan, R.N., and Miss Joan Clow, R.N., who today still heads the Intensive Care areas. This unit had the most up-to-date cardiac care equipment available and consisted of a movable monitor pacemaker and a defibrillator synchronizer which were installed in a special room down the hall from the Recovery Room.
- The first Inhalation Therapy department (now called Respiratory Therapy) was organized in 1963 under the direction of Richard Sullivan and through the efforts of Charles Lasley, M.D.
- In 1965, the \$32,000 Cardiopulmonary Laboratory was given as a memorial by the family of the late William Burchenal, Sr., whose son William Burchenal, Jr., serves on the board today.
- The Print Shop opened in April and by September had begun printing the *Quarterly Bulletin* which was still mailed to all members of the West Coast Hospital Association. The Bulletin had been revised and expanded by board member Maxwell B. Sackheim, a noted author and one of the founders of the Book-of-the-Month Club.
- The new hospital crest was designed late in 1963 and included the motto "Dedicated to Service" for Morton F. Plant Hospital until 1977 when the present logo was adopted.

THE MORTON F. PLANT HOSPITAL CREST



This basic design for the crest was adopted by the hospital late in 1963 incorporating the motto "Dedicated to Service."

New faces in 1963 included Frank Dawson who became assistant administrator in May following the resignation of Robert Nordham.

The year 1963 was a landmark in the history of the Auxiliary; members donated a record breaking \$66,183 to the hospital. The time and efforts of the active organization were worth \$82,728.75 to the hospital based on the 1963 minimum wage scale of \$1.25 per hour.

The "Little Country Fair," held for the first time in November at the Clearwater Auditorium on the bayfront, became the most lucrative and successful project in the history of the organization.

The two-day fair earned \$10,412.96 from exhibits and handmade articles created by the hard working members during the year. Travels abroad during the summer were often planned by auxiliaries with an eye toward locating interesting items for the event.

The entire 1,500 members of the Auxiliary contributed to the project headed by Mrs. Joseph R. Cooke, Mrs. Paul Stopenhagen and Mrs. Fred (Corinne) Peebles.

The first warming isolette arrived barely in time for tiny Maribeth Spence, daughter of Mr. and Mrs. A. David Spence, Jr., born on November 6, 1963, almost three months ahead of schedule and weighing only two pounds. Pediatrician Donald Macdonald, M.D., and the isolette company representative watched throughout the night checking the progress of the hospital's smallest baby to date in the untried warming machine. Today, teenager Maribeth is living testimony to the successful efforts of all concerned. Especially interested was Maribeth's grandmother, Mrs. Robert J. Lattimer, who became the first full time Director of Volunteers during the same month.

Eleven doctors joined the medical staff during the year, raising the total to 96.

Problems arose when the Joint Commission on Accreditation of Hospitals approved the hospital for only one year, not for two or three years as they had done in the past.

The 21 point improvement list submitted by the Commission included requirements for more detailed written reports to be kept by both administration and medical staff members.



Dorothy Luenberger, R.N., and Anna Johnson, load the new sterilizer installed in Central Sterile Supply during the early 1960's.



Preparing donations for the Auxiliary's successful Little Country Fair in 1966 are, left to right: Mrs. Paul H. Reid, Mrs. Frank Keating, Mrs. Guy Roberts and Mrs. George Roesing.

Doctors and employees alike complained that these time-consuming reports were needed only by teaching hospitals. However, everyone complied with the new regulations which necessitated the purchase of more extensive dictation and recording equipment.

Meanwhile, representatives of the medical staff, administration and Board of Directors continued to plan for the hospital's greatest expansion in history, known during the first stages as the "West Building" and later named the "Witt Memorial Building."

Equipment purchased during the next few years was designated to be moved into the new building upon its completion in 1967. This included the new refrigerators, freezers and other appliances that were installed in the remodeled Dietary department during 1963. Also included was a new isotope scanner for the X-ray department and an image intensifier for the Cardiopulmonary Laboratory.

The Mid 60's

During the mid-60's, Morton F. Plant Hospital moved forward with giant steps both inside and

out. Some of these can be seen in the Administrator's Report and Balance Sheet of that time.

CONDENSED COMPARATIVE BALANCE SHEET FOR FISCAL YEAR 1965 MORTON F. PLANT HOSPITAL ASSOCIATION, INC.

ASSETS	SEPT. 30 1964	SEPT. 30 1965
Cash on Hand and in Banks	\$ 245,956.65	\$ 344,809.14
Accounts Receivable Due from Patients	639,748.85	866,003.84
Other Accounts Receivable		
Inventory	89,208.90	99,672.93
Investments	2,376,121.47	2,296,043.02
Prepaid Insurance	3,753.67	24,602.78
Fixed Assets, Net of Related Depreciation	3,464,056.14	4,400,078.99
Other Assets—Deposit	20.00	20.00
TOTAL ASSETS	<u>\$6,818,865.68</u>	<u>\$8,031,230.70</u>
LIABILITIES AND NET WORTH		
LIABILITIES:		
Accounts Payable, Trade	\$ 6,866.69	\$ 72,456.03
Accrued Savings and Wages	52,364.81	63,067.20
Withholding and Social Security Taxes, Payable	23,765.18	26,663.82
Accrued Interest Due on Mortgage	1,736.40	
Mortgage Payable	347,279.16	300,000.00
Other Liabilities	4,832.57	13,644.91
TOTAL LIABILITIES	<u>\$ 436,844.81</u>	<u>\$ 475,831.96</u>
NET WORTH	<u>\$6,382,020.87</u>	<u>\$7,555,398.74</u>
TOTAL LIABILITIES AND NET WORTH	<u>\$6,818,865.68</u>	<u>\$8,031,230.70</u>

Technological advances within the hospital kept everyone busy learning new procedures and patients reaped the benefits of the improved diagnostic and medical knowledge.

Soon pile drivers would begin the construction which would become a way of life around the hospital for almost three years until the completion of the eight-story Witt Memorial Building in 1967.

The story of the successful fund drive and largest expansion in the hospital's history is an inspiring picture of the close relationship between a community and its most dedicated health care facility.

Before beginning the story of the Witt Memorial Building, however, the following historic changes will be explained to avoid confusion:

On July 26, 1965, the Board of Directors voted to

rename several buildings and areas in memory of substantial benefactors, thus continuing the hospital's tradition of recognizing donors by memorials to perpetuate their names.

The "South Pavilion" became the Morrow Pavilion; the "1959 Building" became the Roebling Wing and the new "West Building" would be called the Witt Memorial Building.

Old timers who remember the 1941 Building as the Roebling Building may be reassured that their memories are correct. The board skirted that prob-

lem by saying, "After lengthy discussion, during which it was ascertained that the Roebling name would not be dropped from the building known as the 1941 Building, motion was made, seconded and carried that the recommendation (designation of the 1959 Building as the Roebling Wing) be approved."

The next title change occurred on September 21, 1965 when the 51 year-old title of the West Coast Hospital Association was changed to the Morton F. Plant Hospital Association.

The Golden Year

The Golden Anniversary year for Morton F. Plant Hospital in 1964 began with fund raising and building plans that boggled the imagination of everyone except the plan makers.

The estimated cost of the combined building program for the Morrow Pavilion and the Witt Memorial Building was \$4,881,862.

The founding members of the hospital association would undoubtedly have been overwhelmed by these figures for expansion.

However, in 1964 everyone believed that this expensive expansion program would be the last one ever needed by the hospital.

"We will never need to build again," said members of the hospital board with sighs of relief. How wrong they were!

The enthusiastic members of the Golden Anniversary Fund Drive began the 50th year of the hospital's existence with an Annual Meeting and dinner at the Jack Tar Hotel (formerly and now once again called the Fort Harrison Hotel) on February 17, 1964. Over 1,000 members of the hospital association heard the exciting plans for the fund drive and hospital expansion. Special guests included past members of the "hospital family"—Miss Lillian Hollohan, R.N., Miss Lilly Foley, R.N., Mrs. Kitty Keen Lutes, R.N., and two of the first patients treated in the hospital, Messrs. Eldridge and Bivins.

"We can't have a first class community without a first class adequate hospital," stated Maurice Condon, Fund Drive Chairman. Special Gifts Chair-

man, Dr. J. Sudler Hood, missed the meeting to make a house call, but other hard working leaders present at the dinner included Vice Chairman F. Kiernan Schoonmaker, Promotion Chairman Arthur Hall and Team Organization Chairman John R. Meek.

The one package development program presented to the association members included:

- The eight-story Witt Memorial Building
- A building to house mechanical equipment
- A 150-car parking lot on Bay Avenue
- Expansion of the Physical Therapy department
- Doubling of Central Sterile Supply
- Expansion of the operating rooms
- Relocation of the Pharmacy department
- Enlargement of the X-ray department
- Enlargement of Pediatrics
- Mortgage of \$421,000 on the 1959 wing,
- Conversion of the 1941 wing to classrooms and employees services, and
- Razing of the 1915 Building.

The fund drive rapidly gained momentum following its successful beginning. One year later during the Annual Meeting and dinner on February 15, 1965, the fund raising "Committee of 50" reported that more than \$1,075,000 had been pledged on the \$1,500,000 goal set toward the total expansion plans of \$5,000,000.

One of the most successful parts of the fund raising organization was the Speakers Bureau formed by civic leaders and staff members who volunteered



Maurice Condon, chairman of the 1964 Golden Anniversary Fund Drive.

to carry the story of "Morton F. Plant Hospital, Past, Present and Future" to clubs and organizations throughout the area.

Practice and enthusiasm, aided by a crash course in hospital operation, turned dull statistics into fascinating facts that pushed the fund raising two-thirds of the way to its goal in only four months.

Daily schedules appeared in the newspapers announcing the appearances of the speakers: Arthur Hall, William E. Nodine, Police Chief Willis Booth, Jr., The Reverend Robert Coleman, Jr., Dr. William Kilgore, The Reverend Dr. D. P. McGeachy, Jr., Charles Rutenberg, Elmer Shafer, Bruce Taylor, William White, Jr., and H. Everett Hougan as well as members of the hospital's administrative staff.

Public interest in the hospital is best illustrated by the following letter to Administrator White in March:

"Dear Mr. White:

I am enclosing my check for \$25 towards the West (Witt) Wing that you are making a drive for.



Dr. J. Sudler Hood, chairman of the Special Gifts Committee during the Golden Anniversary Fund drive in February 1964. One of the area's most dedicated physicians, Dr. Hood arrived in the mid '30's and took over Dr. John Bowen's practice when the latter retired. Today Dr. J. Sudler Hood, Jr. continues the family tradition in Clearwater.

It's not \$150,000 or \$32,000 that I have read about, but at least it will pay for a couple of bricks. Since I am on a pension and Social Security, it's about all I can spare and you are welcome to it. Dr. Guinand says to send it to you and every little bit helps. I was in your hospital three times last year and I saw the crowded conditions in the hallways. We need more beds and I hope that you will have a good response from the 'little people' like myself.

Sincerely,

(A former patient)"

In response to favorable hospital publicity and public interest, the hospital association grew to 2,801 members by 1965 and the medical staff listed 112 doctors representing every major medical specialty except Plastic Surgery.

The first cornerstone laid in the 50-year history of

the hospital would be placed in the Witt Memorial Building.

The "Cornerstone Club" formed in April 1965 honored persons joining the hospital association by contributing \$10 or more to the building fund. Names of the members would be sealed in a steel box within the cornerstone, not to be opened until the year 2065.

Laying the cornerstone was postponed until dedication of the building in January 1967 to insure the safety of spectators who would have been forced to stand in the construction zone which included almost the entire front of the hospital.

The postponement enabled even more names to be added to the original membership. According to General Eugene Harrison, Chairman of the Development Fund, that number had increased to 2,738 by December 1964.

Hospital employees enthusiastically supported the drive and competition among departments resulted in many reaching 100% participation and pledges totalling more than \$50,000.

The Auxiliary pledged \$75,000 and the medical staff pledged \$120,000. The Witt Memorial Building was well on its way to becoming a reality.

Before construction could begin on the building, however, parking facilities had to be expanded.

Lack of adequate parking space has always been a headache for the hospital which is surrounded on all sides by residential areas.

During the spring of 1964, with the Morrow Pavilion nearing completion and plans being finalized for the eight-story Witt Building, additional parking rated top billing on the long list of decisions facing the Board of Directors now headed by William G. Wells.

Past purchases of residential property bordering the original five-acre hospital site had increased the land owned by Morton F. Plant Hospital to seven acres by 1964.

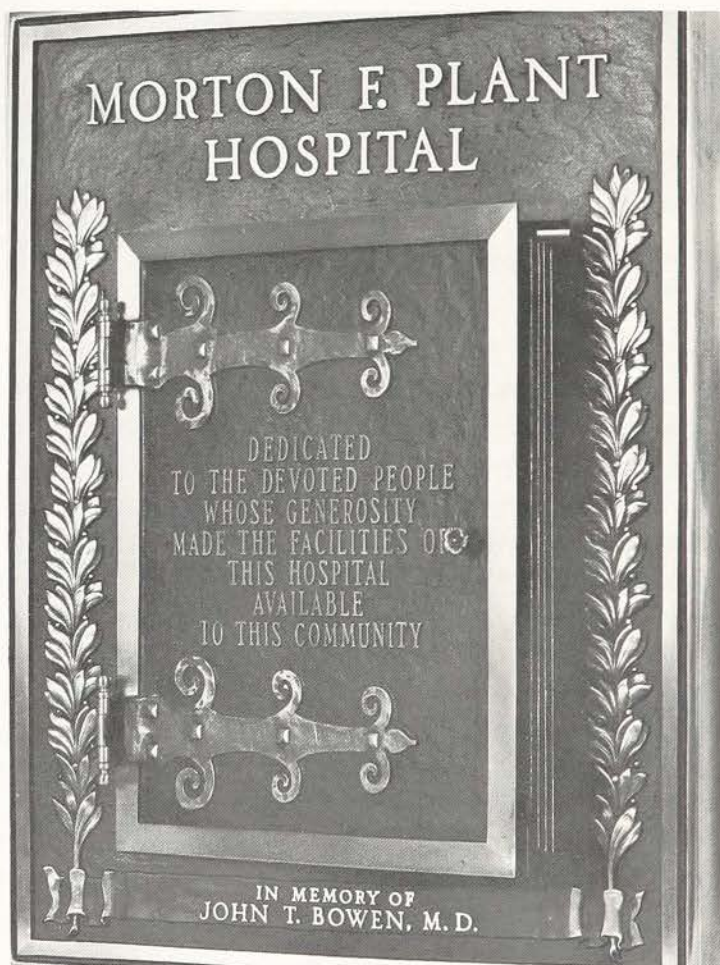
At the time, the Jungle Apartments were the only properties not owned by the hospital located on the west side of Bay Avenue, and on July 21, 1964, the board voted to pay approximately \$30,000 for the property and its 19,000 square feet of potential parking space for 60 cars.

Plans for additional parking areas on the north side of Jeffords Street were completed in May when the hospital purchased the Wheatley House for \$26,500.

During the construction of the new parking areas in the summer, changes were also taking place within the hospital.



Assistant Administrator John Gray works with the Boy Scouts on Project Free Enterprise in October 1965. Mr. Gray, the hospital's first controller, today serves as Director of Administration.



The "Book of Memory" given during 1964 by Mrs. John T. Bowen as a memorial to her husband whose dedicated efforts helped begin the hospital. The magnificent bronze cover of the memorial pictured here may be seen mounted on the south wall of the lobby in the Witt Building. The copper pages inside list the names of hospital sponsors, the first Board of Directors and major contributors during early fund raising campaigns.

Controller John Gray became the Assistant Administrator in August following the resignation of Frank Dawson, who became Administrator of a new hospital in Boca Raton.

Mr. Gray today serves as Director of Administration. His knowledge of the past and present of the hospital has been invaluable in writing this history.

Mr. Raymond Smith became the first credit manager for the hospital in September, the same month that Dan Meyer assumed the position of controller.

Employees made newspaper headlines during the spring of 1964 when their softball team "Brown's Boomers" won the city championship. Although plagued by dislocated shoulders, sprained ankles and other injuries, the enthusiastic team managed to keep almost 15 members in playing condition during the three years of its existence.

Coach Warren Brown, M.D., supplied the matching caps, shirts and socks, while fellow team mem-

bers including Physical Therapist Ben Kraus and Orthopedic Surgeon Gerald Siek, M.D., provided the necessary medical attention for injured players.

Highlighting the Golden Anniversary Year was the "Book of Memory" given to the hospital by Mrs. John T. Bowen as a memorial to her husband whose foresight and courageous efforts helped build Morton F. Plant Hospital.

The magnificent bronze cover of the memorial, mounted on the south wall of the lobby in the Witt Building, bears the inscription: "Dedicated to the devoted people whose generosity made the facilities of this hospital available to this community." The copper pages which follow, list the names of major sponsors of the hospital in bold relief.

The historic monument also preserves the names of the hospital's first Board of Directors and contributors during the campaigns of former years.

Integration

Integration matched the building program for importance during the mid 1960's.

Federal government funding was a vital part of the new hospital expansion plans and progress in integration became necessary to comply with federal regulations in effect even before the 1967 Civil Rights Bill which stated: "No person shall, on account of race, creed or color, be segregated in any institution receiving government funds."

Legal or not, neither black nor white patients or employees were interested in mingling within the hospital. However, over a period of three years, employees gradually led the way until separate restrooms, drinking fountains and dining rooms no longer existed.

Although employees used the same cafeteria line, separate dining rooms remained until the last when one of the doors had to be padlocked before everyone would grudgingly share the same room.

Integrating patient areas began with the Pediatrics ward, where children are "color blind" to skin differences and soon included Maternity and Sta-

tion 2—enough to satisfy the HEW Integration Inspection of April 1965.

The colored section, known then as "Station 8," remained the last stronghold of segregation within the hospital when black patients refused to accept beds in other areas.

After much discussion, the Administration decided to make the process a two-way street. During the winter of 1965 when the hospital was filled to capacity, instead of placing white patients in beds in the halls, the Admitting office assigned them to the "former" colored area explaining that, "We are a completely integrated hospital."

Overnight the problem was solved and very few problems concerning roommates occurred due to careful matching of patients during the next few years.

The touchy integration process went smoothly and much credit goes to the diplomatic approach used by Administrator Roger White for quietly solving this emotional problem without incident.

Morton F. Plant Hospital Association, Inc.

1964–1965

OFFICERS AND DIRECTORS

William G. Wells, President
John B. Messinger, First Vice President
Harold L. Hoefman, Second Vice President
Fred N. Gundrum, Third Vice President
Harold F. Heye, Secretary
William E. Nodine, Treasurer

Edward R. Barnard
Philip F. Gray
Lucius S. Ruder
Donald E. Bleakley
General Eugene L. Harrison
Maxwell B. Sackheim
Vernon T. Burkett
Richard G. Roth
Ralph P. Wagner

Roger S. White, Administrator
Mrs. Mildred Reid, Auxiliary President
James M. Stem, M.D., Chief of Staff

COMMITTEES

BOARD AND STAFF COMMITTEE

Philip F. Gray, Chairman
General Eugene L. Harrison
John B. Messinger
Ralph P. Wagner
James M. Stem, M.D.
John T. Karaphillis, M.D.
Walter Winchester, M.D.
Davis H. Vaughan, M.D.

BULLETIN COMMITTEE

Maxwell B. Sackheim, Chairman
Richard G. Roth

BUILDING AND GROUNDS COMMITTEE

Maxwell B. Sackheim, Chairman
Donald E. Bleakley
Vernon T. Burkett

DEVELOPMENT COMMITTEE

General Eugene L. Harrison, Chairman
Philip F. Gray
Fred N. Gundrum
Harold L. Hoefman
Richard G. Roth
Lucius S. Ruder
Maxwell B. Sackheim

FINANCE COMMITTEE

Fred N. Gundrum, Chairman
Vernon T. Burkett
Harold F. Heye
Harold L. Hoefman
William E. Nodine

INVESTMENT COMMITTEE

John B. Messinger, Chairman
Edward R. Barnard
Philip F. Gray
Fred N. Gundrum
Harold F. Heye

CONSTRUCTION AND PLANNING COMMITTEE

Edward R. Barnard, Chairman
Vernon T. Burkett
John B. Messinger
Lucius S. Ruder
Ralph P. Wagner

The Witt Memorial Building

The proposed Witt Memorial Building took on a more tangible form when artists renderings were completed by architects Abreu and Robeson on July 21, 1964. Three days later, Board President William G. Wells, Chairman of the Building Committee Edward R. Barnard, Chief Engineer Charles Emerson and Administrator Roger White flew to Atlanta for the final building conference.

Meanwhile, Batstone Construction Company had recently completed the \$151,856 maintenance building, and the Morrow Pavilion, opened in May, had eased the burden of crowded conditions within the hospital.

In July, the board received a telegram from Senators Holland and Smathers stating that the hospital had received approval for Hill-Burton funding in the sum of \$330,000 for the 1965-66 fiscal year. Federal funding would total \$1,000,000 by the completion of the building in 1967.

Not even Hurricane Donna in September could dampen the bidding on the addition, which would make the hospital one of the largest in the state of Florida.

The excellent plans designed by one of the finest hospital architectural firms in the United States

promised to present a minimum of construction problems for the builder.

On November 2, 1964, the six bids were opened and each varied less than one percent. J. A. Jones Company of Charlotte, North Carolina was awarded the contract for \$2,847,000. Close behind were Mills and Jones Construction of St. Petersburg, \$2,879,300 and Biltmore Construction of Belleair with a bid of \$2,893,500.

John Messinger also encouraged the acceptance of an Otis Elevator bid for \$259,772, and explained that approximately 90% of the Jones Construction Company's supplies and labor force would come from the Tampa Bay area, adding to the local economy.

Another lucky Friday the 13th occurred in November when the \$1,600,000 mortgage loan was negotiated for the hospital with Clearwater Federal and First Federal Savings and Loan Associations of Clearwater (the latter now called Fortune Federal).

Attorneys William Nodine and William Goza generously donated their legal fees to the hospital and the Witt Memorial Building was about to become a reality after four years of planning and hard work.

Groundbreaking

Groundbreaking ceremonies held on November 28, 1964 included the first symbolic shovels of earth turned by William G. Wells, E. R. Barnard, Maurice Condon and Walter H. Winchester, M.D., Chief of Staff.

Major speaker Kenneth G. Skaggs, Vice President of St. Petersburg Junior College reminded the audience that, "What we are doing here today will last, in the history of the city, for time to come." Skaggs

called for the rededication of the "great hospital already here, already serving . . . the prestige and excellence of this institution can never be lessened. Its service and humanity can never be denied."

During the ceremonies, a portrait of Morton F. Plant by artist T. M. Stanley of Dunedin was unveiled. The portrait, as well as others of great benefactors, now hangs in the Tuttle Auditorium located on the first floor of the Witt Building.



November 28, 1964, groundbreaking ceremonies for the new eight-story Witt Memorial Building attracted more than 300 interested citizens to the hospital lawn.



During the groundbreaking ceremonies for the Witt Memorial Building, the first symbolic shovels of earth were taken by (left to right): Maurice Condon, fund drive chairman; Dr. Walter Winchester, Chief of Staff; William G. Wells, President of the Board of Directors and Edward R. Barnard, Chairman of the Building Committee.

The Construction Years

The year 1965 began with a bang at Morton F. Plant Hospital as pile drivers jarred the heart of the institution as well as its windows while driving the first of 784 pilings needed to support the new building.

Administration office employees stepped out to lunch and returned to find the offices visibly coming apart at the seams. The old porches were separating from the original building and many memories fell with them after Administration scurried to safer quarters in the Danley Nurses' Home across Jeffords Street.

The offices later moved into the completed Witt Building where they are located today.

Plans for tearing down the 1915 Building were stepped up, and during the spring of 1965, the Auxiliary Snack Bar and Gift Shop were among the few facilities housed in the shaky old building which was not completely razed until 1967.

When the original building was torn down, mementos of it spread throughout Clearwater as citizens rescued door knobs and even the front door from destruction.

Many patients mourned the end of the maternity porches where lifelong friendships often began and where, for over 40 years, almost every baby in the area not born at home was delivered.

Immediate expansion became imperative for the laboratories, and in April 1965, construction began on a two-story addition joining the north wall of the Roebling Building with the newly constructed south wall of the Witt Building. Physical Therapy, also in need of space, gratefully spread out underneath the laboratories from quarters in the basement of the Roebling Building.

By September 1965, \$1,153,457 had been pledged to the building fund and only \$346,543 was needed to complete Phase I of the development program.

The Christmas season had already begun when topping out ceremonies for the eight-story Witt Building were celebrated on December 10, as a small evergreen tree was hoisted to the roof through 21 foot high strings of 400 sparkling Christmas lights, which were visible for miles around.

During the colorful ceremonies, the welcome announcement was made that the top two floors of the building would be completed instead of



The old Maternity porches gave way to progress (left) when Misener Marine sub-contracted to drive the 784 pilings needed to support the Witt Memorial Building.

“roughed in” as previously planned. These 90 additional beds would raise the total to 501.

Construction of the building went smoothly, and as the building grew, everyone appreciated the view from the many large windows overlooking beautiful Clearwater Bay.



President Mrs. Beryl Elliott signs the \$75,000 pledge made by the Auxiliary to the building fund for the Witt Building in June 1964. Watching are Administrator Roger White and auxiliaries standing left to right: Mrs. Albert R. Ware, Treasurer; Miss Agnes Puddington, Recording Secretary; Mrs. Joseph R. Cooke, 2nd Vice President; Mrs. Carolyn McGowan, 1st Vice President and Mrs. Paul Reid, Corresponding Secretary.



Construction of the Witt Memorial Building continues on schedule during August 1965.

The wise decision to include windows in the building was made during an era in the 1960's when the growing trend toward windowless buildings was rapidly gaining momentum. Concern for the patients' comfort and happiness finally decided the issue for the Planning Committee.

Few problems arose during the construction of the well-planned building. However, those that did kept hospital personnel anxiously awaiting the completion of the new building.

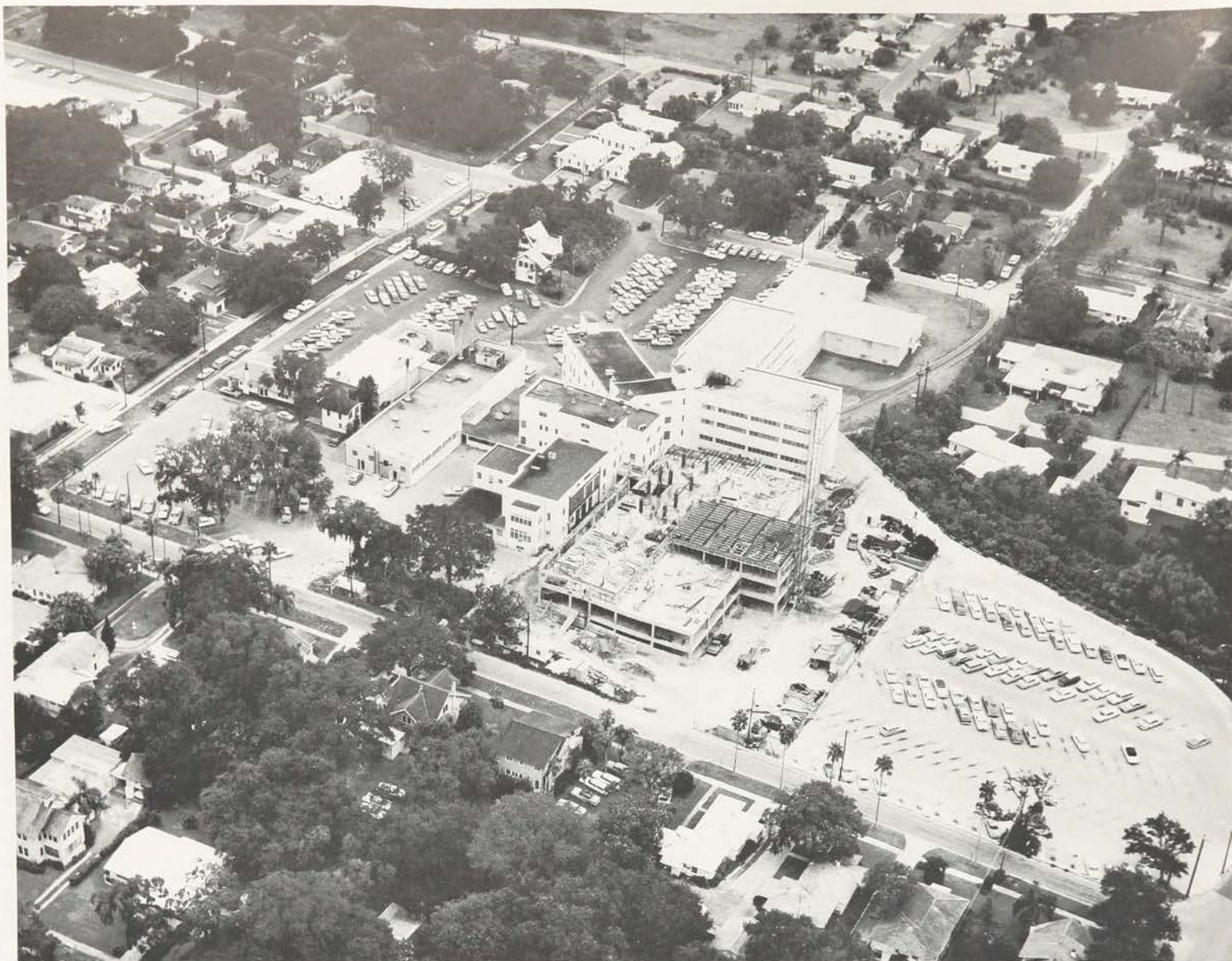
During 1966, construction blocked the main entrance to the hospital which left five entrances but only one of them was to be used for visitors. Hospital executives tried in vain to send the more than 1,000 daily visitors to the new entrance located at the outpatient clinic facing Druid Road.

The Auxiliary staffed a temporary information booth at the designated "front door" with partial success. Visitors continued to arrive unchecked through undesignated doors, and the result was confusion on the floors from too many guests visiting the patients after the regular visiting hours.

In vain, Roger White appealed to the public through newspaper articles and printed brochures handed out within the hospital.

In 1965 the Security department was formed, headed by Sam Cannizzaro who manages the force today. This helped the visiting and parking problems somewhat, but the situation wasn't completely solved until the institution at last had only one main entrance.

The mystery of the hospital "spring" came to



Construction of the Witt Memorial Building continues. For the first time in 50 years the front door of MPH was closed when it was moved to the outpatient entrance of the Roebling Wing (center right). Notice the Morrow Pavilion on the far right and the maintenance building upper left, both completed in 1964.

light during the excavation of the Witt Building basement which lay 30 feet below the level of Jeffords Street.

Throughout the years, blue clay on the hospital site had prevented the absorption of surface water which ran along the layers of clay to the lowest point around—always the hospital basement. The modern solution for the Witt Building was much more expensive than the horse manure and straw used so effectively by Robert Thompson, Sr. during construction of the Plant Nurses' Home in 1921. The drainage problem was the only real construction difficulty so far and resulted in the installation of a \$56,500 perimeter drain in 1968 to alleviate the basement flooding.

Two of the hospital's most dedicated supporters did not live to see the completion of the Witt Building. In February 1966, memorial funds were established honoring Dr. M. E. Black, medical staff member for 40 years and Lucius S. Ruder, an active board member for almost 25 years, in appreciation for their years of service to the institution.

For several months before the dedication ceremonies in January 1967, hospital employees, according to a carefully prepared long-range plan, had been moving out of the crowded old quarters into the new building.

The medical staff held its quarterly meeting in Tuttle Auditorium for the first time in November 1966. This same month, 63 employees of the Di-



Mrs. Newton Anderson loading the dietary carts used during the '60's and early '70's.

etary/Cafeteria complex began settling into the large new facilities under the direction of Jessie Golden and Head Dietitian Lillian Eckert.

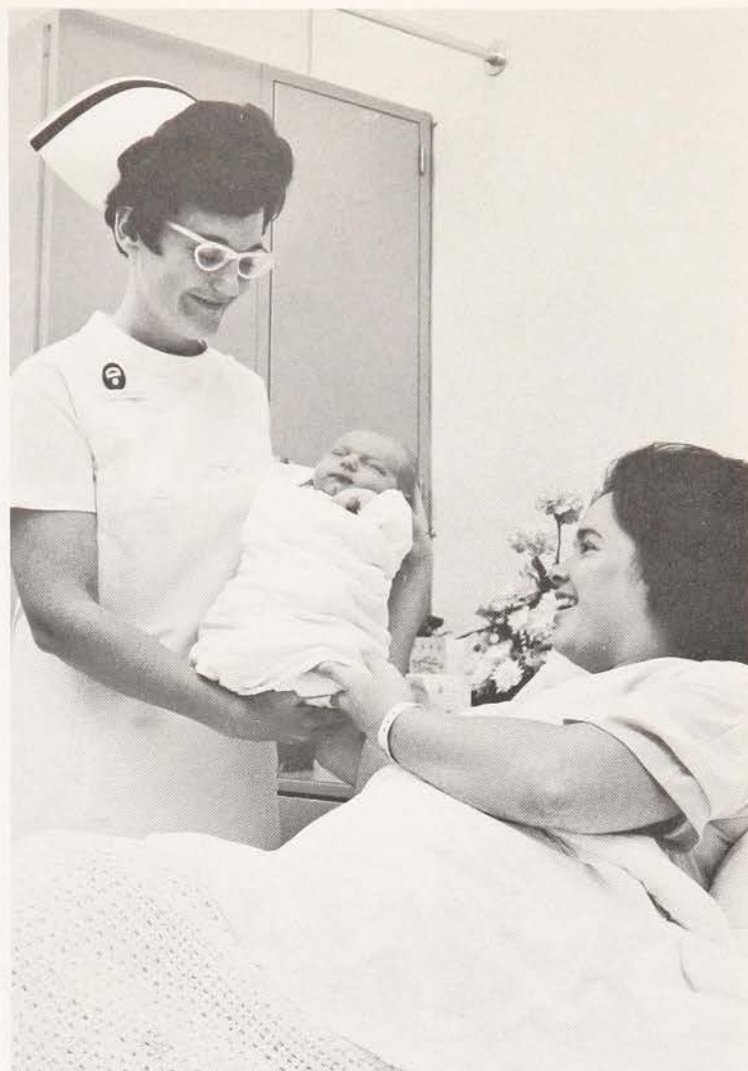
Modern stainless steel kitchen equipment had come a long way in 1967 and included an automatic pot and pan washing machine, a dishwashing machine with conveyer belts, three large walk-in refrigerators and a deep freeze, a bottle and can crusher and a refrigerated trash and garbage room.

The most amazing changes had occurred in the steam and pressure cooking areas and with the installation of huge convection air ovens which circulated air around the baking food.

No longer were fried onions mixing with baking bread odors as a fresh air "curtain" separated cooking areas and greatly improved working conditions in the entire department.

Employees in Dietary opened the doors as early in the morning in 1967 as they do today. Supervisor LaVerne Anderson and Baker Newton Anderson arrived at 4:00 a.m., followed one hour later by Cook George Burris and Food Production Manager Ed Gallagher and Dietitian Jane Short.

The snack bar, managed at that time by the Auxiliary, was conveniently located next to the lobby.



Eileen Wallace, R.N., Head Nurse, hands a newborn to a happy mother in the modern OB department in August 1967.

The number of employees had reached 769 following the opening of the Witt Building, and Christmas 1966 sparkled throughout the hospital as 14 departments entered the annual decorating contest won by the O. B. department. Maybe experience contributed to winning, as Mary Black, R.N., had headed the growing department since 1947 and had been assisted for many of those years by Head Nurse Eileen Wallace, R.N., and Elaine Lowman, R.N., in the Nursery.

Public Relations and fund raising duties continued to grow closer together, and in December, the Community Relations and Development departments merged under the direction of Captain Edward A. Michel, Jr. and his assistant Constance Bardeen.



Members of the 1968 medical staff meeting in the conference room donated by the Auxiliary to the newly-opened Witt Memorial Building. Seated left to right behind the table: Drs. Mullins, Lockwood, Carter; next rows, Moody, Schick, Sourbeer, Shuttleworth, Leonard, Neller, Goodgame, LaRosa and Weible.

Dedication Ceremonies

In anticipation of the Witt Memorial Building dedication ceremonies on January 22, 1967, Clearwater Mayor Joe Turner proclaimed January 22 through 28 "Morton F. Plant Hospital Week."

A special 24 page supplement to the *Clearwater Sun* described the new facilities in detail for the entire area.

Even the weather cooperated. The warm sunshine reflected off the sparkling white eight story building onto the more than 500 spectators attending the outdoor ceremonies.

The audience included many old timers who gazed with wonder on the changing face of the growing hospital. Mrs. Ida Witt Eskridge, daughter

of Mr. Eli Witt and step-daughter of his widow Wilma Lucille Witt, represented the family honored by the building. William E. Nodine, Treasurer of the Board of Directors and Master of Ceremonies, introduced former Governor Leroy Collins who presented the dedicatory address.

President William G. Wells promised, "The Board of Directors will continue in the future, as it has in the past, to make available to the Clearwater community the facilities, equipment and personnel which are essential if everyone is to receive the advantages of the advances in medicine that are improving and prolonging the lives of our citizens. Our past progress has been made possible only through voluntary support by members of the Morton F. Plant Hospital Association, who now number approximately 3,000 individuals and businesses."

Cornerstone ceremonies commemorated all those who had contributed to the building. However, the box was not sealed until the end of the week when the names of all additional contributors were added to the list.

And the list grew following the ceremonies as delighted spectators toured the modern building and enjoyed refreshments in the new employees' Cafeteria with its "million dollar view" looking west across beautiful Clearwater Bay to the Gulf of Mexico.

Three floors of the 150,000 square foot building were opened for the tours—the ground floor hous-

ing Administrative, Business and Auxiliary offices, the first floor containing \$120,000 of stainless steel Dietary and Cafeteria facilities, and the second floor, a model of the six remaining nursing floors which increased the hospital's capacity from 268 to 500 beds.

Each patient's room had the latest equipment available at the time: electrically operated beds, oxygen and suction outlets and a two-way voice communication system with the nursing station. Suspended from the ceiling were remote controlled television sets equipped with a pillow speaker for each bed.

In addition, six of the floors had solariums overlooking the bay and the third floor provided a sun deck on the southwest corner of the building for recuperating patients.

Two memorial areas within the Witt Building deserve special mention at this time: The Tuttle Auditorium seating 250 people on Witt 1 was made possible through the generosity of Mr. and Mrs. J. Frank Tuttle, retirees from Winchester, Massachusetts. Mr. Tuttle died in 1961 and following Mrs. Tuttle's death in 1964, \$300,000 of their estate came to Morton F. Plant Hospital.

The Germain Floor (Witt 7) was dedicated to the memory of Harry Homer Germain, M.D., a retired surgeon from Cambridge, Massachusetts and Mrs. Germain who bequeathed their entire estate of \$272,527 to the hospital.

Spreading Out

The transition period went smoothly only through the cooperation and hard work of all employees, medical staff and Auxiliary. It was an outstanding effort on the part of everyone.

Many "firsts" followed the move into the Witt Building. New services and new faces were found throughout the hospital.

The first pension plan for employees became effective on January 1, 1967. The plan covered all persons employed by the hospital as of this date and

employees were given retroactive credit to their dates of hire. Alberta Grenier, an employee of the Business office, began the long list of those benefiting from the plan.

Dyer Mitchell became the first Administrative Resident just before the opening of the new building. Carl Bender followed him in 1967.

Old timers remembered the nostalgic past as they watched demolition of the 1915 Building begin on February 7. Newcomers saw only a "cracker box"



Crowded conditions during the '60's, before the opening of the Witt Building in 1967, are shown above at the south end of the Roebling Building. Dr. Crego Smith in the background manages to confer with a visitor in spite of the congestion.

silhouetted against the towering Witt Building. Soon a giant hole in the ground was all that remained of the original building.

St. Valentine's Day 1967 marked the first use of time cards and time clocks by employees.

Old timer Jessie Halstead, R.N., became the new Day Supervisor and Margaret Steckel, R.N., became the Night Supervisor in March.

Surgery, headed by Mary Salceies, R.N., since 1964, had expanded into nearby areas of the new addition. Although still crowded, the enlarged new sterilizing room and a new autoclave helped ease the situation.

Pharmacy was now handling 355 prescriptions daily and had become one of the fastest growing

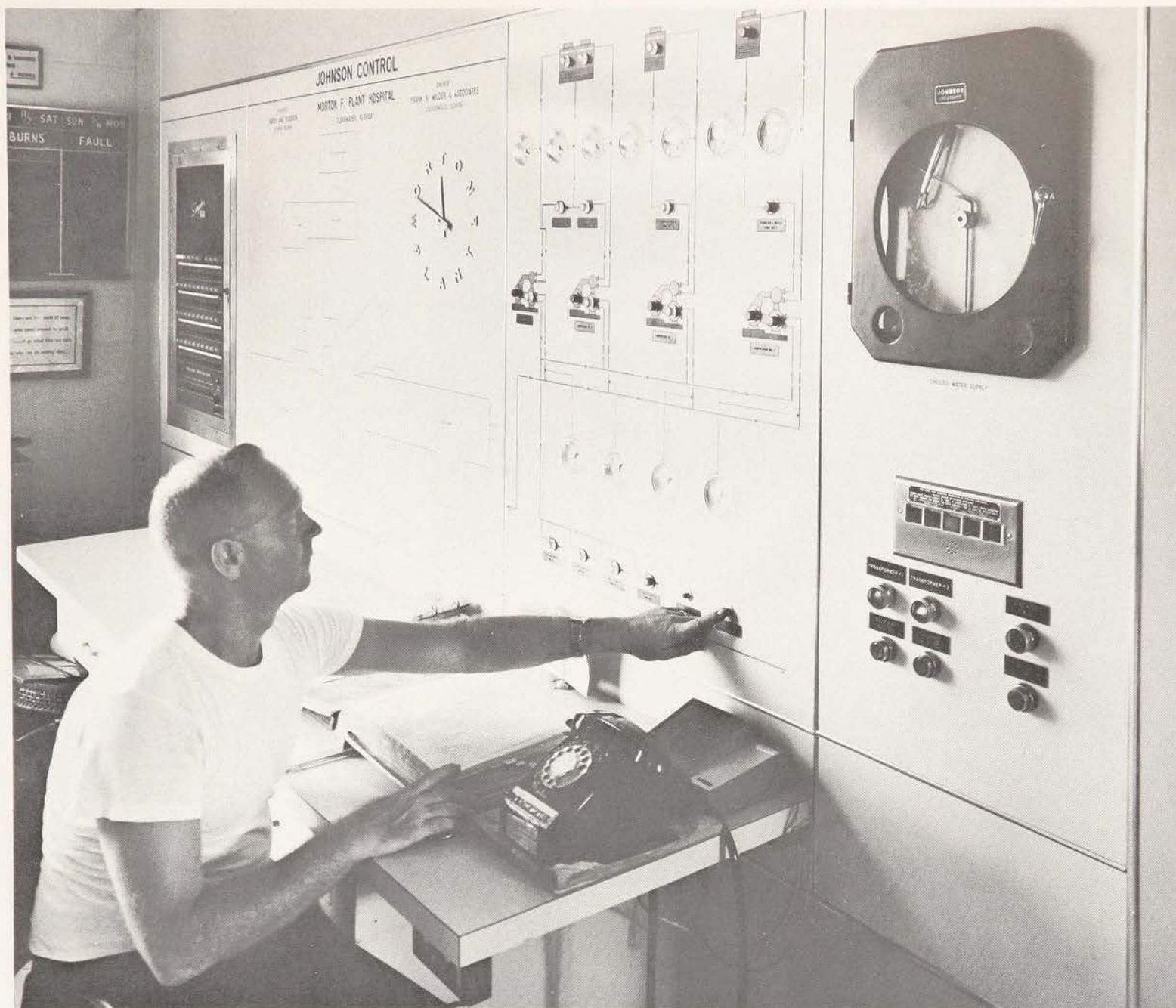
areas in the hospital. The staff waited impatiently during the spring of 1967 for expanded quarters.

The first Drug Fair, organized by head Pharmacist Roger Lapp in March 1967, introduced new drugs to the growing nursing staff headed by Katherine T. Smith, R.N.

The second "Old Timers Banquet" in May honored 155 employees and also turned an appreciative spotlight on the 437 members of the nursing staff.

"Dr. Richard Red" announced over the hospital intercom signaled the first fire drill for employees on May 2 and "Dr. Green" sent everyone back to work. After long hours of planning by the hospital administration, the system worked smoothly.

The opening of Witt 7 in June was "almost like



Ken Bird, Boiler Room Foreman adjusts the Johnson controls for the new 400 horsepower boilers costing \$25,000 installed in the Witt Building in August 1967.

being in the mountains" for the employees and patients enjoying the carpeted luxury of the hospital's "penthouse" floor.

Reconstruction during the year converted the old Dietary department into 3,500 square feet for Central Sterile Supply by October and completed the facilities for the Hunter Blood Bank.

The Hunter Blood Bank had purchased the first blood autoanalyzer in June 1966 and placed it in the expanded hospital laboratories in anticipation of the blood bank's return to the hospital building in the fall of 1967.

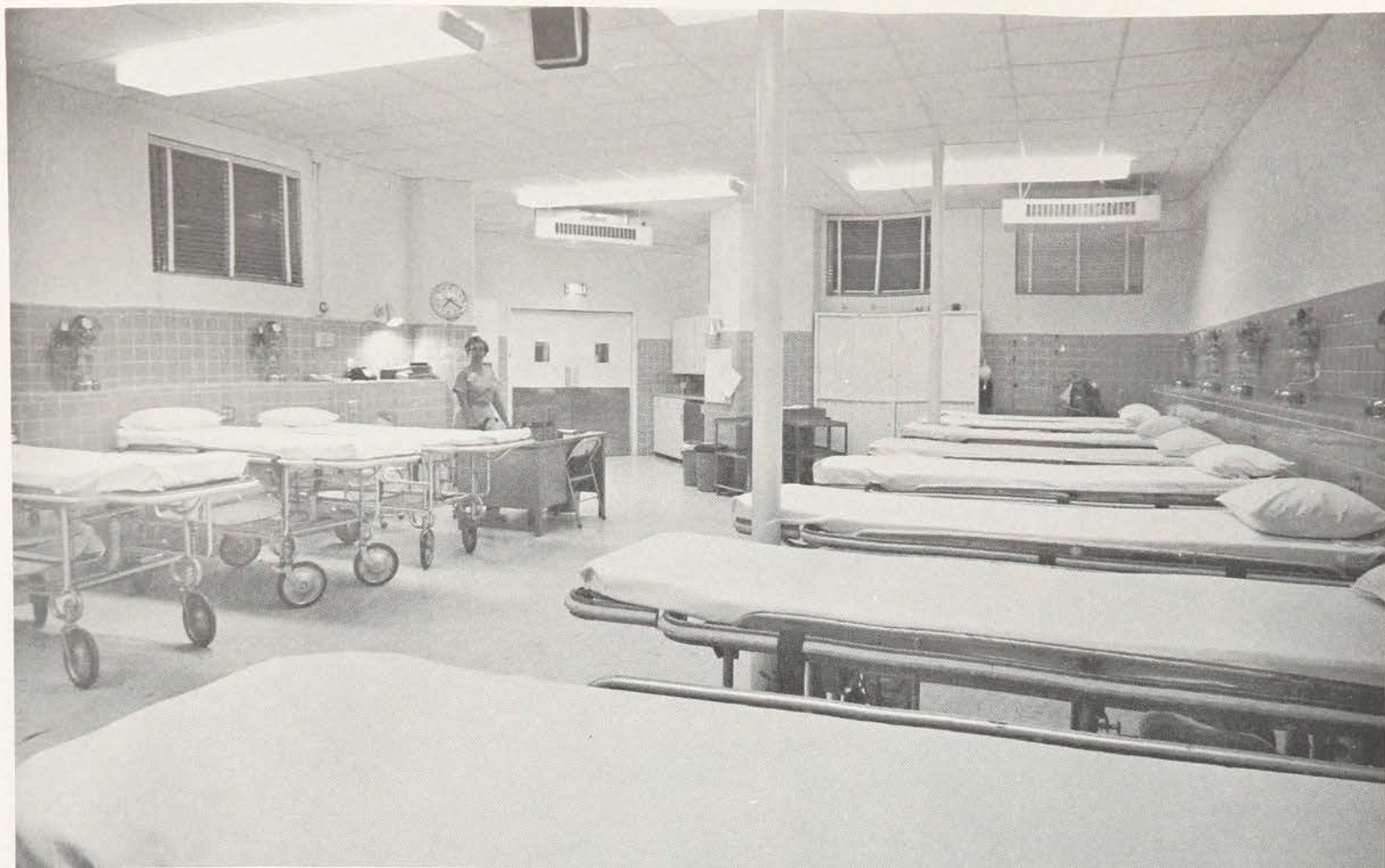
The newest department in the hospital was Systems and Data Processing using the new N.C.R.

(National Cash Register) 315 Computer located in the basement of the Witt Building.

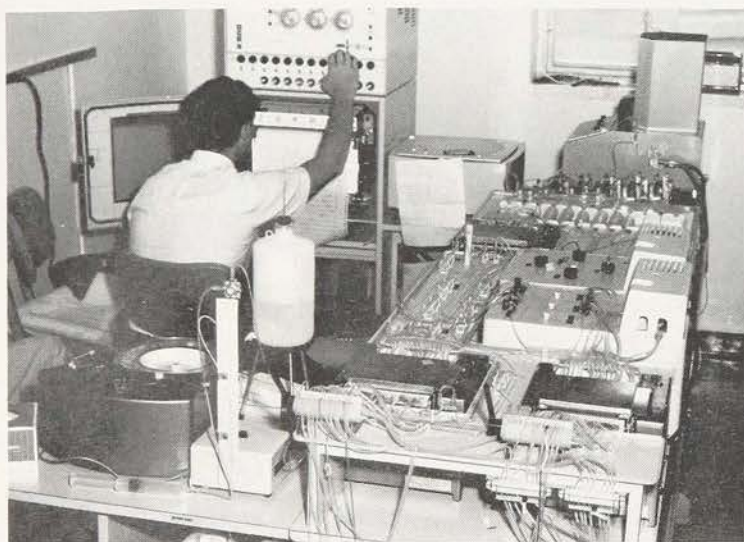
Supervised by Ralph Reigel, who had 19 years of experience in data processing and work with computers, the department began by processing inpatient accounting records and soon was handling payroll checks and dietary meal plans.

In August 1967, everyone was invited to peek through the large plate glass window at the "real live computer" in full operation.

The first hospital basketball team was organized by Jim Hemminger from the Data Processing department.



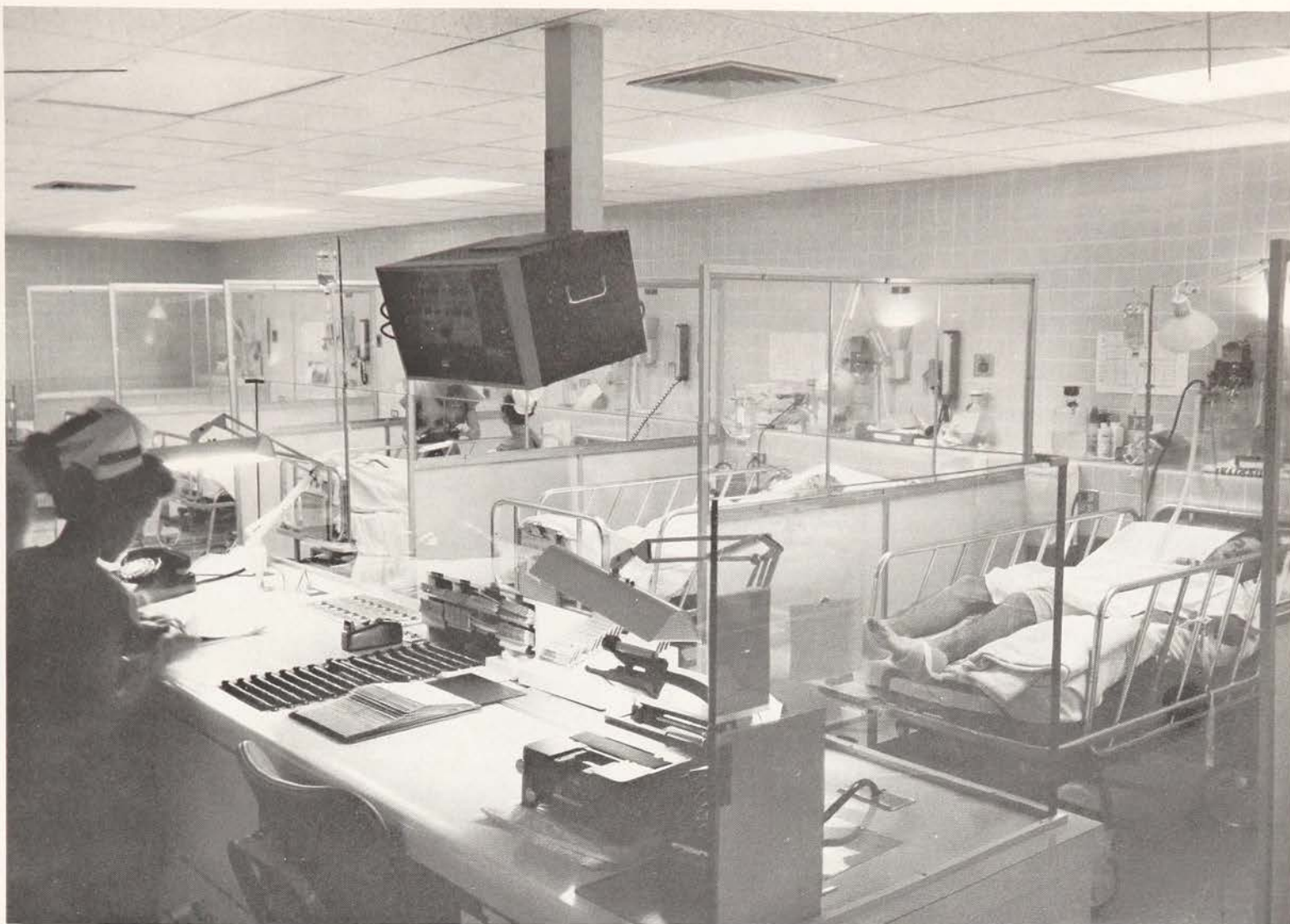
The new 16-bed Recovery Room on the third floor of the Witt Memorial Building was ready for business by the end of 1967.



The Hunter Blood Bank purchased the first blood autoanalyzer in June 1966 and placed it in the expanded hospital laboratories in anticipation of the blood bank's return to the hospital building in the fall of 1967.



Pharmacist Roger Lapp and employees in 1969. Today the Pharmacy department has grown to 46 employees.



The new 16-bed Intensive Care Unit opened on the third floor of the Roebling Building in December 1967.



X-ray was also desperately in need of space by the end of the '60's. Patients and families managed to smile in spite of it all, perhaps cheered by the colorful Christmas decorations.



Auxilians enjoy the bright new sewing room opened in 1968—another facility able to expand with the opening of the Witt Building.



Cheerful smiles and colorful red and white candy-striped uniforms worn by teenage auxiliaries brighten the day for patients today as they did in June 1965 when this picture was taken. The "Pink Angels" were organized during the summer of 1958 by Mrs. Lee (Beryl) Elliott and Mrs. J. Sudler (Catherine) Hood.

The new 16-bed Intensive Care Unit opened on the third floor of the Roebling Building in December 1967.

Existing training programs in X-ray and Inhalation Therapy were joined by inservice training for personnel in the Intensive Care Unit, the Cardiac Care Unit and operating rooms.

Meanwhile, the medical staff continued to expand and assisted greatly with educational programs throughout the hospital. Active staff members also began a series of Medical Information Forums in the community on subjects of general public interest.

New equipment in the building included the

"amazing" Tucker Window Washer, able to reach three stories above the ground, the Somerset Power Sweeper and the large housekeeping carts in the Housekeeping department under the direction of Mrs. Connie Dunaway.

The Auxiliary, under the direction of Mrs. Fred T. (Corinne) Peebles, paid off its five year \$75,000 pledge one year ahead of schedule and contributed an additional \$1,085 for the purchase of two pace-maker-defibrillators to be used in the Cardiac Intensive Care Unit. The organization now included 1,200 members, 700 of whom were active within the hospital.

The 200 member Sewing Guild, always one of the most active and productive services of the Auxiliary, moved into bright new quarters in part of the former dietary area following reconstruction during the summer of 1967.

The hospital's smallest department was Electroencephalography under the direction of Mrs. Marion Menzel and Mrs. Caroline Henkel.

By the end of 1967, 836 of the hospital's 934 employees attended the first Christmas celebration held within the hospital.

Growth continued in 1969 and Occupational Therapy began in January shortly before Harvey E. Penwell became the new Assistant Administrator.

The number of employees reached a new high in June when Medical Technician Susan Arrington became number 1,000.

The first Credit Union available to hospital employees began in October. The original Board of Directors of the West Coast Federal Credit Union included Carl Bender, Clara Monastra, Ralph Reigel and Claude Rice.

But problems were emerging as the hospital expanded in all directions. The most noticeable (and time consuming) was the increasing number of confused visitors continually becoming lost in the halls and elevators.

Instant success greeted color-coded directional lines leading to the Witt and Roebling elevators and the Morrow Pavilion. Red, green and blue tapes and painted lines were placed on the wall at first. Later, lines of colored tiles were permanently installed in the floors.



Department heads gather around the conference table during the late '60's. Many in this group helped organize the first credit union at MPH made available to employees during October 1969. Seated clockwise from left to right: Clara Monastra, housekeeping; Carl Bender, administrative resident; Ed Gallagher, dietary supervisor; Ralph Reigel, data processing; Kathy Wallace, X-ray; Claude Rice, internal auditing; Peg Matthews, R.N., anesthetist and Ken Bird, maintenance.

The End of the Decade

By the end of the 1960's, the quiet world of Morton F. Plant Hospital had expanded to include an impressive and almost overwhelming list of memberships, accreditations and affiliations:

- Joint Commission on Accreditation of Hospitals
- American Hospital Association
- Southeastern Hospital Conference
- Florida Hospital Association
- Blue Cross, Blue Shield of Florida, Inc.
- West Central Florida Hospital Council
- Health Activities Management Program, Inc.
- Florida State Board of Health, Education and Welfare
- (Social Security Administration—Medicare)
- American College of Radiology
- Pinellas County Adult Education Program—L.P.N. Training
- St. Petersburg Junior College—R.N. Programs

During the year 1969 to 1970, a record-breaking 18,536 patients were admitted to the hospital. An additional 36,097 patients were treated in the Emergency Room, which again emphasized the need for expanded X-ray and surgical facilities.

As a result, the services of Schmidt, Garden and Erikson of Chicago were contracted in March 1969 to develop preliminary plans and cost estimates for another addition comparable to the Witt Building.

The report showed that rising inflation costs would make the proposed building far more expensive than the \$5,000,000 Witt Building, necessitating even greater fund raising efforts than before.

Plans for the next large addition proceeded in spite of an unexplained drop in the summer patient census during 1969.

"Here we go again!" began the new decade of the 1970's as the board voted to proceed with the project immediately.

Charity Ball—An Event, a Tradition of Helping Those in Need

The following pictures are representative of the chairmen of past charity balls.



Left to right: Jim and Joan Quinlan with her parents Louise and Jim Roche



Mrs. J.O. (Ruth) Houze and Mrs. H.F. (Marguerite) Heye



Left to right: Ron and Karen Crown with her parents Mirth and Joe Cornelius



General Eugene Harrison and wife Karla



Arthur B.B. Harrison and wife Joan



Standing: Mrs. Richard (Jean) Carter, Mrs. James (Joan) Quinlan; seated: Mrs. John (Gloria) Sweger, Mrs. W. Penn (Patti) Dawson.

The 70's

1970 Administrative Staff

Executive Director, Roger S. White
Associate Director, John R. Gray
Administrative Resident, Carl J. Bender
Controller, Claude C. Rice
Development & Community Relations, Edward A. Michel, Jr.
Dietary, Mrs. Lillian K. Eckert, A.D.A.
Electrocardiography, Mrs. Gay McAllister, R. ECG. T.
Electroencephalography, Mrs. Marion Menzel, R. EEG. T.
Electronic Data Processing, Ralph N. Reigel
Housekeeping, Mrs. Constance L. Dunaway, L.P.N.
Inhalation Therapy, Richard L. Sullivan, R.I.T.
Laboratory, James B. Leonard, M.D.

Laundry, Paul Reardon
Maintenance & Plant Operation, Charles W. Emerson
Medical Records, Mrs. Ellen B. Browning, A.R.T. (Acting)
Nursing, Miss Katherine T. Smith, R.N.
Occupational Therapy, Mrs. Linda Stephens, O.T.R.
Pharmacy, Roger J. Lapp, R.Ph.
Physical Therapy, Benedict R. Kraus, R.P.T.
Print Shop, Melvin L. Baker
Purchasing, Carl S. Jackman
Radiology, Alfred Schick, M.D.
Security, Salvatore W. Cannizzaro
Speech Therapy Center, Mrs. Ida Michels

Morton F. Plant Hospital Association, Inc.

Board of Directors

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Harold L. Hoefman
President
Gen. Eugene L. Harrison
First Vice President
W. G. Wells
Second Vice President

L. Vernon Chappell
Third Vice President
Harold F. Heye
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John B. Messinger
Treasurer

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Dan W. Carlisle
Douglas W. Carr, M.D.
Jack M. Eckerd
Fred N. Gundrum
C. Raymond Lee

Julius L. Lovitz
J. Tweed McMullen
John H. Meek
William E. Nodine
John B. Sweger

Associates

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Taver Bayly
Donald E. Bleakley
Mrs. William Burchenal, Sr.
Vernon T. Burkett
John Chesnut, Sr.
Rev. Robert E. Coleman
Maurice M. Condon
Joseph F. Cornelius
Robert H. deGreeff
Donald T. Ehrmann
J. Lindsay Goehring
Philip F. Gray
John D. M. Hamilton

A. F. Head
Mrs. Hans F. Heye
John A. Jenkins
Timothy A. Johnson
Glenn E. Loughridge
Mrs. Joseph T. Lykes
Rev. D. P. McGeachy
Emil C. Marquardt
Judge A. P. Marshall
Harold C. Martens
Jack A. Moss
Thomas T. North
Mrs. Jesse I. Pavey

Miss Agnes M. Puddington
Mrs. Randolph E. Putnam
Paul F. Randolph
Ralph Richards
Mrs. Donald Roebbling
Mrs. Lucius S. Ruder
Maxwell B. Sackheim
F. Kiernan Schoonmaker
Frank Tack
John A. Taylor
Joe Turner, Sr.
Ralph P. Wagner
Waldemar S. Zschach

Development Council

*Wallace W. Blackburn,
Chairman
Samuel R. Coley
Maurice M. Condon
Joseph F. Cornelius
Donald F. Dunn
William M. Goza
*Philip F. Gray

*Fred N. Gundrum
*Gen. E. L. Harrison (ex-off.)
Dr. Rudolph E. Henning
Timothy A. Johnson
Harold C. Martens
*John H. Meek
*William E. Nodine
James Quinlan

Harry F. Roberts
Charles Rutenberg
*Maxwell B. Sackheim
C. P. Saclarides
Edwin H. Schmitz
Marion P. Smith
Byron Smitherman, M.D.

*Development Committee Members

Campaign Leadership

Campaign Organization:

F. Kiernan Schoonmaker,
General Chairman
William W. Gilkey,
Vice-Chairman

Pattern Gifts Division:

Joseph F. Cornelius, Co-Chairman
Timothy A. Johnson, Co-Chairman

Corporate Division:

James Quinlan, Co-Chairman
J. Floyd Glisson, Co-Chairman

Medical Division:

Byron Smitherman, M.D., Chairman

Memorial Gifts Division:

Dan W. Carlisle, Chairman
Marion P. Smith, Vice Chairman

Special Gifts Division:

John H. Meek, Chairman
C. P. Saclarides, Vice-Chairman

Business Division:

Richard Harrison, Chairman
Ronald C. Crown, Vice-Chairman

Public Relations:

William Burchenal, Jr., Chairman

Speakers Bureau:

William M. Goza, Chairman

Hospital Employees Division:

Kenneth Bird, Chairman
Sam Cannizzaro, Vice-Chairman

Sustaining Gifts Division:

Edwin H. Schmitz, Chairman
Walter L. Cooper, Section Chairman
Dr. Philip Frederickson, Section Chairman

Area Division:

William D. Neale, Chairman
James E. Phillips, Vice-Chairman

"Here We Go Again"

In 1969, the Board of Directors, medical staff and hospital administration tackled the problem of another addition to Morton F. Plant Hospital with organized gusto.

Statistics verified the growing pains felt in X-ray, the Emergency Room and Surgery. During the 10 years from 1960 to 1970, surgical procedures increased from 3,000 to 8,000; Emergency Room treatments rose from 8,978 to 36,097 and X-ray examinations increased from 9,000 to 44,285!

The latest developments in surgical suites, X-ray departments and emergency rooms were studied for new design possibilities and the placement of equipment.

Plans drawn by architects Schmidt, Garden and Erikson gradually took shape and it became clear that unprecedented public support would be needed to complete the \$10,000,000 proposed expansion of the hospital.

The board voted to set the minimum goal for the "New Dimensions in Service" Campaign at \$2,000,000. The remaining \$8,000,000 would come partially from funded reserves and investments and bequests totalling \$3,000,000. Seventeen local mortgage financing institutions would supply the remaining \$5,000,000.

F. Kiernan Schoonmaker agreed to head the campaign armed with his experience as Vice Chairman



Plans for financing the Barnard Building began in 1970 with F. Kiernan Schoonmaker as Chairman of the Development Campaign organization and Wallace W. Blackburn, Chairman of the Development Council.



Facing the changes in the '70's are Mabel Howard, R.N. and Annie Miller, R.N.

of the successful 1964 Golden Anniversary Drive. His knowledgeable assistant was William W. Gilkey. The Chairman of the Development Council at that time was Wallace Blackburn.

Title changes have taken place throughout the years as they became necessary in the expanding hospital. In January 1971 the board voted to change "Director" to "Trustee," and "Administrator" to "Executive Director" and "Chief of Staff" to "President." And in 1981, because of the increasing complexity of the hospital, corporate titles were instituted: The "Executive Director" is now the "President" and the "President" of the Board of Trustees is now the "Chairman" of the Board.

The "hospital family" as well as the Clearwater community, enthusiastically supported "New Dimensions in Service." Medical staff pledges increased throughout the year; 1,142 employees under the leadership of Ken Bird pledged \$100,000 and the Auxiliary led by Mrs. Franklin A. (Margaret) Keating prepared to donate a record breaking \$250,000.

While the plans were being drawn and the funds being raised for the new addition to the hospital,



Edward A. Michel, Jr., (left), Director of Development and Community Relations, congratulates Chairman Kenneth Bird (right) and Vice Chairman Sam Cannizzaro on a job well done as leaders of the employees' division of the 1970 Development Campaign to help finance the Barnard Memorial Building.

important changes were also taking place within the institution.

A Neurological Intensive Care Unit was established in 1971 to handle critical cases of all kinds. A specially trained staff of nurses was formed to serve in this section.

Efforts to relieve crowded conditions in the Emergency Room included the addition of a cast room and a combination electrocardiograph and defibrillator to eliminate time-consuming electrocardiograms for emergency heart patients.

Copenhaver, Decker and Bell, a professional association of physicians, was retained to staff the Emergency Room, where 37,290 patients were treated in 1971. Today known as Copenhaver, Bell and Associates, this group continues to provide round-the-clock service to the Emergency Room.

The X-ray department received a portable X-ray unit and a second \$33,000 isotope scanner. An additional room helped the rapidly growing department keep up with the community's needs while waiting for larger quarters in the new addition.

The first scholarship given by the Nursing department was awarded to Mrs. G. Virginia Hartley, LPN, to attend St. Petersburg Junior College School of Nursing. Her dedicated service in ICU since its beginning more than qualified her for the R.N. training.

The Auxiliary opened the Pink Bazaar on March 15 to contribute to the building fund pledge. The shop located at 328 Jeffords Street was open from

10:00 a.m. to 4:00 p.m., Monday through Friday and proved to be a lasting and beneficial branch of the organization. The Pink Bazaar, renamed the Auxiliary Attic in 1981, today remains near the hospital at 1240 South Fort Harrison Avenue.

Rapid improvements in hospital equipment during this time and in the years to follow made keeping the hospital up-to-date a constant and sometimes frustrating expense.

Administrator Roger White explained the difference between running a business and a hospital this way:

"In industry, approximately one-third of the operating budget goes for wages; in a hospital where no machine can replace the warmth and comfort of human care, wages count for two-thirds of the budget.

"Industrial equipment is purchased with a life expectancy of 10 or possibly 15 years, but with the rapid advances in medical knowledge, a hospital may buy a piece of diagnostic or therapeutic equipment with the full realization that it will probably be obsolete before the employees have completely mastered its operation.

"Similarly, while industry may be able to shut down a plant while renovations are being made, such is not possible in a hospital. While plans are being made for extensive changes and additions, the day-to-day tasks of caring for the sick must continue."

The average number of patients per day continued to rise from 399 in 1970 to 413 in 1971 when 18,235 admissions were recorded. The number of employees increased proportionately from 1,148 to 1,245.



Administrator Roger White dictates a letter to Executive Secretary Ann Harris, who served in that capacity during his entire administration from 1961 to 1976.



Intensive education on drugs is made available to nurses at the Morton F. Plant Hospital in Clearwater, Fla., by means of a drug fair held yearly for them. The drug fair is open to all nurses in the county and it is designed to provide them with full data on new drugs, new dosage forms, preferred methods of administration and other pertinent facts. Roger J. Lopus, chief pharmacist at the hospital and fair coordinator, is shown at left. Miss Wylie Dean, Fairchild, staff

nurse in the Plant Hospital's intensive care unit, checks out literature on new drugs. At right is John Davidson, Parker-Davis representative. The fair offered a number of exhibits in addition to the one shown here. Nurses were eager to gather as much information as they could during the one-day drug fair and it provided Pharmacia Lopus with an opportunity to offer answers to many questions posed by the nurses. The drug fair also made for closer inter-professional ties.

The MPH Drug Fair gained national recognition on the cover of Drug Topics, a major pharmaceutical journal in June 1970.

Three-fourths of the drugs used in 1970 had not been in existence 10 years before.

The fourth annual Drug Fair attracted 335 nurses from the entire area including five nursing homes and seven hospitals. Thirty-six drug companies participated in the day long exhibition held in Tuttle Auditorium.

By 1971 the annual Charity Ball had earned a total of \$388,000 to assist over 3,100 patients unable to pay hospital expenses. The 14th ball, under the direction of Mr. and Mrs. John B. Sweger, earned \$25,729.70 for the charity fund.

Money was not the only contribution made to the hospital. Unusual gifts included 90 bushels of wheat from a "friend in Kansas" (fortunately sold by his broker before delivery) and a ticket to the Irish Sweepstakes for three years (that did not win).

March 19, 1971 construction began on the 7,000 square foot laundry building behind the Maintenance department thereby launching the \$10,000,000 expansion program.

The \$474,000 cost of the project included the \$142,000 German-built Renrew-Poensgen "flow-



Great excitement greeted the arrival of the new "flow-line" washer in July 1971. The machine, packed carefully in waterproof crates, was delivered on huge flatbed trucks and was equipped with its own unloading crane. By October the new \$500,000 ultra modern laundry was in full operation.

line" washer-dryer capable of processing 13,000 pounds of laundry in one day. (The average household generates approximately 40 pounds per week).

During a European trip following the opening of the Witt Building, Charles Emerson, Director of Planning and Construction, had investigated the giant machine built in Düsseldorf. His favorable report on the continuous-flow machines being used in Bern, Switzerland led to the purchase of the washer-dryer which remains in use today. Its economical operation continues to reduce cleaning supplies by 50% and consumption of water, fuel and electricity by almost 75%.

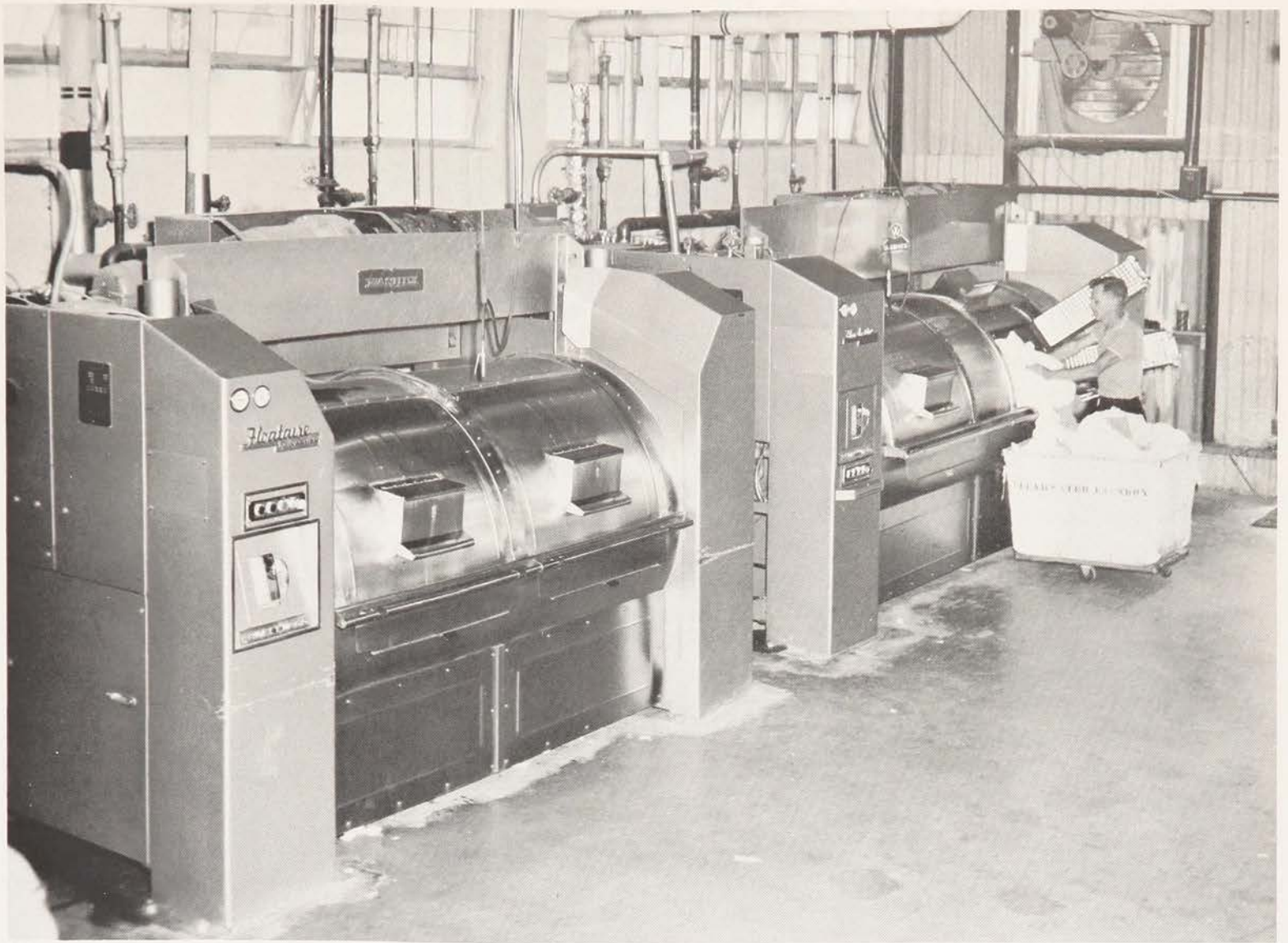
Complete installation of the machine was included in the purchase price, and in July, great excitement greeted the opening of the giant crates hauled in on flatbed trucks.

By October the new laundry was in full operation under the direction of department manager Paul Reardon and Morton F. Plant Hospital was in the spotlight. Visitors and hospital superintendents arrived almost daily to inspect the unique laundry plant—one of only 15 in the United States.

Employees approved and rejoiced at the removal of the "killer" washing machines formerly used in the hospital.

Another memory fell before the giant steel demolition ball in May 1972 when the "Sunshine Annex" housing the hospital's original laundry was demolished to begin construction of the new building.

New laundry equipment was only part of the story of Charlie Emerson and Morton F. Plant Hospital. His constant concern for the welfare of the hospital has saved the institution thousands of dol-



These 400 and 600 lb. capacity washing machines, installed in June 1966, soon became filled to capacity and were known as the "killer machines" before the installation of the German-built Renrew-Poensgen "flow-line" washer-dryer during the summer of 1971. The \$142,000 machine remains in use today.

lars over the years. Under his direction, renovations made by the Maintenance department during the 1960's and 1970's often eliminated the need for expensive private contractors.

During this time, the Florida State Surplus Properties Division made surplus equipment available to

boards of education and non-profit hospitals. Charlie hauled machinery, furniture and equipment of all kinds including a forklift and a \$22,000 flatwork ironer (costing only \$4,750) to the hospital from the site at Camp Blanding near Starke.

The Barnard Memorial Building

Vital Statistics

Construction of the \$10 million, eight-story Barnard Memorial Building lasted from 1971 to 1975. Problems and delays caused by changing regulations plus architectural mistakes made the addition one of the most troublesome in the hospital's history. However, the final result has established it as one of the most useful additions to the hospital, housing new quarters for patients as well as Surgery, the Emergency Room and an expanded X-ray department.

The vital statistics of the building will be briefly presented here for future reference.

Contractor—Frank J. Rooney Company of Orlando was awarded the contract for \$9,674,026 on November 23, 1971; signed by President of the Board Eugene Harrison on January 18, 1972.

Groundbreaking Ceremonies—December 19, 1971. Building named in honor of Edward R. Barnard during the ceremonies.

Building Permit—Issued March 3, 1972.

Topping Out Ceremonies—April 5, 1973.

Dedication Ceremonies—January 19, 1975. Dr. Denton A. Cooley, Chief Surgeon of the Texas Heart Institute, main speaker.

Building Opens—First patient, Richard Shimer, transferred from Roebeling 3 to Barnard 7 on March 17, 1975.

Morton F. Plant Heart Center—First open heart surgery August 12, 1975 on patient Carl F. Bales. Members of the first open heart surgery team were: Dr. Javier Ruiz, Chief Heart Surgeon; Dr. Charles Lasley, Thoracic and Cardiovascular Surgeon; Dr. Andrew Rackstein, Anesthesiologist; Don Williams, Heart/Lung Technician; Madelyn Lawson, R.N., Intensive Care Nursing Specialist; Dr. Edward Pollock, Cardiovascular Radiologist; Dr. Donald Eubanks, Director of the Cardiovascular Laboratory.

The surgical suite in the basement of the Barnard Building was first used on July 7, 1975.

The Heart Center, a full service heart program, was an outgrowth of this expanded facility.

Edward R. Barnard

1901-1967

The story of Edward R. Barnard and Morton F. Plant Hospital began in 1957 when Barnard joined the Board of Directors two years after retiring to Clearwater. His engineering background helped guide the hospital through three major expansions during the years that he served as head of the Planning and Construction Committee—from 1959 until his death in December 1967, almost a year after the opening of the Witt Memorial Building.

Barnard was a hard-working, self-made man and

highly respected by those who knew him. Former Administrator Roger White remembers him as a "brilliant man, well-read, well-traveled—just a lovely man. Everyone admired him. He could give a lecture on any subject (like chemistry) and make it understandable to a lay person's mind like mine."

"He had character and it showed," recalls Ann Harris visualizing the familiar figure entering the Administration offices.

Born in Wilmington, Delaware in 1901, Barnard



Edward R. Barnard, hospital benefactor and dedicated member of the Board of Directors from 1957 until his death in December 1967.

received both a B.S. degree and a Master's degree in Mechanical Engineering from the Massachusetts Institute of Technology. He was associated with Standard Oil of Indiana for 21 years, and at the time of his early retirement, was Associate Director of the Research and Development Division. During World War II, this division was very active in the development of fuels and lubricants for the armed forces.

Lead-free gasoline was only one of his many achievements with the company and it was another of these experiments that nearly cost him his life and forced his early retirement.

Few people knew the story. Barnard was not proud of having developed the highly flammable Napalm used in flame-throwers and insisted on

testing the dangerous fuel himself. During the initial test, he was severely burned, and after three years of recuperating in hospitals and at home under the constant care of his wife Nida ("Buzzy"), he retired to Clearwater in 1955.

When his health returned, he took an active interest in the expanding hospital and was one of the most instrumental planners of the Roebling Building, the Morrow Pavilion and the Witt Memorial Building. His death was mourned by all who knew him and many who did not. Following his wife's death in 1968, the Barnards' entire estate, totaling more than \$750,000, was willed to the hospital that he loved so well. His portrait by artist Russell Robinson today hangs in Tuttle Auditorium.

The Barnard Building

The first of many frustrating delays in the hospital's expansion plans began while the Barnard Building was still a gleam in the eyes of the Planning and Construction Committee.

Requests for bids on the new eight-story building were postponed from September 1971 until the late fall when presidential price freezes would be lifted and contractors could more accurately predict construction costs.

Finally, bids were opened on November 23, 1971 and Frank J. Rooney Company of Orlando was awarded the building contract for \$9,674,026, signed by General Eugene Harrison on January 18, 1972.

Not even a blustery, overcast Sunday could dampen the groundbreaking ceremony on December 19, 1971 as almost 300 enthusiastic spectators gathered under the two striped tents for the festivities. Music provided by 95 members of the Clearwater High School Band preceded the symbolic shoveling of dirt by Chairman of the Planning and Construction Committee Vernon T. Burkett, Executive Director Roger S. White, President of the Morton F. Plant Hospital Association Gen. Eugene L. Harrison, President of the Medical Staff Samuel T. Register, M.D., and general Chairman of the fund raising campaign F. Kiernan Schoonmaker.



A cold drizzle failed to dampen the spirit of the groundbreaking ceremonies for the Barnard Memorial Building on December 19, 1971. Left to right: Dr. Samuel Register, President of the Medical Staff; Wallace W. Blackburn, Chairman of the Development Council and F. Kiernan Schoonmaker, general Chairman of the fund-raising campaign take the first symbolic shovels of earth for the \$10-million project.



On May 6, 1972, an impressive parade of concrete mixer trucks lined up to begin the largest "pour" ever attempted in Pinellas County to form the giant slab supporting the Barnard Building.

During a brief ceremony, General Eugene L. Harrison officially named the building in honor of Edward R. Barnard whose death in 1967 marked the end of more than 10 years of dedicated service to Morton F. Plant Hospital.

New fire and safety standards set in 1971 challenged the talents of the hospital's Maintenance department which brought several of the older nursing stations up to par, saving the institution over 50% of the cost of hiring an outside contractor.

Title changes in 1971 made Dr. Samuel T. Register the first "President" of the Medical Staff.

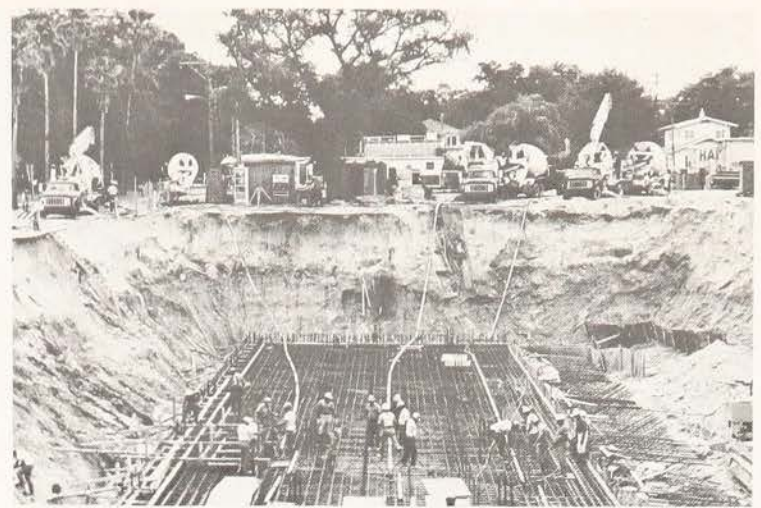
In July 1972, after serving six months as President of the Medical Staff, Dr. Richard B. Cuthbert, accepted the newly created full-time position as the hospital's first Director of Medical Affairs. Dr. David M. Weible finished out Dr. Cuthbert's term as President and continued in this position for another full term.

Work on the parking lots continued during the spring in preparation for the start of construction on the new building.

The largest building permit to date in the city of Clearwater was issued on March 3, 1972 to Vernon T. Burkett, Chairman of the hospital's Planning and Construction Committee for the \$9.6 million Barnard Building.

Construction of the Barnard Building began and everyone watched with amazement as the giant hole in the ground on the north side of the hospital continued to deepen.

During the spring, hard hats became the fashion of the day in Medical Records as pipes were re-



The entire production of all the concrete plants in Pinellas County for 12 hours was delivered to MPH on May 6, 1972, when more than 1,987 cubic yards of concrete weighing almost eight million pounds were spread over steel reinforcing rods to form the first part of the "floating slab" for the Barnard Building.

routed through the department for the new building.

On May 6, an impressive parade of 40 concrete mixer trucks lined up to complete the largest pour ever attempted in Pinellas County at that time.

The "mat" construction of the huge floating slab was used instead of pilings to support the eight-story building and to spread the weight of the building over a wider area.

The first giant pour was followed in six weeks by a second layer of concrete and a few weeks later by the third and final layer to prepare the foundation for piping and wiring.

Some things never change; work slowed during the fall as backfilling around the base of the structure became necessary to alleviate the recurring drainage problem.

However, by the end of the year, workmen were busy adding the third level of the building and the goal for completing the new addition remained the summer of 1974.

Relief for the nagging parking problem came on June 30 when the large gully facing the southwest corner of the Witt Building was cleared and leveled with fill from the site of the Barnard Building. Soon this new parking lot opened with over 100 spaces for employees and visitors.

In an effort to secure greater public support, the Hospital Development Council under the direction of F. Kiernan Schoonmaker, expanded in many directions during 1972.



Arthur Fiedler, famed conductor of the Boston Pops Orchestra, directs an outstanding performance by the Pinellas Youth Symphony in October 1973. This memorable dinner concert raised \$9,000 for an electro-scanner to update the rapidly-growing Cardiac Care Unit at MPH.

One of these directions was the establishment of the Public Relations Committee. The committee, chaired by William Burchenal, Jr., organized a special dinner/concert which was to be held annually as a hospital benefit.

The successful benefit began with "An Evening on the Danube" on November 7, 1972 at the Fort Harrison Hotel. The concert by Maestro Leon Pouloupoulos conducting the 56 member Clearwater Symphony Orchestra and the elegant dinner netted approximately \$4,000 to help equip the new building and brought 50 new members into the hospital association.

The most memorable dinner concert, in the opinion of many guests, was held the following October when the late Arthur Fiedler, famed conductor of the Boston Pops Orchestra, cajoled, coaxed, demanded and received an outstanding performance from the Pinellas County Youth Symphony Orchestra to raise \$9,000 for an electro-scanner to update the rapidly-growing Cardiac Care Unit being developed by the hospital.

In March 1972, a special Pacemaker Room was installed in the Cardiac Care Unit. The \$22,000 facility was almost entirely constructed by the Maintenance department, and included a sterile operating room used to implant both temporary and permanent pacemaker devices.

President of the Board General Eugene L. Harrison firmly stated the hospital's continuing high standards of service in 1972:



An "Evening on the Danube" held November 7, 1972 was the first of several annual benefit concerts held at the Fort Harrison Hotel to provide funds for the Barnard Building. The affairs attracted many of Clearwater's leading citizens. Among those present were: left to right (seated): Mr. and Mrs. Richard Harrison, Mr. and Mrs. Charles Barber, Mr. and Mrs. William Burchenal, Jr. and Edward Preodor (Conductor of the Pinellas Youth Symphony) and his wife.

"I believe that despite the complex machinery of modern patient care, the basic principle of the voluntary hospital remains the same. The medical facility is charged with the responsibility of being especially attuned to the health care needs of the people it serves. It should be so receptive, in fact, as to anticipate future demands for service and take steps to prepare for them."

In October, the first Psychiatric Unit opened on Station 2 of the 1953 Building under the direction of Mrs. Judith Gammonly, R.N. Prompted by the new Baker Act, which provided funds for short-term mental health care, the long-awaited 19-bed facility averaged 13 patients per day during the first three months of operation.

The Auxiliary began 1972 with more than 700 men and women actively participating in the hospital each week. "Actively" is not a word of exaggeration to describe the participation in jobs held by these indispensable volunteers. A pedometer strapped to the ankle of one of the ladies pushing the gift cart through the hospital halls registered seven miles at the end of an average day of service!

The Coffee Shop, for the first time in its history, became separate from the Auxiliary in 1972 and was operated by the hospital's Dietary department to avoid major price increases in the menu. Today, the Coffee Shop is franchised independently from the hospital.



The new cardiac care pacemaker room in 1972. Ken Pierson, maintenance engineer, is checked by Phyllis Poletz, R.N.

1973—Statistics, The Name of the Game

The year 1973 brought federal controls to the expanding hospital. Among these was Phase III of the Economic Stabilization Program restricting all hospitals to employee salary increases of no more than five and one half per cent. The medical facilities were also required to hold increases in patient charges to a maximum of six per cent.

Hospital suppliers were not regulated by the program, however, and continued to raise prices. But, the hospital managed to comply with the regulations despite admitting more than 20,000 patients during the year.

Statistics became the name of the game in 1973 when the medical staff, under the direction of Dr. David M. Weible, laid the groundwork for the Professional Activities Study, Medical Audit Program (PASMAL) scheduled to begin in March 1974. Through the program, every medical procedure performed in the hospital would be reviewed and converted to statistics. The figures would then be compared with procedures followed at other member hospitals.

PASMAL was a forerunner of the 1976 federal requirement for auditing all procedures in the hospital to insure acceptable quality and minimum cost for Medicare and Medicaid benefits.

Director of Nursing Katherine T. Smith, R.N., resigned on January 1, 1973 after 15 years of service and was succeeded in the position by Mrs. Joyce Paregis, R.N.

When Miss Smith assumed her duties in November 1957, the medical staff numbered 48 and the nursing staff approximately 94 within the hospital. By 1973, these numbers had grown to 154 physicians and 525 nurses.

Topping out ceremonies were held for the Barnard Memorial Building on April 5, 1973. Spectator's spirits rose with the arborvitae tree (tree of life) to the roof of the eight-story building as the announcement was made that the completion date would be in April 1974. The new addition was more than 50% completed by the end of the year and nobody could foresee the frustrating delays that would postpone the dedication of the building until January 1975.

Severe overcrowding continued in the Emergency Room, X-ray department and Surgery. Antic-



A giant step in the construction of the Barnard Memorial Building is celebrated by Topping out ceremonies held April 5, 1973. From left to right: Dr. Richard Cuthbert, the first Director of Medical Affairs; Roger S. White, Administrator; Tom Register, contractor; Gen. Eugene L. Harrison, President of the Board of Trustees and Vernon T. Burkett, Chairman of the Planning and Construction Committee.

ipation of enlarged facilities for critical care areas and an additional 250 needed beds also made waiting difficult.

New Assistant Administrator Thomas C. Sawicki was assigned the task of preparing for the move into the new addition. In 1973 this included phasing in the new computer system that was expected to streamline much of the hospital's increasing paper work.

The computer project known as "Operation Switchover" presented language problems for six months during the changeover of 300 electronic data processing programs to COBOL (computer language) in preparation for Honeywell's sophisticated new 2040 computer.

Improved heart monitoring equipment was installed in the Cardiac Care Unit with plans for relocation on an entire floor of the new building. The impressive \$43,000 master control console could now monitor 10 individual bedside units.

The X-ray department added a special gamma camera for nuclear medicine. The instrument scanned tissue that would not respond to conven-

tional X-ray techniques and was the forerunner of the hospital's Nuclear Medicine department established as a separate entity in 1977 under the direction of Dr. Benjamin I. Friedman who heads the facility today.

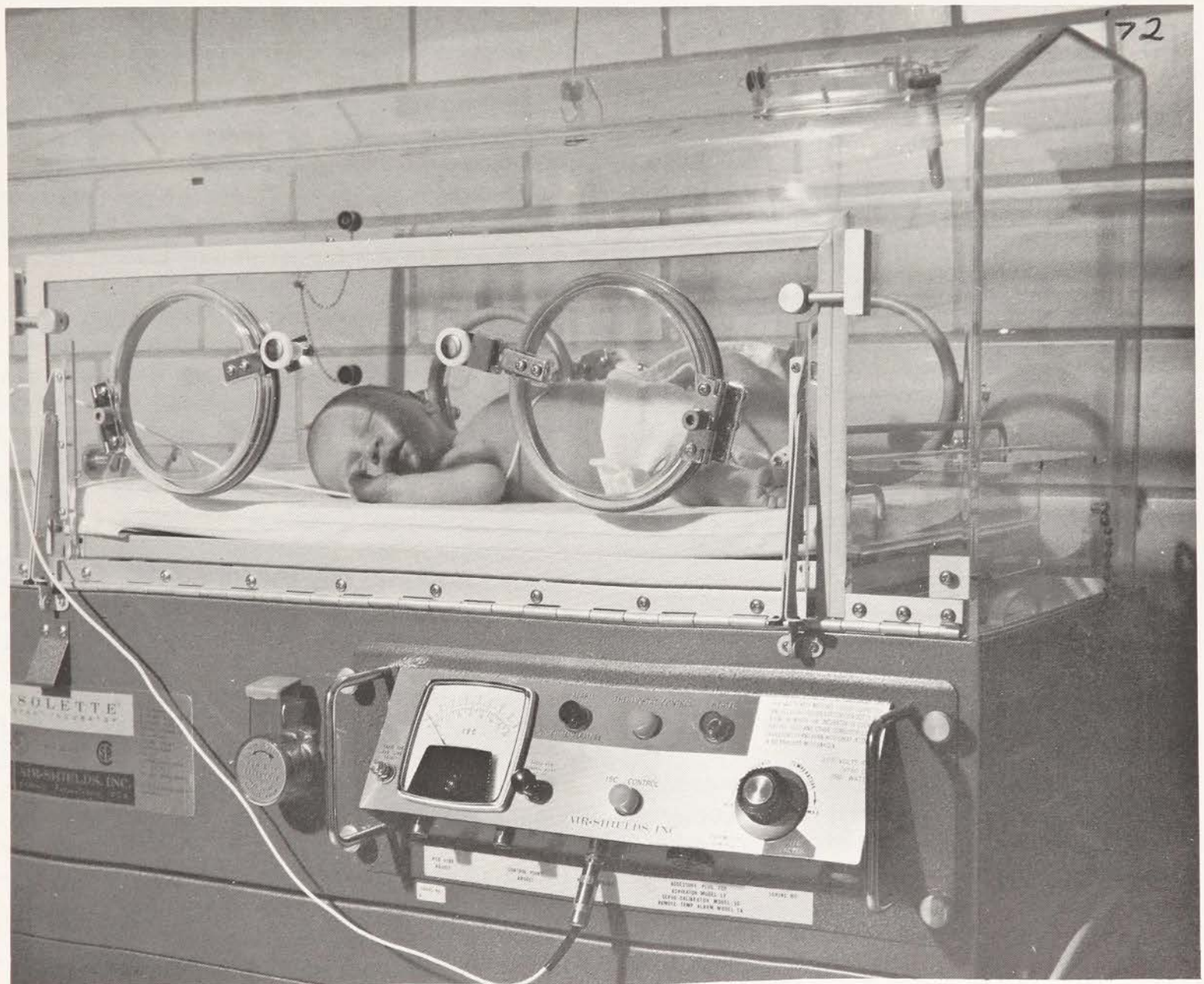
In 1973 the Education department conducted the first training schools for unit clerks (formerly ward clerks) and surgical technicians ever taught entirely by hospital staff members. A more intense program of orientation was also developed for the nursing staff.

In answer to a great community need, especially among elderly citizens, the first inpatient stroke

team was organized to aid in the recovery of stroke victims. The team included members from the Speech Clinic and the Occupational and Physical Therapy departments. Social workers were consulted when needed to assist with readjustment to life outside the hospital.

During July and August, the Maintenance department remodeled the OB Nursery to create an Intensive Care Unit for premature babies.

Meanwhile as construction continued on the new building, legal storms were brewing outside the hospital.



This modern incubator installed in 1972 was a far cry from the orange crates used for the tiny McMullen twins in 1939.

Legal Headaches

No history of medicine in the 1970's would be complete without mention of the ugly malpractice suit. Physicians and hospitals suddenly found themselves as defendants in court actions, that before the emergence of Attorney Melvin Belli and others, would have been considered ridiculous.

As a result, hospitals and physicians alike quickly pulled back unsolicited helping hands that dared not fail for fear of legal retribution.

Malpractice insurance skyrocketed and was reflected in medical fees.

Dr. James Stem, a Clearwater Pediatrician for 25 years, contributed the following explanation in the *Clearwater Sun* on August 12, 1973. At this time he was immediate past president of the Florida Pediatric Society and one of Clearwater's most highly respected physicians, deeply concerned with the changing patient-physician relationships taking place in society.

He wrote: "One of the most insidious factors and one which is most difficult to measure in its effect on patient-physician relationships is the malpractice suit. These claims and suits have, unfortunately, soared in frequency as have fantastically high judgments by juries.

"Most people don't realize that more than one-third of the increase in medical care costs is a direct result of malpractice suits against physicians. For example, I dug through my files to come up with my first malpractice insurance policy. The cost of this policy was \$32.62. The cost of the coverage I now carry is more than 15 times that, while the cost of the basic office visit has only doubled."

Dr. Stem also pointed out that recent malpractice suits in Pinellas County had amounted to a half million dollars. He explained that this leads to the practice of "defensive" medicine by physicians who feel compelled to use expensive X-rays, perhaps unnecessarily, and to refer patients to specialists for every problem.

During this time the hospital was also receiving criticism. Nothing the institution did seemed to be

right. An indigent Emergency Room patient helped repeatedly by social workers, but finally refused treatment, made headlines when he died the next day. Nobody mentioned the charity patients popping into the Emergency Room, many to have babies without prenatal care, who ran up a \$537,000 deficit by the end of 1972.

The rash of lawsuits during the early and middle 1970's covered everything from fingers injured in 1965 to racial charges for refusing a physician membership on the staff, long after successful integration had been accomplished. Another involved a restraint of trade charge by one of the hospital's contracted physicians. Eventually the hospital was exonerated of all of the charges.

In answer to the storm of bad publicity, President John B. Sweger repeated the hospital policy during the association meeting in February 1975: "This philosophy is to provide the finest medical care to everyone and to never turn anyone away regardless of race, creed, color, national origin or ability to pay. With a creed like that, I believe that the hospital can weather this storm without sacrificing our principles or lowering our standards." (However, in 1981, due to a \$3 million loss in bad debts and charity, the hospital policy [under the direction of Chairman of the Board Richard C. Colton] was revised to read: "Regardless of race, creed, color or national origin, Morton F. Plant Hospital will provide necessary health services to members of the community served by the hospital. As the hospital's charges are designed to reflect the income necessary to operate the institution without personal financial benefit to any individual or corporation, it is expected that those benefiting from the services will equally share the responsibility for charges incurred. Those individuals who demonstrate that they do not realistically have the ability to pay for such services will be provided hospital care to the extent that the financial stability of the hospital is not thereby jeopardized.")

More in 1974

Problems with the hospital's public image were matched by frustrating delays in completion of the Barnard Building during 1974.

Close supervision by members of the Construction Committee alleviated many problems before they progressed from the blueprints to the actual building.

Unfortunately, the architects could not foresee new state government regulations that would change the size of "EXIT" signs from four to six inches high and hallways from six to eight feet in width. The law also specified that a stairway must be located within 100 feet of any room. Construction halted in the new building with the discovery of six foot halls and stairways almost 105 feet from the rooms.

All existing areas not conforming to the regulations had to be torn down and rebuilt!

Costs of equipping the new building exceeded the original budget estimate by almost \$500,000. Not only higher prices, but increasingly sophisticated equipment made the higher costs unavoidable, even though as much equipment as possible had been ordered ahead and warehoused in anticipation of price increases.

Loyal members of the association responded immediately in April with 25% of the additional funds

necessary to equip the new building and more pledges soon followed to complete the drive.

An economic slowdown in the area forced several of the subcontractors into bankruptcy and the Planning and Construction Committee watched carefully as bonding companies completed the work.

During this time, unpredictable delays in equipment deliveries stretched everyone's patience, but strict insistence on the originally specified items kept quality high during the construction.

No omissions or second-rate substitutions were permitted.

Meanwhile, within the hospital, memos were flying back and forth among the Education, Administration and Maintenance departments all joining forces to set up the Critical Path Analysis for moving existing departments and equipment smoothly into the new building.

The challenging intricacies of coordinating such a massive move deserves the highest praise possible for those involved.

The hospital continued to grow in 1974 with 20,000 admissions, 202,110 laboratory tests, and 44,799 radiology treatments and X-rays.

When the medical staff jumped from 165 to 177 in 1974, a temporary moratorium was placed on the admission of new physicians to the staff.

The Heart Center

Members of the new Morton F. Plant Hospital Heart Center eagerly awaited the opening of the Barnard Memorial Building.

For more than two years, plans had been underway to add heart catheterization and open heart surgery to the cardiac program instituted five years before through the efforts of Dr. Charles Lasley, a thoracic and cardiovascular surgeon.

Following a visit from Dr. Lasley in May 1974, Dr. Javier Ruiz, a member of Dr. Denton A. Cooley's surgical staff at the Texas Heart Institute in Houston, agreed to head the Morton F. Plant Hospital team.

The successful visit also arranged for Dr. Cooley to be the keynote speaker for dedication ceremonies for the Barnard Building in January.

Dr. Donald Eubanks, a former Professor of Cardiology at the University of Tennessee Medical School, became the first Director of the Cardiovascular Laboratory where delicate dye tests are among the procedures used to determine the need for and the type of heart surgery to be performed.

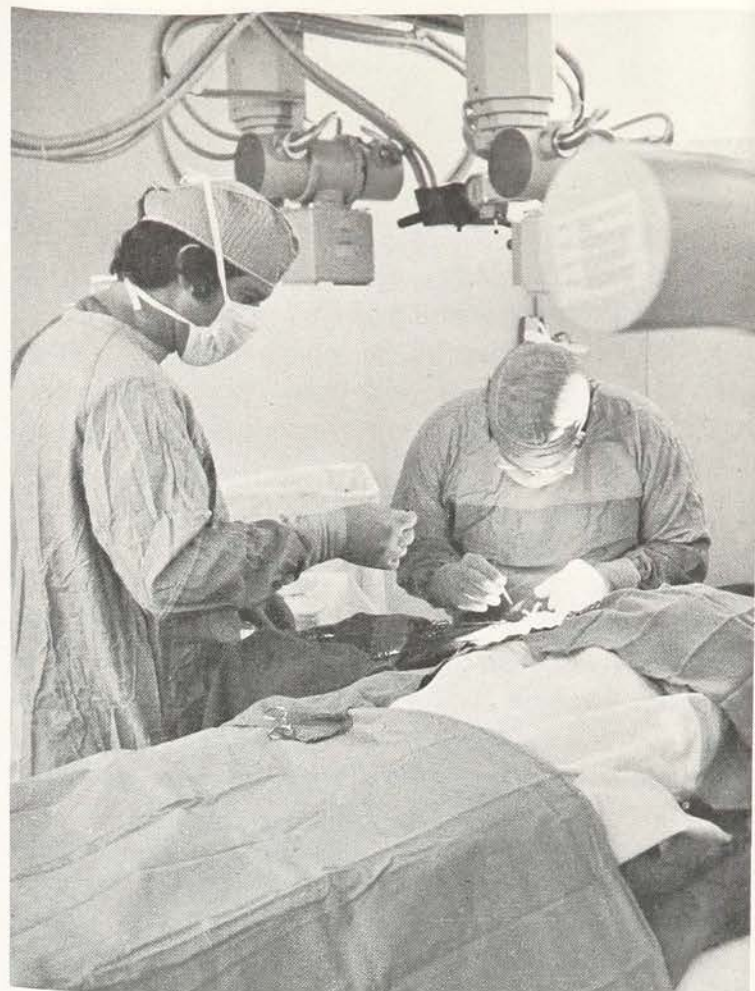
Chuck Albury, a well known columnist in the Clearwater bureau of the *St. Petersburg Times*, summed up the program for the community on December 19, 1974: "The heart catheterization and open heart surgery program being established in the new Barnard Memorial Building, due to open early in 1975 at Morton F. Plant Hospital, is a good example of today's high cost of specialized health treatment.

"Equipment for the laboratory has cost about \$250,000. The heart/lung machine came to \$15,000 and there are some disposable units which make for a continuing cost.

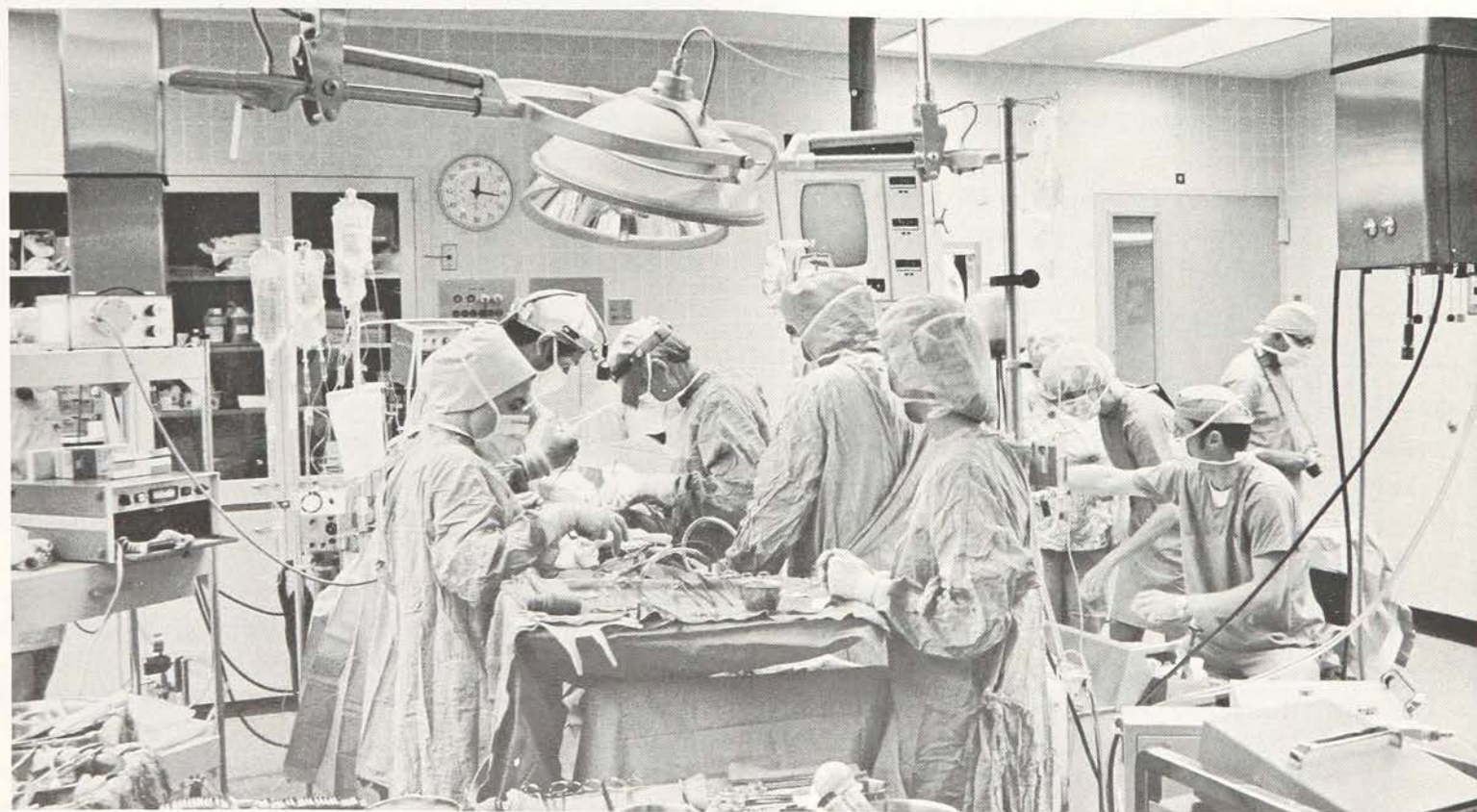
"Patients who receive open heart surgery in the new program will require hospitalization for eight to 10 days and the average patient cost is expected to be about \$10,000.

"The value of the treatment is, of course, priceless to the patients who have defects corrected to sustain their lives."

All that remained was the opening of the expanded surgical facilities in the basement of the Barnard Building. This was finally accomplished on



Heart catheterization, under the direction of Dr. Donald Eubanks, is an essential part of the hospital's heart program.



Open-heart surgery underway at MPH for the first time in August 1975.



Heart Awareness Day, 1979. Dr. Nicholas Valenti (left) congratulates Max Swatosh, president of the newly formed chapter of the Mended Hearts Club established for those persons having open heart surgery.

Monday, July 7, 1975 and the first open heart surgery was performed August 12 on Clearwater machinist Carl F. Bales. The successful operation gave the patient "a new lease on life" when he was discharged on August 20.

But that's getting ahead of the story. First the doors must open on the building that seemed to take two steps forward and one step back during the years it was under construction.

Probably the person closest to the problems of the Barnard Memorial Building was Director of Planning and Construction Charlie Emerson who said following the dedication, "I went as far away as I could get from the building and Clearwater . . . to Forks, Oregon for a much needed vacation."

The Executive Committee of the Heart Center was originally appointed by the Board of Trustees on December 19, 1974 to lay down rules, regulations and guidelines for open heart surgery. Membership

included representatives from the Board of Trustees, medical staff and hospital Administration.

The Medical Advisory Committee of the Heart Center initially evaluated all patients who were candidates for open heart surgery and reviewed the results of the surgery.

*1974 Executive Committee
of the Heart Center*

Fred Gundrum, Chairman
Winton Burns, M.D.
Mrs. Ruth Condon
William Maistrellis, M.D.
Javier Ruiz, M.D.
Ralph Wagner
Sara E. Wolfer, R.N.

*Medical Advisory Committee
of the Heart Center*

Charles Lasley, M.D., Chairman
John Dormois, M.D.
Donald Eubanks, M.D.
Moshe Kedan, M.D.
*William Maistrellis, M.D.
Edward Pollock, M.D.
Javier Ruiz, M.D.
Jerome Rygorsky, M.D.
*Fred Tucker, M.D.
Nicolas Valenti, M.D.

*These physicians were appointed in November 1976 by Medical Staff President F. Byron Smitherman, M.D., for the specific purpose of helping with the delineation of the rules and regulations under which the open heart surgery section would function as requested by the Joint Conference Committee and approved by the Board of Trustees in November 1976.



The Executive Committee of the Morton F. Plant Heart Center meets to discuss future plans in December 1975. From left to right: Dr. William T. Williams, Mr. Fred N. Gundrum, Dr. Javier Ruiz, Mrs. Ruth Condon, Mr. Ralph Wagner, Mrs. Sara Wolfer, R.N. and Dr. Winton Burns. Not pictured is Dr. William Maistrellis.

Dedication Day

Dedication day for the \$10 million Barnard Memorial Building arrived at last on January 19, 1975. The new addition would raise hospital capacity from 500 to 745 beds and provide greatly expanded facilities for Surgery, X-ray and the Emergency Room.

Following an invocation by Dr. F. Byron Smitherman and introductions by Master of Ceremonies William M. Goza, president of the 8,000 member hospital association John B. Sweger welcomed more than 1,500 guests to the ceremonies held outside the new building.

Keynote speaker Dr. Denton A. Cooley described the successes and problems of cardiac transplants and the exciting advances in cardiac medicine about to begin in Morton F. Plant Hospital.

He also discussed the strained relationships involving patients, physicians and hospitals arising from the increasing number of malpractice suits, "which are driving a wedge between a doctor and his patient. We are now easy prey to litigants."

Dr. Cooley spoke from experience and everyone listened attentively as the famous Chief Surgeon of the Texas Heart Institute deplored the alarming number of malpractice cases lost by competent physicians. Stating that his own malpractice insurance more than doubled every year, he predicted that "the great bond of trust between patient and physician could turn to hostility and mistrust."



The impressive Barnard Memorial Building signified the expansion of Morton F. Plant Hospital from a small town health facility to a major medical center during the 1970's.

The timely message rang true to everyone leading the hospital through these troubled years when lawsuits marred the images of the nation's "biggest and best" hospitals. As the largest and most well-equipped hospital in Pinellas County, Morton F. Plant Hospital was fair game, and at the time of the dedication was in the middle of several highly publicized, difficult litigations with more to come in the following months.

Ceremonial ribbon cutting and speeches were followed by a Benediction by Dr. John T. Goodgame and then tours of the white, eight-story building which extended back from the north side of the Witt Building.

Well organized employees and Auxiliary guides were stationed at strategic spots in the tan and white halls where stainless steel trim accented elevator doors and nursing stations. The fifth addition to the hospital was strictly no-frills and presented a picture of austere cleanliness that kept voices lowered as spectators toured the unoccupied building.

The tours became more interesting as guests realized that the new Surgery and Recovery Room, Intensive Care, X-ray and Emergency Room would be off limits to almost all visitors when the building was opened and patient care in progress.

Carefully planned displays that included a completely equipped operating room were arranged by employees under the direction of Captain Ed Michel and John Osborn of the Community Relations department.

Patients' rooms were brightened by 175 crewel and needlepoint pictures recently completed by auxilian's under the leadership of Mrs. Belle Parrish.

The "Time Capsule" containing interesting facts and items of the day was sealed into the cornerstone in March and was not to be opened for approximately 100 years.



Tom Register, Charlie Emerson and Roger White installing the cornerstone in the Barnard Memorial Building in March 1975.

**Contents of Sealed Capsule Placed in
Cornerstone of Barnard Memorial Building
March 20, 1975**

U. S. flag used at the military ceremony for the interment of William G. Wells, former
President, Board of Directors
Blood Bank—Plastic collection bag
Cardiac Care—Pacemaker
Development & Community Relations—
List of contributors to the Barnard Building (since 1970)
Contributor's Plaque
Publications: Capital Campaign Brochure
1975 Calendar
Dedication Program
Your Health In Perspective—Spring '74, Fall '74, Winter '74
Annual Reports—1966 to 1974
Dietary—Sample menus; adult, special diets, pediatrics
Daily diet census
Diet manual
ECG—Electrocardiogram
EDP—Typical patient's statement
EEG—Electroencephalogram, Echoencephalogram
Laboratory—Description of SMA & Coulter Counters
Nursing—Patient chart material; electric thermometer unit
Occupational Therapy—Swivel spoon
Personnel—List of employees as of January 1975
Pharmacy—Unit dose; maalox, empirin, bufferin
Surgery—Heart clamp, lung clamp, prosthetic hip replacement joint
X-Ray—Exposed chest film

Although the cornerstone was not sealed until later, the cornerstone plaque and the contents of the "capsule" were on exhibit for the visitors touring the building during the Open House.

The Big Move—Before and After

A modern version of the old fashioned midwife returned to the hospital scene in February 1975 when Kathy Hinkley, R.N., became the first nurse-midwife to practice at Morton F. Plant Hospital.

The program began as a joint venture between the Pinellas County Health Department and the hospital and was designed for the indigent patients who received free prenatal care at the Health Department.

Soon two more midwives were added to the successful service which greatly eased the burden of physicians trying to juggle schedules to include both private practice and Health Department patients.

During the summer of 1975, non-medical lawsuits plagued the hospital. Public support continued, however, with donations and a flood of letters to the newspapers defending the hospital's stand on the issues. The letters often reminded the



Hospital patient Richard Shimer celebrated St. Patrick's Day 1975 when he was wheeled by Administrator Roger White from Roebing 3 to Barnard 7 as the first patient admitted to the new building. Also present were from left to right: J. Boyd, Vernon Burkett, President of the Board of Trustees John Sweger and Margaret Steckel, R.N., Head Nurse.



One of the many new Clearwater residents brought into the world by midwife Kathy Hinkley, R.N.

community of the more than 60 years of service provided by this largest and most historic health facility in an area now supporting 17 hospitals.

The new surgical unit which opened on July 7 seemed almost "futuristic" and presented a sharp contrast to the old cramped quarters used since 1951. Mary Salceies, R.N., head of the department since 1964, gratefully opened nine of the operating rooms for immediate use and the entire unit was soon in full operation.

For the first time, an orthopedic surgical suite provided facilities for both total hip and joint replacement.

The first nuclear-powered pacemaker was implanted on August 4 to regulate the heart of a former hospital nurse. The \$3,300 cost of the device was justified by its guarantee to last for 10 years, thus eliminating the repeated operations needed to replace the short-lived battery-powered pacemaker.

Moving day for the Emergency Room began during the quiet hours between 5:00 and 7:00 a.m. on Monday, September 8. Hot coffee helped an enthusiastic crew of employees and volunteers who hauled carts and stretchers loaded with Emergency Room equipment to the expanded new quarters on the east side of the Barnard Building.



Opening of the new Emergency Room in the Barnard Building was eagerly awaited by everyone during completion of the parking lot. The move to the new facility was made during the early hours of Monday, September 8, 1975.

Emergency Room Head Nurse Marty Sedwick (Christ), R.N., found the move "kind of fun" as electricians disconnected and moved radios and telemetry equipment and as a General Telephone Company technician put the finishing touches on other connections.

During the move all area ambulances were routed to Clearwater Community Hospital and by 8:30 a.m., the new Emergency Room was handling a full load of patients in the expanded quarters which would accommodate more than 40,000 patients during the coming year.

Also assisting with the exciting move was Sara Wolfer, R.N., the new Associate Director for Patient Care appointed in September following the resignation of Joyce Pareigis, R.N.

"Lullabies for Baby" became one of the few up-to-date electronic marvels rejected by the medical and nursing staffs of the hospital. The record of "womb sounds" compiled by Japanese physician Hajime Murooka proved to be soothing music for newborns, but the foghorn-like sounds played in the OB

Nursery "nearly drove the doctors and nurses crazy" according to OB Head Nurse Eileen Wallace, R.N., who predicted the record would probably never make *American Bandstand's* "Top 40."

The new X-ray rooms and equipment included a special procedures room used for heart catheterization, angiograms and other more complex techniques.

Additional facilities for radioactive isotope procedures, mammography and deep therapy made the department one of the best equipped in Florida.

The X-ray department, under the skilled direction of Alfred M. Schick, M.D., since 1960, has become the core of the hospital's procedures. It is used by almost every department for diagnostic and rehabilitative treatments. During the years following the opening of the Barnard Building even more sophisticated equipment was scheduled to be added, including the controversial "CAT" Scanner approved in 1976 and installed in April 1977.

The moratorium imposed on the admission of physicians to the staff due to a lack of bed facilities in



The X-ray department directed by Dr. Alfred Schick (above) since 1960 moved into greatly expanded facilities following the opening of the Barnard Building. These included a special procedures room for heart catheterization, angiograms and other more complex techniques.

1974 was lifted in April 1975, and 13 new members raised the medical staff to 191 by 1976. A major revision of the Medical Staff Bylaws to comply with the new government legislation was begun during the year under the direction of President F. Byron Smitherman, M.D.

The critical nursing shortage in Pinellas County during 1976 was solved temporarily for Morton F. Plant Hospital when Personnel Director Elizabeth Jamison visited Canada and successfully recruited 65 Canadian nurses for the hospital.

Pinellas County's 52 nursing homes and 22 hospitals accounted for more than 8,500 beds in 1976, but the nursing school at St. Petersburg Junior College graduated only 100 registered nurses each year. The resulting shortage often led to inadequate care, only now being corrected in many of the facilities.

The Auxiliary, under the direction of Mrs. Belle Parrish, expanded to meet the needs of the new building. By the end of 1976, approximately 800 volunteers were serving the hospital including 75 Candy Strippers, now called Teenage Volunteers. The increasing number of male volunteers also reached an all time high with 50 members donating valuable services to the hospital.

Auxiliary contributions during the fiscal year 1975 to 1976 included a \$6,494 gastroscope and a \$4,009 bronchoscope plus \$15,000 for "future hospital needs." On January 17, the final payment of \$15,000 was made on the \$250,000 Auxiliary pledge for the Barnard Building.

The Pink Bazaar moved to newer quarters at 1217 Bay Avenue in February 1976. During the opening day, Candy Strippers modeled bargains while hostesses Mrs. Charles (Jan) Lasley and Mrs. George (Jean) Randt welcomed more than 100 well-wishers to the new location with adequate parking facilities.

Parking headaches for the hospital were eased during the year when a parking management firm assumed the operation of the visitors parking lot.

For the first time, paid parking for visitors became necessary to handle the additional needs of the Barnard Building. The decision was made after much discussion and study by the Board of Trustees, who also voted to establish controlled gate parking for all employees and staff and to purchase additional land at the south end of Bay Avenue for an overflow parking facility—today used as a primary employee parking area.

The hospital reflected the area's great interest in football during the winter of 1976 when Art Holst, National Football League line judge, spoke at the Association's Annual Meeting on February 16. This was a year of strained allegiances for many Florida fans who watched the first home game of the newly organized Tampa Bay Buccaneers against the more established Miami Dolphins on August 21.

New equipment purchased during the year included a computerized electrocardiogram system, an ultrasound unit for Radiology and an autobac unit for laboratory culture and sensitivity tests.

One of the most interesting new machines was the echocardiograph using the same principles as sonar to determine the need for heart catheterization and to provide more detailed information for surgery. Enthusiastic technician Vicki Collins began the operation of this addition to the Heart Center in December 1976.

Medical care improvements were constantly underway within the hospital. The Quality Control Program completed approximately 16 audits of various medical problems including bronchial pneumonia and appendicitis.

Dr. Francis Hoare became the first Utilization Review Advisor to insure that patients did not remain in the hospital longer than necessary.

ResusciAnne, recognized world-wide as a leading education tool in CPR (Cardiopulmonary Resus-

citation) training, came to Morton F. Plant Hospital during 1976 as a gift from the Rotary Club of East Clearwater. Five feet tall and weighing 75 pounds, the practice dummy for the newly established CPR classes became a great favorite of the Education department sponsoring the classes for hospital employees during the following year.

Although the move to the Barnard Building had been successfully completed by the summer of 1976 and more improvements had been added to the hospital, rumblings of unrest were heard in the Administrative offices.

Morton F. Plant Hospital Association, Inc.

Board of Trustees—1976

Officers:

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Vernon T. Burkett, 2nd Vice President
Donald F. Dunn, 3rd Vice President
Herbert M. Blanton, Secretary
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Joseph F. Cornelius	Julius L. Lovitz	C. P. Saclarides
Richard B. Cuthbert, M.D.	Harold C. Martens	Edwin H. Schmitz

Administrative Staff

John R. Gray, Executive Director (Acting)	Edward A. Michel, Jr., Development & Community Relations
Richard B. Cuthbert, M.D., Director of Medical Affairs	Mrs. Lillian K. Eckert, A.D.A., Dietary
Thomas C. Sawicki, Associate Director of Administration	Mrs. Dorothy Vonderhaar, Education
Mrs. Sara E. Wolfer R.N., Associate Director for Patient Care	Michael Andriola, M.D., Electroencephalography
Donald Eubanks, M.D., Cardiodynamics	Ralph N. Reigel, Electronic Data Processing
James Eyerman, Controller	Mrs. Constance L. Dunaway, C.E.H., Housekeeping
	Claude C. Rice, Internal Auditor

Paul Reardon, Linen Service
Kenneth L. Pierson, Maintenance & Plant
Operations
Mrs. Ellen B. Browning, A.R.T., Medical Records
James B. Leonard, M.D., Pathology
Mrs. Elizabeth Jamison, Personnel
Roger J. Lapp, R.Ph., Pharmacy

Robert Nisbet, Printing Services
Charles Crumling, Purchasing
Alfred Schick, M.D., Radiology
Benedict Kraus, R.P.T., Rehabilitative Services
Richard L. Sullivan, A.R.I.T., Respiratory Therapy
Salvatore W. Cannizzaro, Security
Mrs. Jean Flick, Social Services

A Change of Command

The increasingly complex giant that was Morton F. Plant Hospital in 1976 weighed heavily upon Executive Director Roger White, Administrator since 1961. In retrospect during an interview in 1979 he recalled, "One time at a meeting I wrote down every outside agency that regulated the hospital and I had one and a half legal-sized pages of agencies. I think in the long run these were for the good of the patients, but it made a much more difficult environment to live in."

After much discussion, the Board of Trustees formally announced Roger White's appointment as Senior Executive Director for the hospital on September 1, 1976. His former duties and responsibilities were reassigned to John Gray, as acting Executive Director. Mr. White left Morton Plant a few months later to become a hospital consultant.

The well-organized departments established during Mr. White's 16 years as head of Morton Plant continued to function smoothly under the experienced direction of John Gray as acting Executive Director and the board began an extensive, nationwide search for a new Executive Director.

Gone were the days when only a master's degree in Hospital Administration would be sufficient to manage a health care facility the size of Morton Plant. Experience was not only desired but essential.

Six months later, on March 1, 1977, Duane T. Houtz became the new Executive Director of Morton F. Plant Hospital.

Mr. Houtz, 43, arrived with an impressive record in hospital administration as the Director of Ochsner Foundation Hospital, a 400-bed acute-care general hospital of the Alton Ochsner Medical Foundation in New Orleans.



Duane T. Houtz became the new Executive Director of Morton F. Plant Hospital on March 1, 1977.

He is the author of numerous professional articles and has served on the health administration faculties of Washington University in St. Louis, Tulane University in New Orleans, and George Washington University, Washington, D.C. as well as the University of Florida.

The dynamic new director immediately inspired confidence in everyone with his ability to under-

BRENDA HARRIS NIXON

stand the hospital's complex nature with almost computer-like efficiency.

Today, Duane Houtz competently orchestrates the many facets of the hospital and encourages communications from everyone within the facility as well as the community.

During his introduction to the hospital in 1977, he described the future as "a continuation of its (the hospital's) historical path—of its striving for excellence in meeting the broad range of health care needs of this community. Our physical size and the

magnitude and high quality of our services will require us to share the responsibility for leadership with the nation's best hospitals.

"I hope that I can continue to nurture Morton Plant's spirit of caring as shown by its dedicated employees, medical staff, Board of Trustees and Auxiliary.

"This hospital has come a long way since it first opened its doors in 1916. With everyone's faithful and concerted efforts, I am certain that we can make it even further."

Cat Fever

The new executive director was hardly seated before the most expensive and controversial machine ever added to the hospital arrived—the \$600,000 CAT Scanner.

The availability of the scanner would spare many Morton Plant patients the pain, risk and emotional strain of the invasive diagnostic procedures performed through surgery or by injections. As a result, the Board of Trustees voted to order the Ohio Nuclear Delta Full Body Computerized Axial Tomography (CAT) Scanner in 1976.

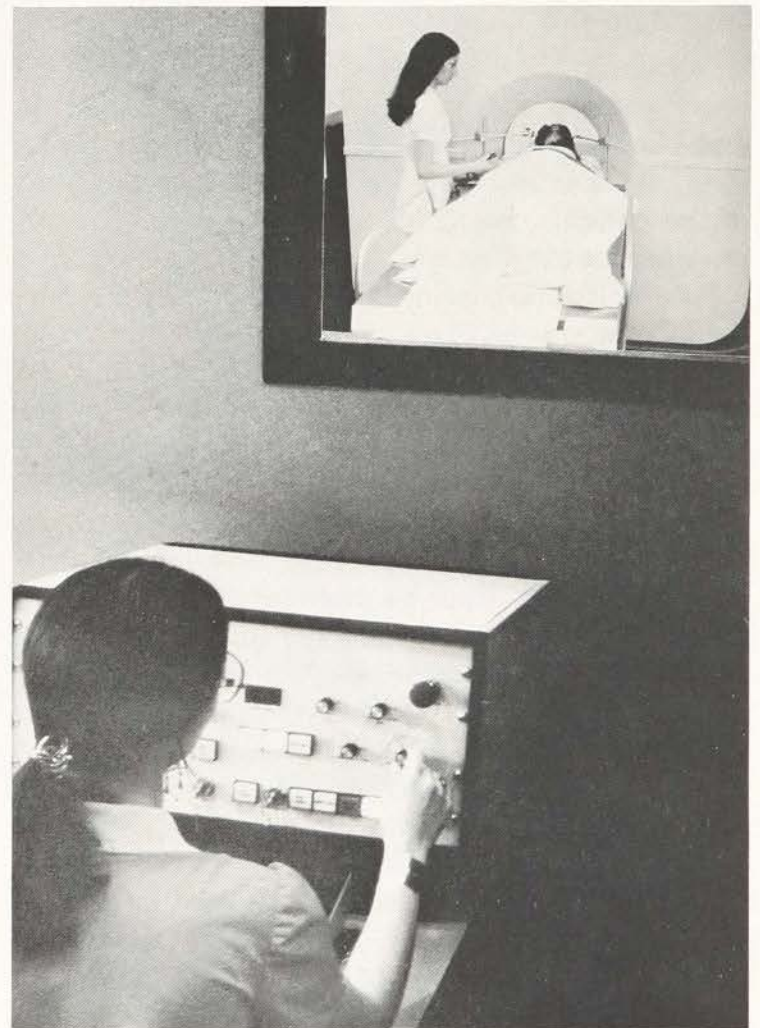
The computerized X-ray machine, first developed in 1969, obtains highly accurate cross-sectional views of internal organs and represents an historic breakthrough in radiology's limitations existing since its development by Professor Wilhelm Roentgen in 1895.

Dr. Edward Pollock, Radiologist, said, "This is a new dimension in the diagnosis of disease. We now have at our disposal a diagnostic accuracy heretofore unobtainable; our citizens deserve to have this pain-free and nearly riskless tool available to them."

Fortunately for everyone, CAT fever had come to Morton F. Plant Hospital and reflected the hospital's continuing efforts to stay in the forefront of quality medical care facilities.

The CAT Scanner was installed in the hospital during the week of April 4, 1977 and marked the end of long debates about the feasibility of providing the service of this first full body scanner in northern Pinellas County.

During this time, other important steps were being taken to maintain Morton F. Plant Hospital's



The controversial CAT Scanner, possibly the most beneficial diagnostic tool in use today.

ability to provide the best medical care for the community.

The Firm Foundation

Morton F. Plant Hospital had advanced to the big leagues by 1976—745 beds, a \$10 million new addition, the most up-to-date equipment money could buy and a payroll of \$421,255 for 1,768 employees.

Reaching out to the ever-expanding Clearwater area was becoming an almost impossible task for the combined Community Relations and Development office.

As a result, in August 1976 the Board of Trustees appointed a Foundation Study Committee headed by Colonel Edward T. Imparato to research the idea of having a separate foundation to raise funds to provide for all the capital needs of the hospital on a year round basis.

After months of study, the committee presented overwhelming facts favoring the establishment of the foundation and the idea was approved by the board in March 1977. The Articles of Incorporation were accepted in May and Internal Revenue Service approval came in September, guaranteeing that all contributions to the Morton F. Plant Hospital Foundation would be tax deductible.

One of the foundation's most ardent supporters from the beginning, Captain Edward A. Michel, Jr., Director of Development and Community Relations, became the first Executive Director of the Morton F. Plant Hospital Foundation.

On November 1, 1977, Community Relations became a separate department headed by John Osborn who had assisted Ed Michel in the combined Community Relations and Development office for three years. Bob Rye was named Assistant Director of the department that today handles all internal and external communications, press relations and publications for the hospital including the publication of this history book.

The first membership meeting of the Morton F. Plant Hospital Foundation was held in October 1977 when the following officers and directors were named: President Edward T. Imparato, Vice President William Burchenal, Jr., Secretary Dr. Philip Fredrickson and Treasurer Wallace W. Blackburn.

The first Board of Directors also included Herbert G. Brown, Mrs. LeRoy (Myrtle) Carlson, Joseph Cornelius, Dr. Richard B. Cuthbert, Dr. Wade Hatcher, Timothy A. Johnson, Dr. James Leonard, John Ricketson, James Roche, Dr. Byron Smitherman and Philip B. Stull.

Foundation Executive Director Ed Michel explained the new organization's aims and policies this way: "As the foundation undertakes its new responsibilities, the Board of Directors confidently expects to increase the Development Fund's average annual income to one million dollars for the next term. For the long range, a goal of 100 million dollars in endowment has been set in order to provide a solid financial undergirding for the hospital.

"Toward this end, foundation committees are already hard at work to generate outright gifts, memorials, bequests, trust grants and endowments of both cash and real and personal property, all of which will be fully deductible for income and/or estate tax purposes."

The foundation became the success story of 1977 when 120 prominent citizens chosen for their diversified community interests spread the word—donations exceeded the goal and reached \$1.2 million!

Hard work by dedicated volunteers and the Community Relations department greatly assisted in the fund-raising success of the foundation's Special Project's goal of \$50,000 during its first year of existence.

The First Annual Mixed Team Golf Championship held at Bardmoor Country Club in Largo from November 27 to December 3, 1977 contributed \$21,026 to the project fund.



Concession stands manned by MPH volunteers was one of the many ways that Morton Plant benefited from the Mixed Team Golf Tournament.

The \$500,000 Pavey estate was bequeathed to the hospital following the death of Mrs. Ruth Pavey and was auctioned on April 22, 1978. Hundreds of citizens attended the affair, many in memory of Mrs. Pavey and her husband, the late Jessie I. Pavey, President of General Building Materials, Inc. and founder of Paxton-Pavey Lumber Company of Clearwater. He was the first elected Mayor of Bellear and had been president of the First National Bank of Clearwater. The successful Pavey estate auction involved the efforts of many foundation members, including Mrs. Myrtle Carlson and Mr. and Mrs. O. Seldon Baker.

Due to ill health Ed Michel stepped down as Executive Director of the foundation, and in July 1978, David J. Rosser came from Vanderbilt University, where he had been Director of Medical Center Development since 1976 to become the Executive Director of the Morton F. Plant Hospital Foundation. Today he explains the organization's philoso-



... and they're off. The start of the first annual Minithon.

phy by saying, "I believe that to live life fully you need to care . . . that to care fully you need to share . . . caring and sharing is what our foundation is all about."

In January 1979, the first annual Minithon, co-sponsored by the Jack Eckerd Corporation Foundation, began the popular "Run for the Health of It" program, and in February, the Art and Antique Auction was held. Both contributed not only dollars but community support to the hospital.

The establishment of the Donald Roebbling Society was formally announced during the foundation's annual dinner on January 25, 1980 in the historic Starlight Room of the Bellevue Biltmore Hotel.

The society was named for the hospital's greatest benefactor and was organized to recognize and honor major contributors to the foundation.

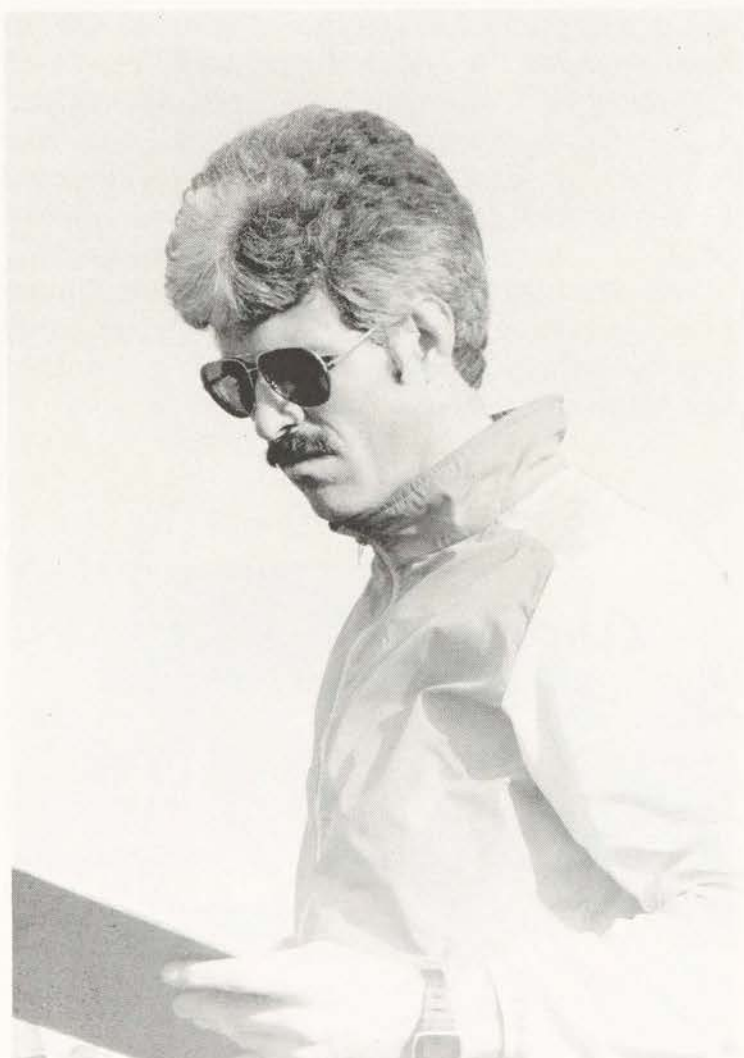
The new decade of the 1980's began for the foundation with a completely revised and streamlined organizational structure developed by the Foundation Reorganization Committee headed by Frank C. Logan.

Other changes in the foundation greeted the new year as Colonel Edward T. Imparato stepped down and Timothy A. Johnson became President of the Foundation now relocated in expanded quarters across from the hospital at 1200 Druid Road South.

The future looks bright for this well-established, non-profit organization challenging the community for the funds necessary for the hospital to continue providing the finest health care possible.

With the inception and progress of the foundation came a dramatic growth of the hospital, as reflected in the statistics of 1977: Patients admitted increased from 20,372 in 1976, to 22,072 in 1977, and Pharmacy prescriptions more than doubled, jumping from 1,084,526 to 2,566,254.

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Dr. George Randt, Race Director of the first Morton Plant Hospital Foundation "Run for the Health of It."

Other changes were also taking place within the hospital in 1977.

Robert Graves became an Assistant Director in 1977. His responsibilities today include the Auxiliary, Heart Catheterization Laboratory, EEG, Laundry, Nuclear Medicine, Pharmacy, Radiation Therapy, Radiology, Respiratory Therapy and Security.

Douglas Dahlhauser, an Assistant in Administration during 1977, was named an Assistant Director and his responsibilities included Laboratory, Housekeeping, Plant Facilities and Maintenance, Rehabilitative Services, Switchboard and the Library.

Dr. Jean Bennett, Pediatrician, became the first woman to serve as President of the Medical Staff.

The Art Gallery established on the ground floor of the Barnard Building by the Community Relations department opened with the paintings of well-known local artist Paul Matranga.

The gallery, with the assistance of the Auxiliary, has become an interesting addition to the hospital's public relations efforts as art enthusiasts watch in anticipation as the showings change every six

weeks. Employees also share the limelight during an annual "hospital family" only showing.

During 1977, citizens also reaped the benefits of newly established programs in prenatal care, "Awareness Days" for the prevention and recognition of specific diseases and smoking cessation clinics.

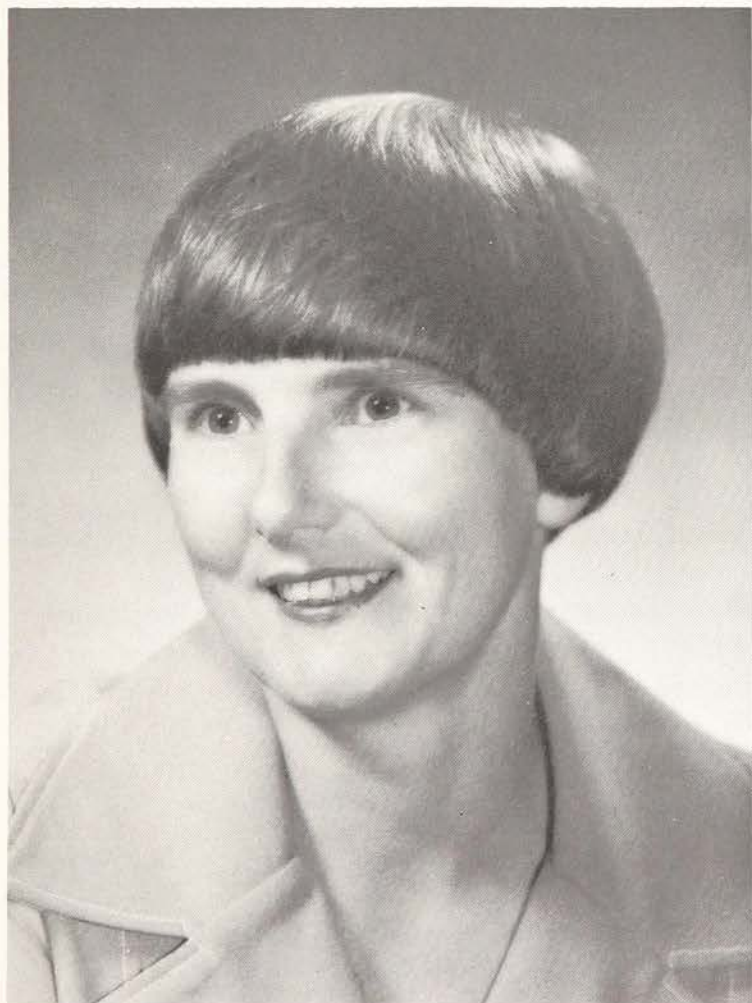
Children and adults alike celebrated Pediatrics' move to the Morrow Pavilion on May 18, 1977 with the help of McDonald's "Big Mac" chased by the "Evil Grimace," Tampa Bay Rowdies soccer players, Hunter Blood Center's mascot "Wrinkles" and Clearwater Shriner's Captain Pat.

The first Hemodialysis Unit was also opened for those patients suffering from kidney failure.

The patient advocate service initiated by Audrey Gifford, R.N., began as a nursing communication service to help solve critical problems for patients, families and visitors.

During 1978, the hospital benefited greatly from the steps taken the previous year.

The effects of the dynamic new hospital Executive



Pediatrician Jean Bennett, M.D., in 1977 became the first woman to serve as President of the Medical Staff.



Miss Lilly Foley, R.N., hospital superintendent for almost 30 years before her retirement in 1957, tries the chair of Executive Director Duane Houtz in 1980, as they compare stories of Morton Plant Hospital today and yesterday.

Director were clearly felt throughout the institution. The fine line between cost containment and providing the finest possible patient care was one of Mr. Houtz's major challenges, and he explained, "Thanks to the coordinated and cooperative efforts of the medical staff, employees and other health care institutions, we have been able to successfully battle the inflationary spiral. Our increase in costs per patient day have been less this past year than in previous years and have been less than state and national averages.

"As we struggle with our concerns for costs to our patients, the quality of care that one receives at Morton F. Plant Hospital is our foremost concern," Mr. Houtz explained, "Last year we took extensive measures to ensure that the quality of care is accurately measured and controlled. We know that there is a direct relationship between the costs that are expended and the quality of care that the institution is able to provide."

As a result, the nursing staff began a Quality Assurance Program for the nursing service, and the management staff began a comprehensive Managerial Quality Audit Program in 1978 to provide ample information on the type of care being provided to patients.

Group purchasing and shared services with other hospitals also aided in the cost containment program.

New faces among the more than 2,000 employees in 1978 included Dr. Norman Tarr who replaced Dr. Richard Cuthbert as Director of Medical Affairs, Norman Jones, Data Processing Manager, and Roy Wood, Plant Facilities Manager.

Clean air became the order of the day during the week of June 12 when "No Smoking" regulations went into effect in the hospital (except in the restrooms, employees' lounges and a separate cafeteria area).

Nuclear Medicine—A New Direction

An exciting new field of medicine began for Morton F. Plant Hospital in 1977, when the department of Nuclear Medicine was established under the medical direction of Dr. Ben I. Friedman. Chief Technologist Michael McCauley managed the service which had been a division of Radiology since 1971.

After making three moves in five years, the rapidly growing department at last found an expandable location during 1977 in the section of Morton Plant formerly occupied by the Hunter Blood Center.

Nuclear Medicine provides images of all major organs in the body through the use of LFOV Whole Body Gamma Cameras and carefully controlled radioactive drugs.

Progress in July 1979 made movies of the heart in action possible with the addition of a centrally-

located computer which integrated the four gamma cameras.

Trained personnel were needed to staff the new department whose concepts were unheard of five years ago and prompted the establishment of training programs by the hospital.

As a result, Morton Plant Pharmacist Mark Haumschild received special training to become the first certified Radiopharmacist employed by a hospital in Florida.

In addition, an affiliated program for training Nuclear Medicine Technologists has been established by Morton Plant in cooperation with Hillsborough Community College. Students from this program began clinical training in the hospital in June of 1980.

Disaster Strikes

Morton F. Plant Hospital has always provided emergency care for the Clearwater community.

The most dramatic test of this service and the newly-developed Disaster Plan within the hospital occurred in May 1978.

"Disaster"—When will it strike? Nobody knows. Will we be ready?

Morton Plant found out on Thursday, May 4, 1978, when the worst disaster ever to hit the Clearwater area occurred at High Point Elementary School.

A giant tornado, spawned by heavy black storm

clouds, swooped down at 11:30 a.m. and lifted the roof off the school building, scattering debris and steel girders across the neighboring fields. Hundreds of frightened and injured children were trapped in the demolished building and the word "disaster" became a reality for the entire Clearwater area.

The Emergency Room, usually quiet at this time of day, responded quickly when the call came from the Largo Fire Rescue unit that a bus with 70 injured children was on its way to Morton Plant.

The hospital's disaster plan began to function



May 1978: Aftermath of the tornado that ripped through High Point Elementary School. The sudden disaster tested the emergency facilities at MPH.

ST. PETERSBURG TIMES AND EVENING INDEPENDENT

immediately under the direction of Dr. George Morris, Chairman of the Disaster Committee and author of the plan and Emergency Room Head Nurse, Pat Austin, R.N. Nurses from Pediatrics arrived with stretchers and blood pressure equipment; within 10 minutes, six physicians were on duty with Dr. John Bell, Chief of the Emergency Room, and soon 20 more were on duty to assist.

The entire hospital responded. Time clocks and aching feet were forgotten as nurses, aides, technicians, doctors, volunteers and admitting personnel followed the disaster plan which had been successfully practiced six months before.

In spite of almost overwhelming crowding in the Emergency Room, all 70 victims were processed within 10 minutes.

Uninjured children were sorted out. Three meeting rooms were set up as "holding areas" for them and Tuttle Auditorium was prepared for the press and an expected crowd of parents.

Directors Ben Kraus and Kathy Risley, R.N., brought their staffs from Rehabilitation and Education to keep the children occupied.

The Housekeeping department arrived quickly with baskets of pillows and blankets, warm gowns and slippers for the wet shivering victims.

Dietary staff members provided sandwiches, cookies and soft drinks.

Outside, a traffic jam was averted by Security Chief Sam Cannizzaro and his men, who directed parents to the hospital's front entrance where Norman Jones, Director of Data Processing, had them escorted to the auditorium to wait until they could be reunited with their children. Assistance also came from the local Police and Sheriff's departments.

During the afternoon many worried parents were reunited with their children at the hospital. Telephone contacts made by Community Relations, Nuclear Medicine, Dietary, ECG and the Health office established the remaining parent-child links, and by 5:30 p.m. all but five (who stayed the night under doctors' orders) of the young disaster victims were on their way home.

Morton F. Plant Hospital had successfully handled all of the children from the disaster area except for 28 who were scattered among four other area hospitals.

"We could have taken care of all of the victims

without straining our capacities. In every case the capacity was there—operating rooms were on hold; X-ray and Surgery were staffed and ready; ICU had room for any overflow patients, and personnel—nurses, physicians, technicians and aides—met all the needs fully," said Assistant Director Douglas Dahlhauser.

An eerie feeling swept over Assistant Director Robert Graves as he re-read a mock-disaster scenario he had written several weeks before to test the county-wide Hospital Emergency Administrative Radio System on May 23.

The scenario began: "The Weather Bureau has announced a tornado alert for Pinellas County . . ." The actual tornado on May 4 struck only one mile north of the planned practice site!

Although 22 hospitals now operate in Pinellas County, Morton Plant, the largest and best equipped, is often the name that comes to mind in an emergency when someone asks, "Where should we take them?"

Take them where people care enough to be prepared!

Dr. George Morris, Chairman of the Disaster Committee, spent months working with the committee evaluating and modifying information obtained from hospitals across the country before arriving at the plan finally approved by the Board of Trustees and put into effect on that fateful May afternoon.

The year 1978 also saw the beginning of exciting preparations for the successful future of the hospital.

Earlier in the year, a new Planning Committee had been formed from members of the Board of Trustees, medical staff, hospital administration, Morton F. Plant Hospital Foundation and three members from outside the "hospital family."

The experienced committee tackled the complicated task of determining the potential health care needs of the community and establishing both short and long-term goals for the hospital.

Herman Smith Associates, Hospital Planning Consultants, were commissioned on the advice of the Planning Committee to draft a long-range plan for Morton F. Plant Hospital.

Cancer patients headed the list of those needing services and as a result plans were laid for a new cancer center.

The Lykes Cancer Center

Dreams of a cancer treatment center for Morton F. Plant Hospital became a reality in 1978 primarily through the dedicated efforts of Dr. Alfred Schick, Radiologist and Dr. Paul Goldenfarb, Oncologist. Also sharing and working on the dream were the Morton F. Plant Hospital Foundation, Board of Trustees and Assistant Director Robert Graves who coordinated the project.

Times had changed since the planning stages of the Barnard Memorial Building in 1970 and approval for the cancer center now had to be obtained from the Florida Gulf Health Systems Agency (FGHSA). A "Certificate of Need" prepared by the hospital's Board of Trustees was required to start the process.

The first of three appearances before the agency board resulted in a resounding "NO" vote on August 13, 1978. Fortunately, misunderstandings were explained before the higher council meeting on August 21, resulting in a favorable 22-8 decision for the center. Finally, the official FGHSA board meeting on August 28 unanimously approved the new cancer center 19-0!

Plans began immediately for the one million dollar project.

Groundbreaking ceremonies held on December 4, 1979 coincided with the annual JCPenney Mixed Team Golf Championship at Bardmoor Country Club. Golfing greats Dave Stockton and Donna Caponi Young were on hand, swinging golf clubs to scoop out the first symbolic dirt for the new facility. All of Morton Plant's share of the proceeds (\$106,715) from the 1979 tournament benefited the new cancer center.

At the Annual Meeting of the Morton F. Plant Hospital Association in February 1980, the announcement was made that Mrs. Joseph T. Lykes had become the major contributor to the fund—and the center had a name—the Lykes Cancer Center.

The 8,000 square foot building designed by architects Henningson, Durham and Richardson (HDR) of Dallas would be adjacent to the hospital and east of the Morrow Pavilion.

The dedication ceremonies were scheduled for April 1981.

The one-story center houses a \$238,000 Linear Accelerator and also includes \$150,000 in additional equipment and furnishings.

Dr. Goldenfarb has always emphasized the need to treat the whole patient, not merely the disease and has stressed that the treatment process must include the patient's emotions as well as his pain.

Social Services and family counseling, a chaplain, a dietitian and a registry of patient histories, treatment and progress are an important part of the center as is the latest medical equipment.

Cornelia M. Dettmer, M.D., Ph.D., newly appointed Director of the Lykes Cancer Center, supervises the complete radiation and cancer treatment facilities available within the facility. Before coming to Morton F. Plant Hospital, Dr. Dettmer had been Director of Oncology at Christ Hospital in Cincinnati, Ohio where she later became Director of Radiation Medicine.

Dr. Dettmer's direction incorporates the Hospice idea along with advanced medical treatments.

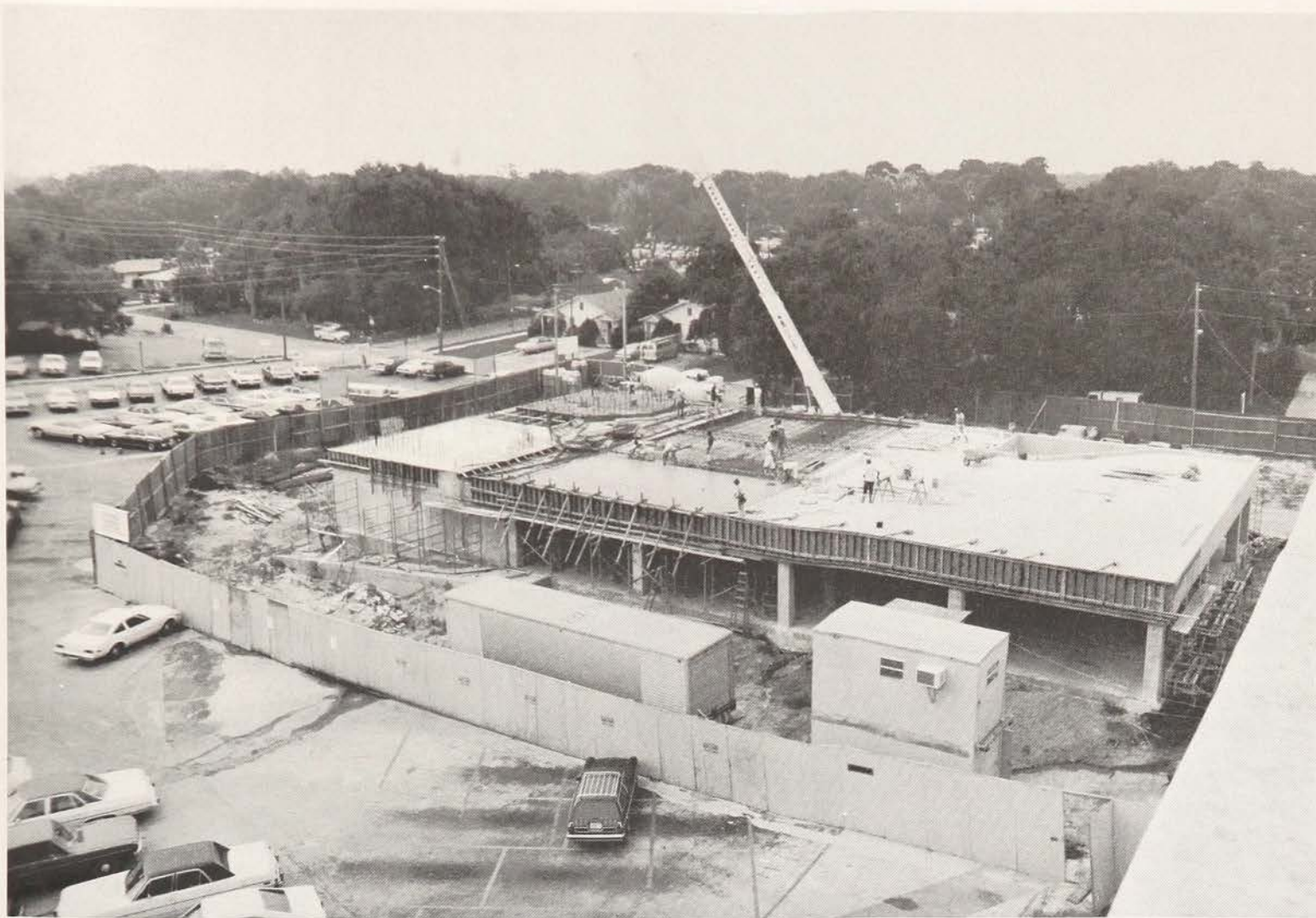
She believes, "There has long been a need for total care—even just the acceptance—for the dying, both by the terminally ill themselves and by the medical community."



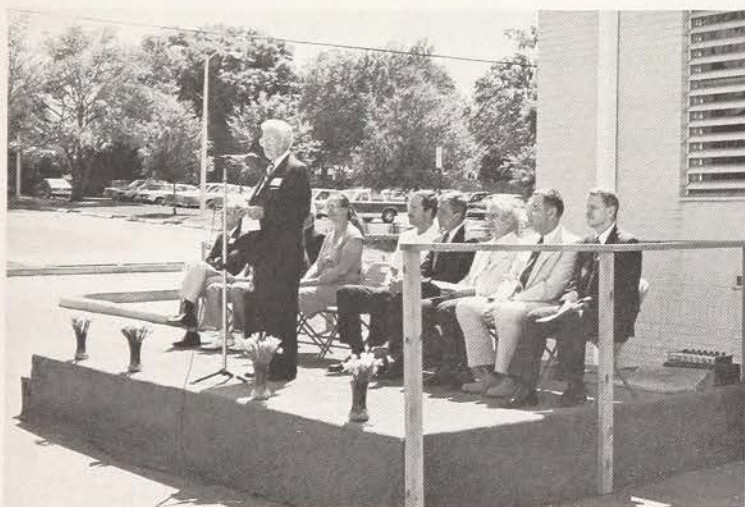
December 1979: Cancer center groundbreaking. From left to right: Fred Tucker, M.D., President of the Medical Staff; William Gilkey, President of the Board; Professional golfers Donna Caponi Young and Dave Stockton; Timothy A. Johnson, President of the Foundation and Duane Houtz, Executive Director, participated in groundbreaking ceremonies for the new cancer center.



Mrs. Joseph T. Lykes



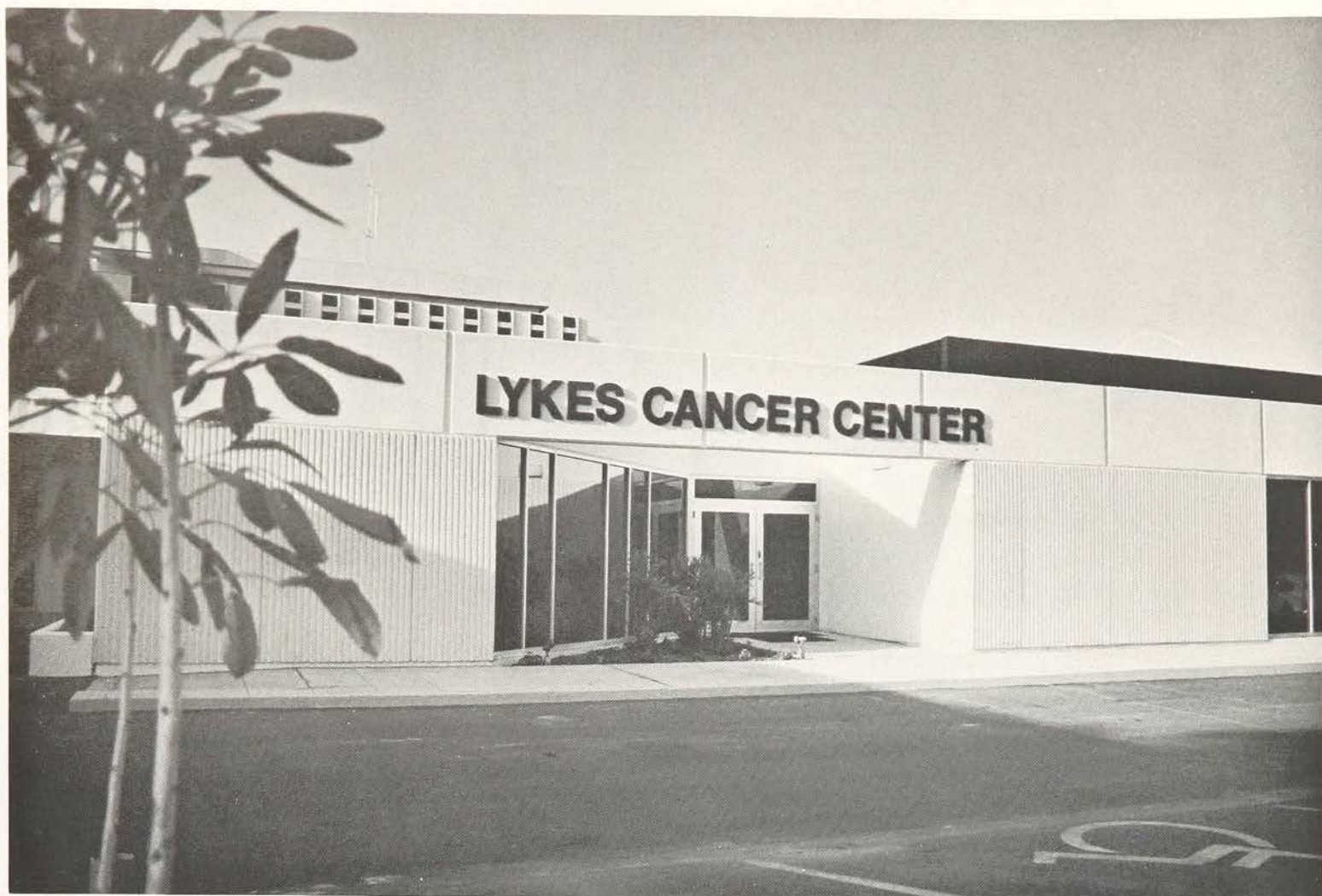
By July 1980 the Lykes Cancer Center was roofed and on schedule for dedication ceremonies in the spring of 1981.



Richard C. Colton, Chairman of the Board of Trustees, addresses participants at the Lykes Cancer Center dedication.



Planting the symbolic "Tree of Gold" at the Lykes Cancer Center dedication are (from left to right): Duane Houtz, MPH President; Robert Wickman, Executive Vice President, American Cancer Society, Florida Division; Guest Speaker Lt. Tom Harper; Timothy A. Johnson, President, MPH Foundation; Dr. Cornelia Dettmer, Director, Lykes Cancer Center.



The Lykes Cancer Center, made possible by a gift from Mrs. Joseph T. Lykes, was dedicated on April 5, 1981.

Until this time, Morton F. Plant Hospital had been the only general care facility in Florida with more than 500 beds not equipped with an oncology center.

The Clearwater area has two and one half times the national average of cancer incidence due to a high percentage of elderly persons and those in ill health seeking the benefits of Florida's mild climate and healing sunshine.

Following the opening of the Lykes Cancer Center in April, hospital cancer patients no longer had to take the expensive and uncomfortable ambulance trips to private oncology centers.

While the Lykes Cancer Center was under construction, many changes appeared within the hospital. Progress often creates new problems. Employees discussed the pros and cons of the new Corbett Street parking lot located a short distance from the hospital. The lot replaced the parking spaces which were lost to the Cancer Center and efforts to provide transportation to and from the lot

for employees with unpredictable schedules proved frustrating for everyone involved.

In September 1979, Roger E. Winn became the hospital's first Director of Human Resources. The new department handles employee problems

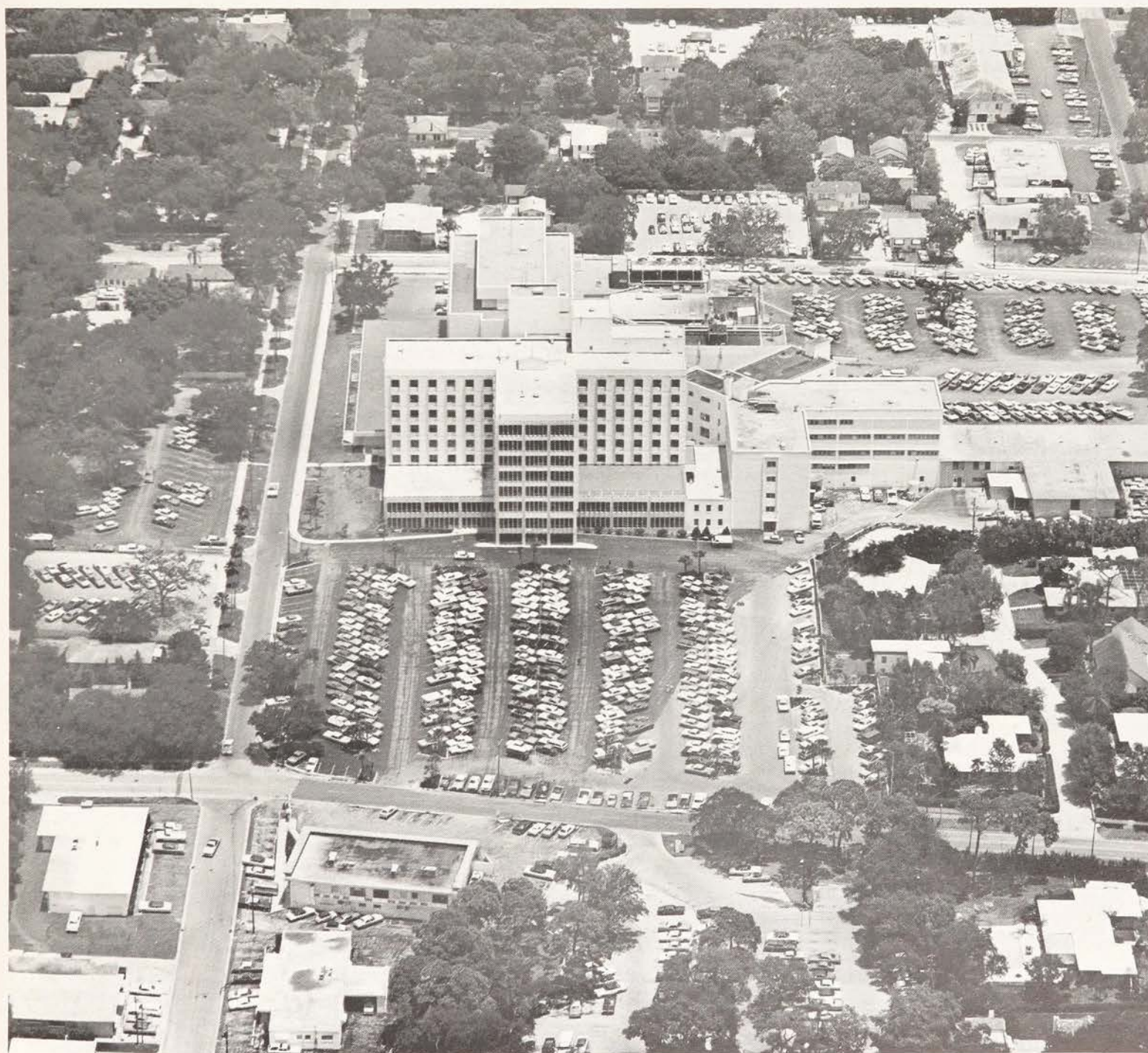


Auxiliary, Bobby Blackburn, takes a call on the Tel-Med switchboard.

throughout Morton F. Plant Hospital by coordinating the Directors of Personnel and Education and training.

New services include the Tel-Med medical information telephone program under the direction of the Community Relations department. Tel-Med be-

came operational on April 23, 1979 and is staffed by auxiliaries. During the first week of operation, over 4,000 calls were received and the program has resulted in sizable financial contributions to the Morton F. Plant Hospital Foundation from grateful individuals using the service.



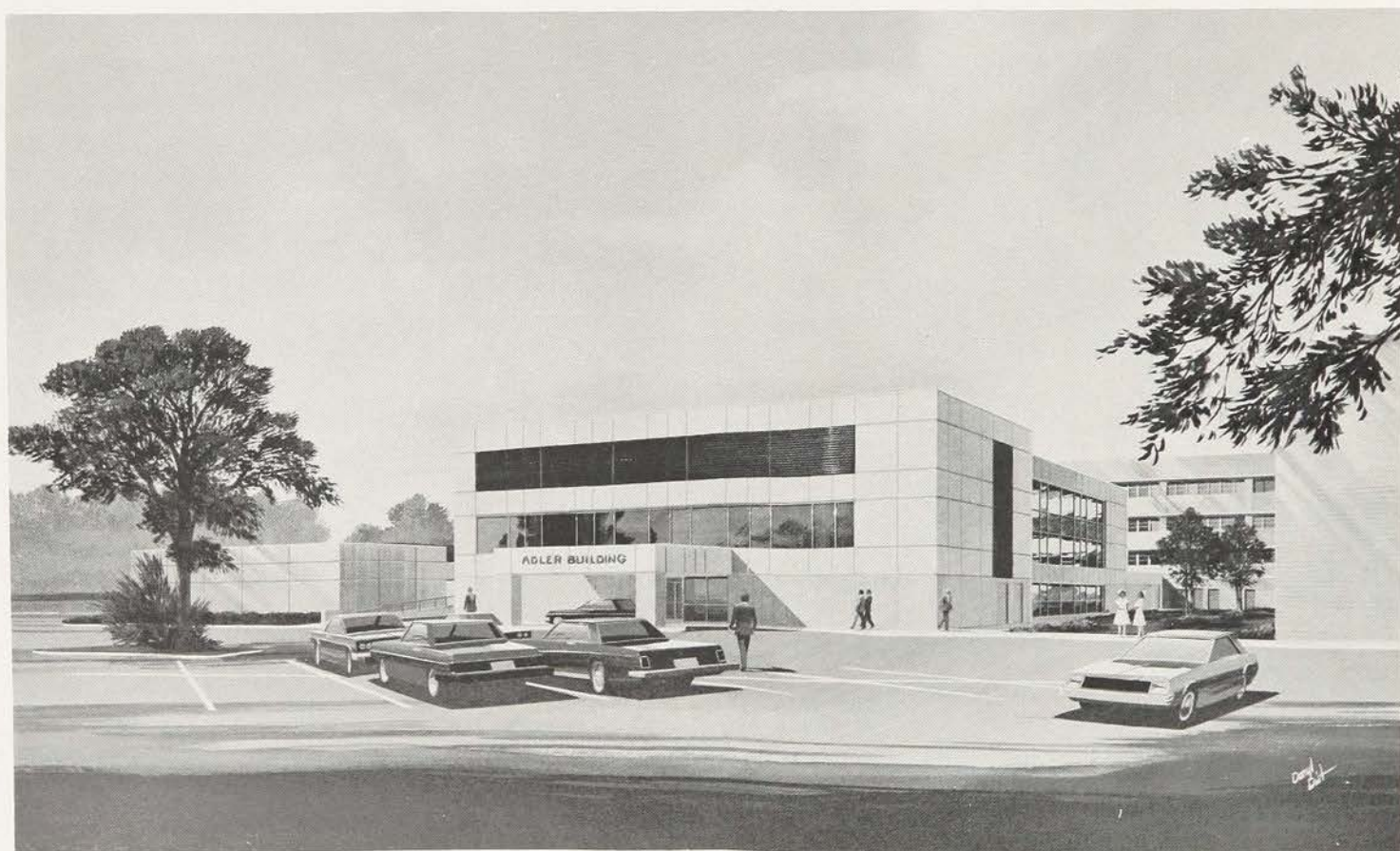
FULMER PHOTO

Morton F. Plant Hospital in 1979, before the construction of the Lykes Cancer Center east of the Morrow Pavilion.

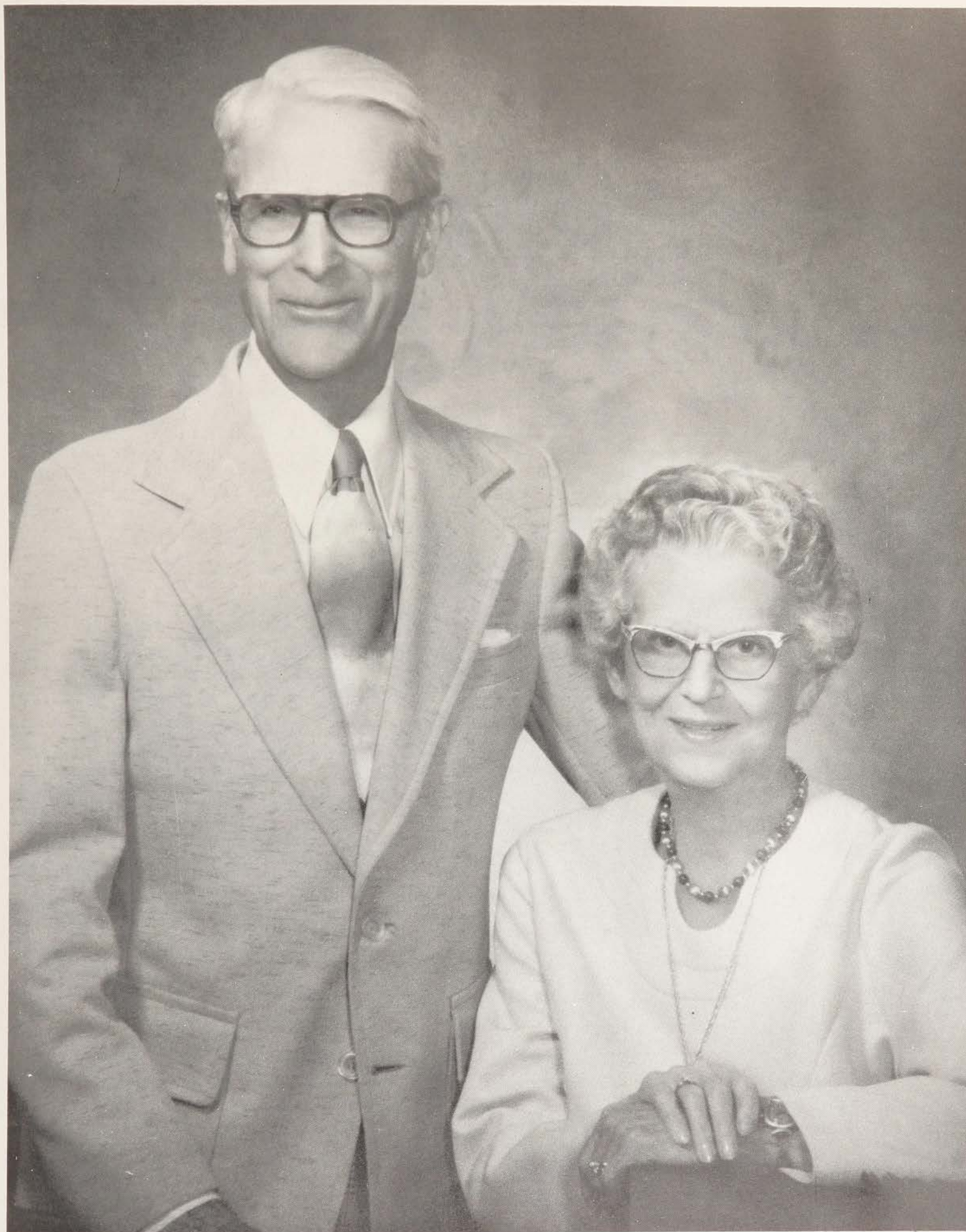
A Look Into the Future

As in the past, the future institution will be dedicated to providing the finest in health care when it responds to the hard work and dedicated efforts of the people who make this progress possible. In October 1980, Morton Plant Hospital purchased the 60-bed White House Nursing Home and the 70-bed Clearwater Rehabilitation Center to provide a place for short term recovery. These facilities, now called the Morton F. Plant Rehabilitation and Nursing Center, find the hospital moving closer to its goal of total patient care.

A new medical laboratory is scheduled for completion late in June 1983, thanks to the benevolence of William and Elizabeth Adler. The Adlers have long been involved in philanthropy. Their many gifts have included the ultra-modern Adler Pavilion of the Hunter Blood Center, a new educational building at St. Mark Lutheran Church in Dunedin, a 10-story addition to Ravenswood Hospital in Chicago and an expanded and renovated Clearwater Public Library. Morton F. Plant Hospital is indeed fortunate to have the support of these two fine people.



Future expansion will include the Adler Building made possible through the generosity of Mr. and Mrs. William Stuart Adler.



William and Elizabeth Adler

Addendum

Nursing—Today and Yesterday

An entire volume could be written describing the history of nursing in Morton F. Plant Hospital.

The well organized Nursing department under the direction of Kathryn Sachrison, R.N., B.S.N., M.N., has been completely described in a 40-page compendium listing major aspects of each nursing unit and providing excellent basic guidelines for various supervisory decision-making situations.

Presented in January 1980, the manual was compiled largely through the efforts of Mrs. Jessie Halstead, R.N., Assistant Director of Nursing before her retirement after serving 26 years at Morton Plant. It will be updated twice yearly by the Nursing Administration to facilitate the orientation of nursing managers and hospital administration staff to the Nursing department as well as others desiring information.

Nursing today is necessarily complicated by new technology, but the most serious problems concerning this time-honored profession are caused by a shortage of nurses.

Throughout the United States the highly respected and indispensable nursing profession is in a state of flux today that is difficult to understand, even for the nurses themselves.

According to Director Kathryn Sachrison, "The shortage of nurses has become one of the critical issues in medicine today." She explains that of the more than two million persons who have received nursing licenses and of the one million who have kept them current, only 350,000 to 400,000 are providing patient care—and many of them are in supervisory positions removed from the patient's bedside. Recent studies show this lack of patient contact to be the main reason for loss of interest in the profession.

Alternative career opportunities and fewer training facilities also contribute to the shortage of nurses. For example, St. Petersburg Junior College is the only school in the area supplying registered nurses to 22 Pinellas County hospitals. LPN training is offered by Pinellas Vocational Technical Institute (PVTI) in St. Petersburg. Both of these programs are affiliated with Morton F. Plant Hospital as well as the other hospitals for practical training, and many of the graduates do remain in the area.

The changeover from the hospital-based nursing schools to community or Junior College programs for training nurses followed World War II, according to Education director Katherine Risley, R.N.

"Nursing for the Future," a four-year study headed by Dr. Esther Lucille Brown in 1948 recommended that the term "professional" nurses be used only for graduates of "an accredited professional school."

Thus began associate degree education. This movement led by Mildred L. Montog for the past 30 years uses two and four year community programs to train nurses academically in conjunction with area hospitals.

As a result, most hospital-based nursing schools have been phased out today. The representative caps and pins worn so proudly in the past by graduate nurses have given way to optional disposable ones.

At Morton F. Plant Hospital where two thirds of the patients are over 65, many have difficulty identifying a nurse without a cap. However, many "old school" nurses practicing private-duty nursing today continue to wear caps and pins representing their respective schools.

In the hospital-based "old schools," hard work and long hours often paid for room, board and tuition.

Graduation day was welcomed with well-deserved pride by all students who managed to survive, and many life-long friendships were formed under these strenuous circumstances.

As one student wrote,

"A nurse's life, though full of care
Is not devoid of pleasure
For Satan finds no work for those
Who haven't any leisure."

In the past, each student accepted in the school must "possess a good education, some manual dexterity, perfect health, pleasing manner, agreeable disposition and exceptional moral character."

As far back as 1887 the general duty nurse was described as a hard working person: "In addition to taking care of 50 patients, the general duty nurse will daily sweep and mop ward floors, dust all the

furniture and window sills, bring a scuttle of coal each day and maintain an even temperature; fill all kerosene lamps, wash the chimneys, trim the wicks, make her pens carefully in order to write legible notes for the doctors, report for duty at 7:00 a.m. except for Sunday when she has two hours off in the middle of the day." If she smoked, drank, frequented dance halls or beauty parlors, she must be prepared to have her supervisor question her character and ability.

In return, she was given one evening off each week for "courting purposes." If she went to church instead, she was given two evenings. It was suggested that she anticipate her old age and if she earned \$30 a month, she should put aside \$15. After five years she was entitled to an increase of five cents a day, providing "the hospital has no debts outstanding."

Today higher pay, shorter working days and many fringe benefits including tempting bonuses are offered nurses. Why then is there a shortage of nurses?

Recent intensive studies have found the concept of "Team Nursing" used in many hospitals to be one of the main culprits.

"Team Nursing" evolved during World War II when demand for health care increased and nurses were scarce. In Team Nursing the R.N. coordinates patient care performed by a team of lesser-skilled

personnel. The patient often feels his care resembles an assembly line with a parade of different faces giving medication, taking vital signs, giving baths and treatments. Frustrated nurses are too busy to provide comforting bedside care.

The emotional rewards of bedside nursing care, as described in the story of the premature McMullen twins in 1939 earlier in this history, appear to be equally if not more important than higher pay, benefits and shorter hours for many nurses.

The future of nursing is described by Mrs. Sachrison: "While it is impossible to predict accurately what the future demands for nursing personnel will be, all indications are that more nurses than ever will be needed. Our aging population will require more hospital and nursing care. The scope of nursing services will enlarge substantially as the demand for nursing services increases in such areas as home health care, outpatient care and hospice care.

"Nursing is also expanding into providing primary health care outside the hospital, as in the use of nurse practitioners and nurse midwives in both rural and urban core settings.

"These future opportunities for nurses outside the hospital make the development of tools for attracting more nurses to bedside care and keeping them happy there a mandate we must respond to immediately. Otherwise, we can only expect greater shortages of good bedside nurses in the future."

Superintendents and Directors of Nursing

Kathryn Sachrison, Assistant Director/Director of Nursing, September 19, 1977 to present

Sara E. Wolfer, Director of Nursing, 1975-1977

Joyce Pareigis, Director of Nursing, 1973-1975

Katherine T. Smith, Director of Nursing, 1957-1973

Lilly C. Foley, Director of Nursing, 1952-1957, Superintendent/Head Nurse, 1932-1952, Head Nurse 1929-1932

Ainah Royce, Superintendent, 1931-1932

Cicely E. Ambler, Superintendent, 1928-1931

Hilda Hayes, Superintendent/Head Nurse, 1924-1928

Lillian A. Hollohan, Superintendent/Head Nurse, 1916-1924

The Auxiliary

Volunteers have played an indispensable role in Morton F. Plant Hospital since the need for a hospital was first realized by the ladies of Clearwater during the early 1900's.

The forerunner of the Morton Plant Auxiliary was a loosely formed organization of nurses aides who were recruited to help fill the vacancies caused by nurses "the hospital could not afford to hire." These young women were organized by Natalia Kingsbury in 1931 and headed by Eleanor Randolph during the 1930's.

With the increasing number of volunteers within the hospital, it was decided in 1941 that a more formalized organization would be needed. Simple bylaws were written and Miss Agnes Puddington, now 91 years old, was elected as the organization's first president. She served in this capacity for the next nine years. Miss Puddington continued to serve the hospital in the Auxiliary Sewing Room until very recently when ill health forced her retirement.

The Sewing Room was one of the first basic services provided by the Auxiliary. Women from five denominations—Episcopal, Presbyterian, Methodist, Baptist and Catholic came in on alternate days to mend and replenish the huge supply of linens and garments needed in Morton F. Plant Hospital. Four of the five original groups, as well as many other groups, are still active in the sewing service today.

The Auxiliary was formally incorporated in the state of Florida in 1967, and at the present time has 20 different services staffed by 650 active volunteers.

Of these, 65 are men, 30 are husband-wife teams

and 75 are Teenage Volunteers. There are presently 210 sustaining members. Last year the total number of hours given by the Auxiliary was over 111,000 with the Teenage Volunteers contributing 9,112 of these.

The Donald Roebling Society, formed by the Morton F. Plant Hospital Foundation to honor those people who have consistently contributed significantly to the hospital, now includes those volunteers who have donated at least 10,000 hours of service. At this time, there are four auxiliaries in the society: Edna Mae Luessen, Mildred Reid, Jo Sirmyer and Constance Chaffee.

Over the years, the Auxiliary has initiated many programs within the hospital for fund raising. In the beginning, the group sponsored bridge parties and concerts. In 1950, the Gift Shop was opened as a means of helping the hospital financially on a year-round basis. The Gift Shop began as a little showcase in the hall with a few gift items. The Snack Bar soon opened and was stocked with sandwiches that auxiliaries made at home and brought in to sell. Today fund raising activities include: the Auxiliary Attic, Art Gallery, the Pink Cart, newspapers, baby photos, Gift Shop and the resale of paperback books. To date, the Auxiliary has donated over \$750,000 to the hospital.

The Morton F. Plant Hospital Auxiliary represents all that the hospital stands for—compassion, caring for others, love of community and the desire to help those who need it. Auxiliaries are an integral part of Morton F. Plant Hospital's past, present and future.

THE AUXILIARY
1981 Members of the Board

Audrey Greene, President
Jeanette Straker, First Vice President
Eileen Guy, Second Vice President
Ellen Wareham, Third Vice President
Gayle McGrath, Recording Secretary
Gladys McDowell, Corresponding Secretary
Dona Minogue, Treasurer
Laura Sims, Assistant Treasurer

SERVICE CHAIRMEN:

Catherine Johnson, Admitting
Mildred Reid, Auxiliary Attic
Herman Sturm, Discharge
Margie Olsen, Flowers
Martha LeBaron, Gift Shop
Marion Washburn, ICU
Adelaide Dale, Information
Kathleen Mello, Mail

Marion Pugh, Nursing
Belle Parrish, Orientation
Roslyn Castle, Pink Cart
Dorothy Draves, Publicity
Phyllis Norman, Sewing Room
Jeanette Straker, Special Services
Frank Tipton, S.T.A.R.
Elizabeth Reaser, Stat & Courier
Sally Bowler, Teenage Volunteers

AUXILIARY PRESIDENTS

Miss Agnes Puddington	1941
Mrs. Hebe Dimmitt	1950
Mrs. Ruth Houze	1953
Mrs. Clara Guinand	1957
Mrs. Beryl Elliott	1958
Mrs. Mildred Reid	1965
Mrs. Corinne Peebles	1967
Mrs. Margaret Keating	1970
Mrs. Millicent Cornell	1973
Mrs. Belle Parrish	1974
Mrs. Phyllis Norman	1977
Mrs. Audrey Greene	1980

Auxiliary Office Supervisor: Dee Powers

Hospital Managers—Non-nursing, 1981

Director of Admissions

Janice Anderson

Cardiovascular Diseases Department

Technical Coordinator

Donald Williams

Director of Community Relations

John C. Osborn

Construction and Projects Manager

Roy Wood

Controller

Spenser Kisby

Data Processing Manager

Norman Jones

Dietary Manager

John Wills

Director of Education

Katherine Risley

Electroencephalography Manager

Joanne C. Boland

Environmental Services Manager

Constance Dunaway

Financial Credit Services Manager

Dale Arner

Fire and Safety Manager

Edmund Smolik

Laundry Manager

Paul Reardon

Management Engineering Manager

Edward Conley

Materials Management Manager

Charles Crumling

Medical Records Administrator

Jane Cameron

Nuclear Medicine Manager

Michael McCauley

Nursing and Rehabilitation Center, Administrator

June Duncan

Chief Occupational Therapist

Mary Jane Youngstrom

PBX Supervisor

Ella Herbst

Personnel Director

Gary Wolverton

Pharmacy Manager

Roger Lapp

Chief Physical Therapist

Mary Lynn Lee

Physicist

Bhupen Patel

Plant Facilities Manager

Leonard "Bud" Neel

Print Shop Manager

Robert Nisbet

Radiology Manager

Skip Watkins

Respiratory Therapy Manager

Harrel Ziecheck

Rehabilitative Services Manager

Benedict Kraus

Risk Manager

Len Gorman

Security Manager

Sam Cannizzaro

Director of Social Services

Betty Blackman

Chief Speech Pathologist

Ida Michels

Utilization Review

Emma "Willie" Newton

Hospital Managers—Nursing, 1981

Dorothy Gale
Assistant Director of Nursing

Jan Scharlau
Assistant Director of Nursing

Mary Salceies
Assistant Director of Nursing

Joan Clow
Clinical Supervisor-Medical-
Surgical Intensive Care Units

Donna Reynolds
Clinical Supervisor-Mental Health Units

Eileen Wallace
Clinical Supervisor-Obstetrics/Gynecology

Geraldine Whisler
Day Shift Supervisor

Marion Flowers Kravas
Evening Shift Supervisor

Patricia Wescott
Evening Shift Supervisor

Dorothy Hollingsworth
Night Shift Supervisor

Mary Marquis
Night Shift Supervisor

Jacqueline Miller
Night Shift Supervisor

Annie Miller
Mobile Nursing Unit Coordinator

Martha Reyes
Operating Room Supervisor

Cecilia Birch
Head Nurse-Barnard 2/Area 1

Madelyn Lawson
Head Nurse-Barnard 2/Area 2

Myrna Duckworth
Head Nurse-Barnard 2/Area 3

Diane Hearing
Head Nurse-Barnard 3

Dorothy Algozzina
Head Nurse-Barnard 4

Regina Whitcomb
Head Nurse-Barnard 5

Marilyn Buck
Head Nurse-Barnard 6

Ethel Keim
Head Nurse-Barnard 7

Helen Kellner
Head Nurse-Witt 2

Dolly Dowell
Head Nurse-Witt 3

Victoria Scotti
Head Nurse-Witt 4

Patsy Verdery
Head Nurse-Witt 5

Toni Erickson
Head Nurse-Witt 6

Julia Brown
Head Nurse-Witt 7

Patricia Austin
Head Nurse-Emergency Room

Cheryl Smith
Head Nurse-I.V. Therapy

Patricia Roebuck
Head Nurse-Labor and Delivery

Elaine Lowman
Head Nurse-Nursery

Julie Lutz
Head Nurse, Pediatric Mental Health

Flora Rodriguez
Head Nurse-Pediatrics

Louise Rutledge
Head Nurse-Recovery Room

Brenda Michniewicz
Head Nurse-Roebling 3

Barbara Craig
Head Nurse-Surgery

Cheryl Young
Head Nurse-Surgery

Donna Hayes
Director of Nursing-Morton F. Plant
Nursing and Rehabilitation Center

A Chronology

Facts and Figures

ADMINISTRATION

Directors

Duane T. Houtz, President (formerly called Executive Director) March 1, 1977 to present
Roger S. White, Executive Director, 1961–1976
Theodore L. Jacobsen, Administrator, 1952–1961

Director of Administration

John R. Gray, 1968 to present

Assistant Directors

Robert L. Graves, 1977 to present
Kathryn Sachrison, R.N., Director of Nursing, 1977 to present
Douglas F. Dahlhauser, 1978 to present
Thomas C. Sawicki, 1973–1977
James N. Schamber, 1971–1973
Harvey Penwell, 1968–1969
John R. Gray, 1964–1968
Frank J. Dawson, 1962–1964
Robert Nordham, 1960–1962
Roger S. White, 1958–1960

Directors of Medical Affairs

Dr. Norman Tarr, 1978 to present
Dr. Richard B. Cuthbert, Jr. 1971–1978

Director of Human Resources

Roger E. Winn, 1980 to present

MORTON F. PLANT HOSPITAL FOUNDATION

Presidents

Timothy A. Johnson, 1980 to present
Col. Edward T. Imparato, 1977–1980

Executive Directors

David J. Rosser, 1978 to present
Captain Edward A. Michel, Jr., 1977–1978

PRESIDENTS OF THE MEDICAL STAFF

Dr. John T. Bowen, 1915–1919
 Dr. Lucian B. Dickerson, 1919–1925
 Dr. Norman E. Mighell, 1926–1927
 Dr. Joseph F. Ruff, 1928–1929
 Dr. Millen A. Nickle, 1930
 Dr. Frank E. Kauffman, 1932
 Dr. John T. Bowen, 1934
 Dr. Harold E. Winchester, 1940
 Dr. M. E. Black, 1944
 Dr. P. H. Guinand, 1947
 Dr. Wyatt H. Groves, 1949
 Dr. J. Sudler Hood, 1951
 Dr. Raymond Center, 1953
 Dr. Vernon Hagan, 1955
 Dr. Julio J. Guerra, 1957
 Dr. E. M. Harrison, 1959
 Dr. Robert Wolff, 1961
 Dr. Gibson Hooten, 1962

Dr. Davis Vaughan, 1963
 Dr. Walter Winchester, 1964
 Dr. James M. Stem, 1965
 Dr. John T. Karaphillis, 1966
 Dr. James B. Leonard, 1967
 Dr. Raymond M. Lockwood, 1968
 Dr. S. D. Mullins, Jr. 1969
 Dr. Douglas Carr, 1970
 Dr. Samuel T. Register, 1971
 Dr. Richard B. Cuthbert, Jr., 1972
 Dr. David M. Weible, 1972–1973
 Dr. Paul J. Straub, 1974–1975
 Dr. Byron Smitherman, 1976
 Dr. Jean L. Bennett, 1977
 Dr. Lee C. Watkins, Jr., 1978
 Dr. Fred C. Tucker, 1979
 Dr. William E. Kilgore, 1980
 Dr. Sherman H. Pace, 1981

MORTON F. PLANT HOSPITAL ASSOCIATION, INC. FORMER PRESIDENTS

	Term of Office*	
L. B. Skinner	1914–1933	Honorary Chairman 1933
Theron R. Palmer	1933–1934	
Donald Roebling	1934–1954	Named Honorary Chairman of the Board for Life 2/16/54
Alfred P. Marshall	1954–1956	
John B. Messinger	1956–1959	
Gen. Eugene L. Harrison	1959–1962	
Philip F. Gray	1962–1963	
W. G. Wells	1963–1967	
Gen. Eugene L. Harrison	1967–1969	
Harold L. Hoefman	1969–1971	
Gen. Eugene L. Harrison	1971–1974	
John B. Sweger	1974–1977	
F. Kiernan Schoonmaker	1977–1979	
William W. Gilkey	1979–1980	
–Richard C. Colton	1980–	

*Term of Office–February to February
 –Title changed in 1981 to Chairman of the Board

1981 Morton F. Plant Hospital Medical and Dental Staff Directory*

James E. Adams, M.D., Psychiatry
William Andrade, M.D., Family Practice
Mary Andriola, M.D., Pediatric Neurology
Michael Andriola, M.D., Neurology
Frederick Appleyard, M.D., Pathology

Dean R. Backstrom, M.D., Emergency Room
James Bader, M.D., Radiology
Stephen Barasch, M.D., Anesthesiology
Domingo Barcenas, M.D., Family Practice
John Barrett, M.D., Orthopedics
John M. Battista, M.D., Family Practice
Charles Becker, M.D., Family Practice
William J. Beel, M.D., Emergency Room
John W. Bell, M.D., Emergency Room
Robert Benedetti, M.D., General Surgery
Jean Bennett, M.D., Pediatrics
B. L. Bercaw, M.D., Neurology
Don H. Bercuson, M.D., Infectious Diseases
Boyce Berkel, M.D., Emergency Room
Robert F. Bialas, M.D., Plastic Surgery
Martin Bialow, M.D., Cardiology
Bernardo Bilang, M.D., Family Practice
Peter Blumencranz, M.D., General Surgery
Martin Bock, M.D., Internal Medicine
Ronald E. Bowers, M.D., Internal Medicine/
Pulmonary
John Brady, M.D., Obstetrics/Gynecology
William H. Brandon, M.D., Internal Medicine
Kenneth Brown, M.D., Plastic Surgery
R. Chris Brown, M.D., Family Practice
Warren Brown, M.D., Family Practice
Russell Bufalino, M.D., Family Practice
James Burns, M.D., Obstetrics/Gynecology
Winton H. Burns, M.D., Anesthesiology

John Cagle, D.D.S., Dental
James Campbell, M.D., Thoracic and
Cardiovascular Surgery
Lyda T. Carrion, M.D., Ophthalmology
Richard Carter, M.D., Pediatrics

Gordon Cavell, M.D., Internal Medicine
Raymond Center, M.D., General Surgery
Liberato Chapa, M.D., Thoracic and Cardiovascular
Surgery
Jerry Chase, M.D., Emergency Room
George Christ, M.D., Internal Medicine
Gaylord Church, M.D., Internal Medicine
Michael Cobbe, D.D.S., Pediatric Dentistry
Roger Copenhaver, M.D., Emergency Room
Ronald Copenhaver, D.D.S., Oral Surgery
Guillermo Cosma, M.D., Psychiatry
Morris Crisler, M.D., Urology
Denton Crockett, M.D., Family Practice
Anthony Cucinotta, M.D., Rheumatology

J. Conway Dabney, M.D., Anesthesiology
Thomas Daniel, M.D., Radiology
William Davis, M.D., Ear, Nose and Throat
Nancy H. Dawber, M.D., Pediatrics
Thomas E. Deal, M.D., Thoracic and
Cardiovascular Surgery
Arvelio de la Torre, M.D., Orthopedics
Cornelia M. Dettmer, M.D., Radiation Therapy
Lawrence F. Dewberry, M.D., Nephrology
Frank B. Diamond, M.D., Pediatrics/Endocrinology
Branko Dinic, M.D., Internal Medicine
James E. Doran, M.D., Obstetrics/Gynecology
John Dormois, M.D., Cardiology
John Downing, M.D., Family Practice
Robert L. Drapkin, M.D., Internal Medicine and
Oncology
Charles Dykstra, M.D., Ear, Nose and Throat

Joseph Eaddy, M.D., Internal Medicine
Donald R. Eubanks, M.D., Cardiac Catheterization

John Fady, D.D.S., Dental
Joseph Fishman, M.D., Plastic Surgery
James H. Free, M.D., Internal Medicine
Ralph G. Frick, D.D.S., Dental
Ben I. Friedman, M.D., Nuclear Medicine

*as of July 1, 1981

James Gaskins, M.D., General Surgery
 J. Patrick Gillotte, M.D., Pathology
 Paul Goldenfarb, M.D., Internal Medicine
 David Goldschmid, M.D., Emergency Room
 Roger Golomb, M.D., Dermatology
 Hugh Good, M.D., Urology
 John Goodgame, M.D., General Surgery
 J. Thomas Goodgame, M.D., General Surgery
 Gordon D. Goodman, M.D., Radiology
 Hank Gosch, M.D., Neurosurgery
 Susan E. Griffis, M.D., Pediatrics
 Walter Guensch, M.D., Internal Medicine

Andrew Hagan, M.D., Obstetrics/Gynecology
 Barry N. Haicken, M.D., General Surgery
 J. Patrick Hanley, M.D., Pediatrics
 Kay K. Hanley, M.D., Pediatrics
 John P. Hanson, M.D., Family Practice
 Ben B. Harriman, M.D., Pathology
 W. Wade Hatcher, M.D., General Surgery
 Gerald Hecker, D.D.S., Dental
 Edward V. Hegg, M.D., Family Practice
 Robert J. Heller, M.D., Obstetrics/Gynecology
 Glenn Helwig, M.D., Obstetrics/Gynecology
 Frederick Hemerick, D.D.S., Dental
 Luis Herrero, M.D., Psychiatry
 Jan Hirschfield, M.D., Internal Medicine
 Charles Hochberg, M.D., Obstetrics/Gynecology
 O. Weems Hollowell, M.D., Neurosurgery
 B. J. Hood, M.D., Internal Medicine
 J. Sudler Hood, M.D., Orthopedics
 Gibson Hooten, M.D., Internal Medicine
 Ellis Hyman, D.D.S., Dental

Harold Ishler, M.D., Family Practice

Richard Johnson, M.D., Emergency Room
 Rodrigo Jurado, M.D., Family Practice

John Karaphillis, M.D., Urology
 Gerrit K. Keats, M.D., Urology
 Moshe Kedan, M.D., Internal Medicine
 Robert Keller, M.D., Obstetrics/Gynecology
 William E. Kilgore, M.D., Orthopedics
 J. Martin Klein, M.D., Family Practice
 Alan Klibanoff, M.D., Internal Medicine/
 Gastroenterology
 Robert Kline, M.D., Nuclear Medicine
 Erling Kloppedal, M.D., Radiology
 Charles A. Kottmeier, M.D., Anesthesiology
 Jeffrey H. Kuch, M.D., Family Practice
 Robert A. Kurtis, M.D., Family Practice

William LaRosa, M.D., Urology
 Barry L. Leber, M.D., Neurology
 John Lee, M.D., Orthopedics
 Zena Leider, M.D., General Surgery
 Federico E. Lenz, M.D., Internal Medicine/
 Cardiology
 David Leonard, M.D., Internal Medicine/
 Endocrinology
 James Leonard, M.D., Pathology
 Phillip D. Lerner, M.D., General Surgery
 James Lett, M.D., Family Practice
 Fred Lieberman, M.D., Internal Medicine/
 Gastroenterology
 Patrick Logue, M.D., Orthopedics
 Frank Lombardi, D.D.S., Dental
 Flynn Lovett, M.D., Emergency Room
 Daniel Lowrey, M.D., Ophthalmology
 James Lowrey, M.D., Ophthalmology

Donald Macdonald, M.D., Pediatrics
 William Maistrellis, M.D., General Surgery
 Daniel Mason, M.D., Cardiology
 F. R. May, M.D., General Surgery
 Stephen B. Mazer, M.D., Family Practice
 Charles J. McAllister, M.D., Nephrology
 John McClure, M.D., Orthopedics
 Robert H. McCreary, M.D., Oncology
 Robert P. McCune, M.D., Plastic Surgery
 Richard Meriwether, M.D., Pediatrics
 Louis Michaelos, M.D., Ophthalmology
 Mark Michelman, M.D., Internal Medicine/
 Hematology
 Henry Miller, M.D., Family Practice
 D. Dee Mitchell, M.D., Family Practice
 Dean Moody, M.D., Family Practice
 George Morris, M.D., Orthopedics
 Miguel Mulet, M.D., Family Practice
 Richard A. Murbach, M.D., Thoracic and
 Cardiovascular Surgery
 J. Bryan Murphy, M.D., Family Practice

Charles D. Nach, M.D., Orthopedics
 Janaki Narayan, M.D., Nephrology
 M. L. Narayan, M.D., Cardiology
 David Nathan, M.D., Dermatology
 Roth Neller, M.D., Family Practice
 Henrique Neto, M.D., Thoracic Surgery
 James Nielsen, M.D., Ophthalmology

John Odette, M.D., Ear, Nose and Throat
 Edward O'Hara, M.D., Family Practice

Sherman Pace, M.D., Family Practice
 Scott Permesley, M.D., Psychiatry
 J. Wayne Phillips, M.D., Allergy
 J. Duane Pierson, M.D., Psychiatry
 Clinton Pittman, M.D., Neurosurgery
 Kenneth Plummer, M.D., Family Practice
 Louis Powell, M.D., Ophthalmology
 Jane Punsalang, M.D., Internal Medicine
 Renato Punsalang, M.D., Family Practice
 William Purvis, M.D., Ear, Nose and Throat

Andrew Rackstein, M.D., Anesthesiology
 George Raper, M.D., Dermatology
 Samuel Register, M.D., Ophthalmology
 Luis Reyes, M.D., Family Practice
 Eugene S. Reynolds, M.D., Internal Medicine
 William Richards, M.D., Internal Medicine
 John J. Rinde, M.D., Internal Medicine
 Lynn N. Ringenber, M.D., Pediatrics
 Aubrey Robinson, D.D.S., Dental
 Howard Robinson, M.D., Family Practice
 Mauro Rodriguez, M.D., Psychiatry
 Stanley Rosewater, M.D., Obstetrics/Gynecology
 T. Johnson Ross, M.D., Urology
 Javier Ruiz, M.D., Thoracic and Cardiovascular
 Surgery
 Jerome Rygorsky, M.D., Cardiology

G. R. Safirstein, D.M.D., Orthodontics
 Brian Salisbury, M.D., Internal Medicine
 Harry Sauers, M.D., Psychiatry
 Alan C. Scheer, M.D., Radiation Therapy
 Alfred Schick, M.D., Radiology
 William H. Schmid, M.D., Allergy
 Bruce Schorr, M.D., Internal Medicine
 Howard Schuele, M.D., Orthopedics
 Joseph Schwartz, M.D., Internal Medicine
 Eric B. Scowden, M.D., Nephrology
 Sidney Sedwick, M.D., General Surgery
 Frank J. Seidl, M.D., Ophthalmology
 Linda Shaffer, M.D., Emergency Room
 David Shapiro, M.D., General Surgery
 John Shuttleworth, M.D., Internal Medicine
 Gerard Siek, M.D., Orthopedics
 William Slinger, M.D., Dermatology
 Brammer Smith, M.D., Internal Medicine
 Byron Smitherman, M.D., Internal Medicine
 Henry Smoak, M.D., Family Practice
 Gerald Sokol, M.D., Internal Medicine and
 Oncology

John Sourbeer, M.D., Family Practice
 George Spoto, M.D., Thoracic and Cardiovascular
 Surgery
 Peter Spoto, M.D., Psychiatry
 William Stafford, Urology
 Athanasios D. Stefopoulos, M.D., Psychiatry
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 Jerald Turner, M.D., Ophthalmology

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 Garrison G. Watts, M.D., Cardiology
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 William T. Williams, M.D., Thoracic Surgery
 Michael Williamson, M.D., Cardiac
 Catheterization
 Walter Winchester, M.D., Family Practice
 Robert Wolff, M.D., Ear, Nose and Throat
 Herbert Wollowick, M.D., Radiology
 Joseph Worth, M.D., Internal Medicine

Michela M. Zbogor, M.D., Internal Medicine

Employee Benefits and Activities

The hospital today is constantly striving to provide improved employee benefits so essential in this age of inflation. These benefits in 1981 include:

Annual physical
Blood bank availability
Bowling league
Cafeteria discount
Credit Union
Dental insurance
Fitness program
Funeral leave
Health insurance
Holiday pay
Jury duty pay
Leave of absence
Life insurance
Men's and Women's softball teams

Military leave
Pharmacy discount
Retirement program
Scholarship/Loan program
Service awards
Sick pay
Tax sheltered annuity
Tuition reimbursement
Unemployment compensation
US Savings Bonds
Vacation pay
Women's soccer team
Worker's compensation

Many annual functions are also arranged for the employees, providing a time to participate in favorite activities and make new friends within the large hospital "family". These functions include:

Annual employee picnic
Christmas tea
Holiday parties
Old Timers' Banquet

Retirement teas
Employee Art Show
Employee Craft Show
Employees appreciation week



Ola Mae Baggett, Morton Plant Hospital's first "Employee of the Month," holds the old timers' record for full-time employment with 31 years in the Dietary department.

Christmas Parties—and others have always been a part of the hospital picture. During the late 1940's, Drs. Black, Guinand and Hagen entertained the nursing staff with annual Halloween costume parties and the famous springtime "Blue Goose" celebrations which followed the end of the winter-time rush in the crowded hospital.

Employee Picnic—The first employees' picnic ran into rain on August 27, 1960 and 300 employees ended the day in the Clearwater Moose Hall instead of Phillipi Park in Safety Harbor. However, nothing

dampened the success of the affair enjoyed annually today by hospital personnel.

Fitness Forever—An exercise program for employees and the community started June 1, 1980 by Pat Hanton, B.S., M.S., for Morton F. Plant Hospital. It was preceded by the successful "Wellness Unlimited" Program for hospital personnel contracted by Dr. George Randt in 1979. The new benefit is designed to increase a person's level of fitness through walking, running and bicycling, following an initial fitness evaluation.

Gal Friday—formed in 1977 as a group of clerical personnel from various departments of Morton Plant Hospital interested in obtaining inter-departmental information through meetings and furthering their personal and professional skills through continuing education.

H.E.R.O.—Hospital Employees' Recreational Organization organized in August 1973 and managed by the employees who elect officers and organize many of the activities for personnel within the hospital.

Old Timers' Banquet—Initiated in May 1966 and today continues to recognize all employees serving five or more years at Morton Plant Hospital.

Tinkle Trophy—The bowling tournament to win the Tinkle Trophy began between Morton F. Plant Hospital and Tampa General Hospital in 1958. At that time, Assistant Administrator Roger White devised the urinal trophy to promote activities among area hospitals. A few years later a bed pan became the loser's "Tail End" trophy and the successful tournament remains a highlight of employee sports competition today.

Women's Softball Team—The first team was started by Outpatient Cashier Jackie Benson in May 1961 with 15 women attending the first practice.

Employees Who Have Been With Morton F. Plant Hospital for 20 Years or More

Baggett, Ola Mae—01-31-50 Tray Line Supervisor	Wyman, Dorothy—04-08-60 Cook II
Newton, Emma—08-25-53 Utilization Review Coordinator	Adams, Gladys—05-09-60 Nurse Aide
Glacy Araos, Johanna M.—04-19-54 Chief Microbiologist	Lowman, Elaine W.—06-14-60 Head Nurse
Harris, Ann B.—07-08-55 Patient Coordinator	Harris, Bernice—06-14-60 Laundry Worker I
Clark, Caroline—02-29-56 Medical Secretary	Golden, Vera Marie—07-16-60 Dietary Clerk
Dunaway, Constance L.—03-14-56 Environmental Services Manager	Canova, Ruth E.—08-12-60 Business Office Manager
Golden, Jessie Lee—09-19-56 Head Cook	Kraus, Benedict R.—08-15-60 Rehabilitative Services Manager
Jones, Cynthia—01-20-57 Registered Nurse	Haymond, Patricia—09-01-60 Medical Technologist
Lloyd, James—01-28-57 Utility Worker	Lapp, Roger J.—09-29-60 Pharmacy Manager
Collins, Audrey—09-05-57 Medical Technologist	Roebuck, Patricia A.—10-08-60 Head Nurse
Wright, Frances—09-09-57 Histology Technician	Baxter, Betty Jean—10-19-60 Laundry Supervisor
Jelks, Helen—09-19-57 Nurse Aide	Bushey, Joanne A.—10-25-60 Assistant Head Nurse
Steckel, Margaret—10-30-57 Registered Nurse	Michels, Ida A.—04-01-61 Chief Speech Pathologist
Salceies, Mary—12-08-58 Asst. Director of Nursing	Gray, John R.—04-10-61 Director of Administration
Hicks, Tommie Lee—02-19-59 Cook II	Hartwell, Vencil—06-08-61 Laundry Worker I
Allen, Nell L.—08-31-59 LPN I	Stearns, Virginia—06-26-61 Med. Tech. Supervisor
King, Dorothy—11-18-59 Ward Clerk II	Walker, Ruthie M.—08-21-61 Histology Technician
Smith, Stanley R.—01-01-60 LPN II	White, John C.—08-29-61 Emergency Medical Technician
Miller, Annie L.—02-14-60 Mobile Nursing Unit Coordinator	Carpenter, Winifred—11-21-61 Nurse Aide
Clingan, Crystal E.—03-14-60 Ward Clerk II	Royer, Eleonore D.—12-18-61 Head Nurse
Bird, Kenneth—03-21-60 Asst. Mgr. Engineering	

Accreditation, Licensure, Inspections, Audits and Participative Plans for Morton F. Plant Hospital

A. Accreditation

1. Joint Commission on Accreditation of Hospitals

B. Memberships

1. American Hospital Association
2. Southeastern Hospital Association
3. Florida Hospital Association
4. Florida West Central Hospital Association
5. Council of Community Hospitals

C. Licensure

1. Department of Health and Rehabilitative Services, State of Florida
2. Department of Health and Rehabilitative Services, Laboratory
3. Department of Health and Rehabilitative Services, Radioactive Materials
4. Department of Health and Rehabilitative Services, Radiology

D. Inspections

1. Department of Health and Rehabilitative Services
2. Public Health Department (County)
3. State Fire Marshall
4. Local Fire Marshall
5. State of Florida Department of Commerce
6. U.S. Treasury Department
7. Board of Pharmacy
8. Department of Agriculture - Scales and Balances
9. Food and Drug Administration
10. Drug Enforcement Administration
11. Nuclear Regulatory Commission
12. State Board of Nursing
13. Joint Commission on Accreditation of Hospitals

E. Participates In or Contracts With

1. Blue Cross Plan
2. Medicare
3. Medicaid

F. Audits

1. Medicare
2. External Auditors - Ernst & Whinney
3. Blue Cross - Rate Evaluation

1980 Hospital Report

	Sept. 1980	Sept. 1979	Oct. - Sept. Year to date	Last Year to Date
<i>ADMISSIONS - DISCHARGES</i>				
Patients in Hospital.....	473	451	506	449
Patients admitted (excl. NB).....	1954	1844	24030	22961
Newborn admitted.....	150	123	1459	1463
Patients dischg. (excl. NB&D).....	1821	1722	23053	22001
Newborn dischg.....	150	124	1460	1460
Deaths.....	77	66	953	906
Patients remaining.....	529	506	529	506
<i>CENSUS DAYS</i>				
Patient days (excl. NB).....	15719	14779	198005	185482
Newborn days.....	495	378	4766	4866
Total patient days.....	16214	15157	202771	190348
Average No. Pts. per day.....	524	493	541	508
Average No. Newborn per day.....	17	13	13	13
Average Total per day.....	541	505	554	522
Bed Capacity - Adult 745 Bassinet 31				
<i>OCCUPANCY</i>				
Percentage of occupancy, adult.....	70.3%	66.1%	72.6%	68.2%
Percentage of occupancy, newborn.....	53.2%	40.6%	42.0%	43.0%
Percentage of Total.....	69.6%	65.1%	71.3%	67.2%
<i>DAYS CARE RENDERED TO PTS. DISCH.</i>				
Discharge days (excl. NB).....	15717	13942	197374	185501
Average length of stay.....	8.3 days	7.8 days	8.2 days	8.1 days
Discharge days, newborn.....	490	384	4769	4892
Average length of stay, newborn.....	3.3 days	3.1 days	3.3 days	3.4 days
<i>NEWBORNS</i>				
Births: Male.....	82	59	723	786
Female.....	68	64	736	677
Total births.....	150	123	1459	1463
<i>DEATHS</i>				
Total deaths.....	77	66	953	906
<i>OPERATIONS PERFORMED</i>				
Operations: Major.....	675	528	7432	6947
Minor.....	216	261	3121	3290
Total operations.....	891	789	10553	10237
Emergency operations.....	85	123	1226	1253
<i>AMBULATORY CARE</i>				
Outpatients: Emergency room.....	2838	2970	37600	37655
Other outpatients.....	2278	2826	32692	37343
Total outpatients.....	5116	5796	70292	74998
D.O.A.....	0	4	36	41
Outpatient deaths.....	1	3	23	42

STATISTICS	1980	1979
Patients Admitted (excluding NB)	24,030	22,961
Births	1,459	1,463
Patient Days (excluding NB)	198,005	185,482
Average Patients Per Day (excluding NB)	541	508
Average Stay (excluding NB)	8.2	8.1
Dietary Meals Served	567,915	538,343
Laboratory (Tests)	319,136	300,766
Radiology (Treatments)	80,070	76,945
Rehabilitative Services	62,975	56,027
Respiratory Therapy (Treatments)	105,339	107,690
Emergency Room (Visits)	37,600	37,655
Surgery (Cases)	10,533	10,237
Pharmacy (Unit Doses)	3,793,349	3,587,195

PATIENT DAYS BY FISCAL YEAR

140,145	1970
145,546	1971
148,723	1972
156,735	1973
160,115	1974
157,934	1975
171,131	1976
183,572	1977
194,355	1978
185,482	1979
198,005	1980

UNRESTRICTED FUND

Assets	September 30	
	1980	1979
CURRENT ASSETS		
Cash, including time deposits (1980—\$359,235; 1979 —\$1,571,157)	\$ 373,729	\$ 1,579,626
U.S. Government securities	—0—	382,477
Accounts receivable from patients less estimated uncollectibles and allowances (1980—\$2,144,000; 1979 —\$2,217,000)	6,530,180	5,863,579
Estimated Medicare settlement	1,144,504	—0—
Inventories of supplies	955,051	925,203
Prepaid expenses and other current assets	475,504	600,680
TOTAL CURRENT ASSETS	9,478,968	9,351,565
BOARD-DESIGNATED FUNDS		
Cash and time deposits	60,055	1,232,679
U.S. Government securities	4,369,470	3,012,258
	4,429,525	4,244,937
SELF-INSURANCE TRUST FUND	1,070,102	682,603
8% MORTGAGE NOTE RECEIVABLE	182,000	—0—
PROPERTY, PLANT AND EQUIPMENT		
Land	2,245,629	1,323,047
Land improvements	648,314	613,873
Buildings	20,191,437	19,786,537
Equipment	9,238,457	7,757,186
Allowances for depreciation (deduction)	(10,628,672)	(9,171,886)
	21,695,165	20,308,757
Construction in progress (estimated cost to complete— 1980—\$472,000) and deposits on purchase contracts	1,659,922	57,151
	23,355,087	20,365,908
	<u>\$38,515,682</u>	<u>\$34,645,013</u>

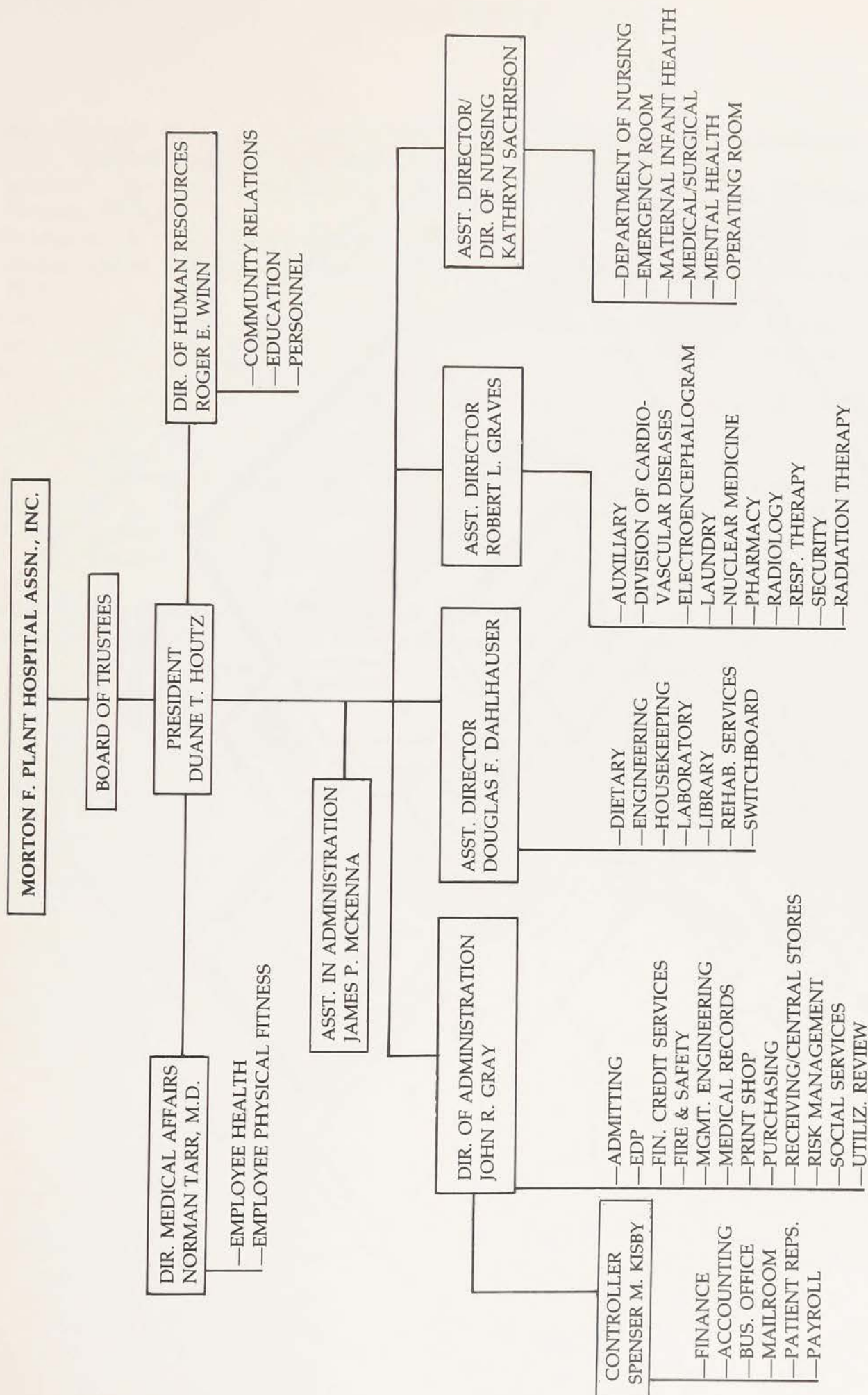
RESTRICTED FUNDS

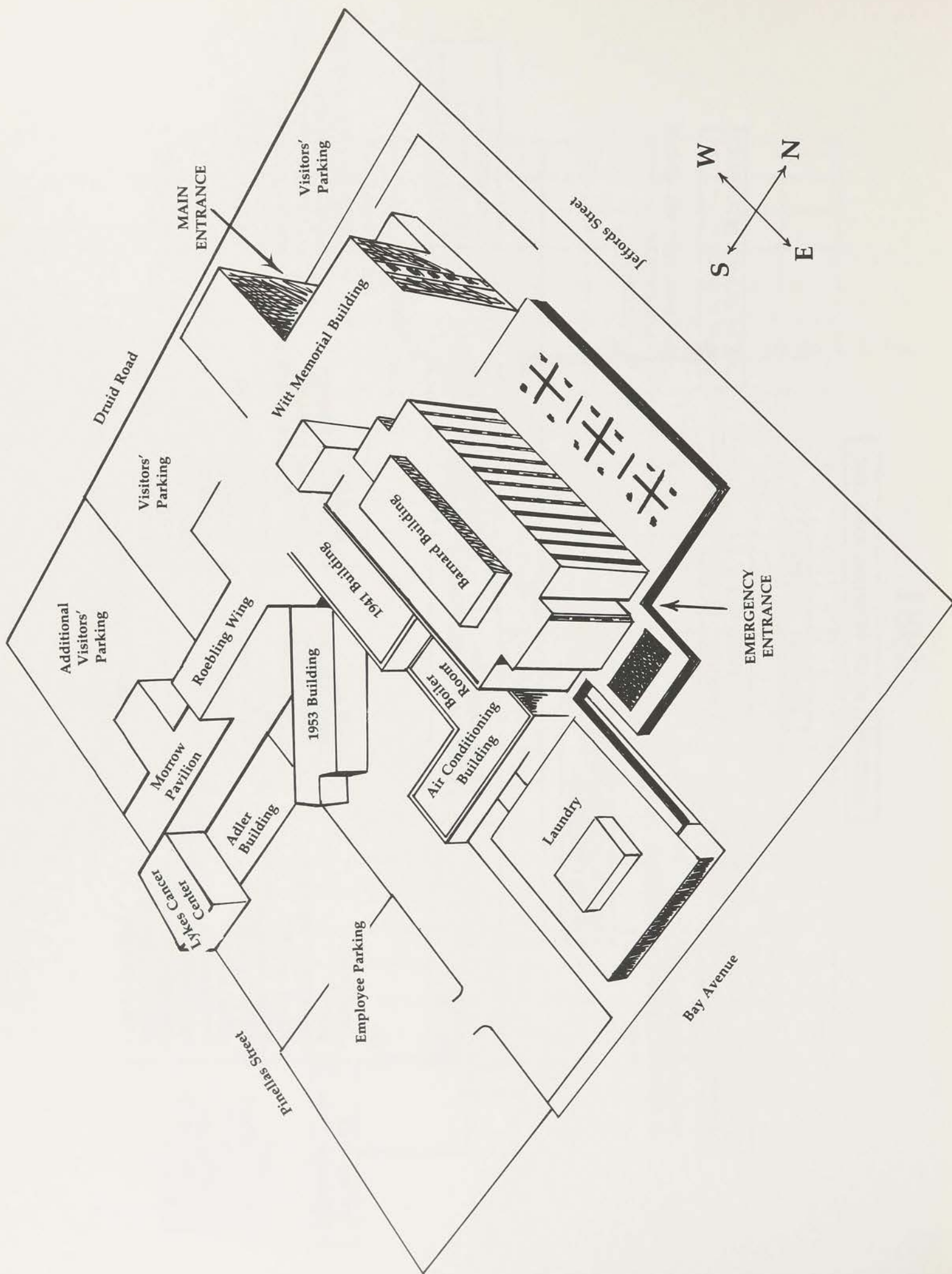
SPECIFIC PURPOSE FUNDS		
Cash including time deposits (1980—\$33,919; 1979—\$25,583)	\$ 38,137	\$ 25,583
Liabilities and Fund Balance		
CURRENT LIABILITIES		
Accounts payable	\$ 1,843,824	\$ 1,135,350
Employee compensation	2,119,796	1,727,415
Estimated Medicare settlement	—0—	487,000
Other current liabilities	362,794	286,412
Current portion of long-term debt	413,314	454,021
TOTAL CURRENT LIABILITIES	4,739,728	4,090,198
LONG-TERM DEBT— less current portion		
	4,437,314	4,487,019
DEFERRED INCOME		
Medicare reimbursement	456,324	369,587
Other	—0—	13,822
	456,324	383,409
UNRESTRICTED FUND BALANCE	28,882,316	25,684,387
	<u>\$38,515,682</u>	<u>\$34,645,013</u>
SPECIFIC PURPOSE FUNDS		
Fund balance	\$ 38,137	\$ 25,583

MORTON F. PLANT HOSPITAL—SURGERY WORK LOAD
Compiled by Mary Salceies, R.N.



1981





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MPH Volunteer News

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About the Author

Jan Kirby has watched the phenomenal growth of the Clearwater area and Morton F. Plant Hospital for nearly 25 years, having moved here from Minnesota with her husband Don in 1957.

A graduate of the University of Minnesota School of Journalism, Janet Spencer Kirby has been a newspaper columnist and freelance writer contributing to local and national publications.

Giant Steps not only tells the history of Morton F. Plant Hospital, but also includes the health-oriented development of Pinellas County.

According to the author, "Mighty big people [in all respects] have been needed to take the giant steps necessary in health care throughout the decades. The hospital is an historic monument to their dedicated efforts."