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Memorial Hospital Collection, 1873 – 1990: A Finding Aid

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The Memorial Hospital Collection, 1873 – 1997: A Finding Aid

Lamar Soutter Library, Office of Medical History and Archives
University of Massachusetts Medical School

Descriptive Summary

Repository: Lamar Soutter Library, Office of Medical History and Archives
University of Massachusetts Medical School

Identification: SC 8

Creator: The Memorial Hospital

Title: The Memorial Hospital Collection

Date(s): 1873 - 1990

Quantity: 1 record carton and 4 bound volumes, approximately 1 linear foot

Abstract:



*Memorial Hospital
circa 1906*

The Memorial Hospital Collection comprises annual reports and other material by or about The Memorial Hospital in Worcester, Massachusetts.

Access Restrictions: Access to material in this collection is unrestricted.

Preferred Citation: The proper citation format for any item from this collection is:
The Memorial Hospital Collection, University of Massachusetts Medical School Archives, Lamar Soutter Library, University of Massachusetts Medical School, Worcester, Massachusetts.

Related Material: Additional material pertaining to Memorial Hospital can be found in the oral history recordings of Lois Green (*Access Restricted*) and Peter Levine, M.D. (*Access Restricted*)

Processing Information: This collection was processed by Kristine M. Reinhard in 2013. News clippings were photocopied onto acid-free paper and all materials were placed in acid-free folders. Additions to this collection were received in June 2017. The bulk of the additional materials pertain to the Homer Gage Library at Memorial Hospital and comprise Series VII of the collection. Other material was added to existing series' where applicable. The updated finding aid was completed in August 2017, then updated again to include additional materials in January 2020.

Biographical/Historical Note:

The Memorial Hospital, located in Worcester, Massachusetts, was established by provisions in the will of Ichabod Washburn, a Worcester industrialist who owned Washburn and Moen Wire Works with

his son-in-law Philip Moen. Washburn, who died in 1868, bequeathed seven hundred fifty shares of capital stock of Washburn and Moen Wire Works. This stock was to be held for five years following Washburn's death at which time its value would be used "for the founding and maintaining of a Hospital in the city of Worcester" as a memorial to his two deceased daughters, Eliza Ann Washburn Moen and Lucy Pamela Washburn. Washburn's will further provided that stock value in excess of \$100,000 would be used to establish and maintain a Dispensary in connection with the Hospital and that a Real Estate fund account would also be created to provide buildings, fixtures, and repairs for the Hospital.

In 1871, as required by Washburn's will, an Act establishing a Board of Trustees of "not less than twelve suitable and competent men" responsible for the "trust, charge and management of said Hospital" was incorporated by the Commonwealth of Massachusetts legislature. In December 1873 the Trustees of the Memorial Hospital appointed a committee to determine the value of the stocks bequeathed five years earlier and to divide the funds according to the terms of Washburn's will. In January 1874 the Committee submitted a report to the Trustees which included an appraisal of the stocks and recommendations for dividing the value into the Hospital Fund, the Dispensary Fund, and the Real Estate Fund as Washburn specified. The Trustees unanimously accepted the Committee's report and appointed a committee of three physicians to determine and report on a plan to establish the Hospital and the Dispensary. In February 1874 this committee reported that it was their unanimous opinion that due to "insufficiency of means" it was not advisable to establish the Hospital at that time but that organizing the Dispensary should begin immediately. An Executive Committee composed of Drs. Henry Clarke, T.H. Gage, and Joseph Sargent was appointed to be in charge of the Dispensary. The Executive Committee soon appointed Drs. Rufus Woodward and Oramel Martin as Consulting Physicians, Dr. Albert Wood as Superintendent, Drs. George E. Francis and Emerson Warner as Visiting Physicians and Dr. Charles A. Peabody as Assistant Visiting Physician. Under their guidance the Washburn Free Dispensary opened on March 4, 1874 at the corner of Front and Church Streets in Worcester in a house that was formerly the City Hospital. The Dispensary cared for patients at this location until 1881 when it moved to Trumbull Street.

As early as 1879 a committee was appointed to report on the expediency of establishing a hospital for women and children, but not until October 1886 was the Samuel Davis estate on Belmont Street bought from William Dickinson for \$25,000. The property included a large brick house, a barn, and a frame dwelling and by summer 1887 work to make the buildings suitable to use as a hospital began. Work progressed quickly and in early March 1888 Miss Florence F. Rice was hired as Matron to oversee the preparations of the hospital. By June 1, 1888 all renovations were completed and the Dispensary was moved from its Trumbull Street location to the hospital property on Belmont Street. In July 1888 the Memorial Hospital and Free Dispensary opened for patients. The following year, the Memorial Hospital Training School for Nurses opened. Five students enrolled and two years later the school graduated its first class.

From the beginning the hospital was crowded, necessitating the construction of a new building. The new building, opened in 1892, was circular in design and included wards M and C, named after Philip Moen, the first president of the Board of Trustees and Henry Clark, the Board's first vice-president. In 1902 the Albert Bowman Wood Surgery was built with funds donated the previous year by Georgie Crompton Wood as a memorial to her deceased husband Albert Bowman Wood.

An increase in the number of women and children patients that year prompted hospital superintendent Lucia Jaquith to stress to the Trustees the need for separate children's wards, a maternity ward, and private wards for paying patients. Income earned from patient care or through investments was only sufficient to maintain the existing facilities so in 1905 a fundraising drive was started by Mabel Gage of the Memorial Hospital Aid Society. A formal committee was appointed to raise the money needed for the new wards along with a building for out-patients and a nurse's home. It would take over twenty years for construction of an outpatient building and home for the nurses to begin but by 1907 ground was broken and construction began on the children's, maternity, and private wards. The buildings were

completed and in June 1909 the Children's Ward, the Morgan Ward for maternity patients, and the Newton Ward for private patients opened. A Dental Clinic at the Dispensary also opened in 1909, bringing more patients into the already limited clinic spaces of the Dispensary.

As early as 1908 the need for social services was realized and partially met by the Dispensary's admitting officer who "accomplished considerable along Social Service lines by visiting patients in their homes and by securing for them where necessary, the assistance of other relief associations..." By 1909 funding to support a permanent social worker was requested and in 1911 the hospital's Social Service Department was established. By 1917 in addition to its community outreach duties the Social Service Department was responsible for the clerical work of the Dispensary. The Dispensary continued to establish new clinics including two orthopedic clinics organized following the poliomyelitis epidemic in 1916. Additional clinics focused on speech defects, medical, and obstetrical care. An electro-therapeutic clinic and a weekly well-child conference raised the number of clinics at the Dispensary to sixteen by the end of 1918.

Until 1918 the hospital was chiefly for women and children. There were no wards for men until when the Industrial Accident Ward for men was completed in that year. It did not open until 1919, however, because so many staff members were serving in World War I.

In 1920 property near the hospital, Corliss House, was purchased and renovated to provide temporary relief of overcrowded nursing student housing. Fundraising to build permanent housing was finally successful by 1925 and in 1927 a much needed five story home for nurses was completed. Known as Jaquith House, it was dedicated to Lucia Jaquith, the hospital's superintendent from 1897 to 1930. Throughout the 1920s other buildings were completed including the Higgins building, to which the Dispensary was moved, the Homer Gage, Jr. recovery Ward, the Knowles Auditorium, the Perley Demonstration Ward, and the Sawyer Surgery. The Homer Gage Library, named after the hospital's first chief of surgery, was also opened during this decade. The next decade saw renovations to existing buildings but no new buildings until 1942 when a new storage building was completed. The Blood Plasma Bank also opened that year. In 1946 the cornerstone for the Memorial Building was laid and the following year the building opened. The Memorial Building housed the Gage Surgery, the Woodward Ward, the Memorial Ward, and the hospital's administrative offices.

The 1950s saw an increase in the number of patients admitted to the hospital, from 9,721 in 1950 to 11,587 in 1959. There was also considerable growth in Nursing School enrollment and throughout the decade an average of 45 students were accepted to the three-year program each year. New clinics and laboratories established during this decade include the Cerebral Palsy Clinic, the Cardio-pulmonary Laboratory, and the Nursing Arts Laboratory building.

Programs in medical education and clinical research progressed during this period and became an important component of the hospital's overall mission. In 1958 the Hospital became affiliated with the post-graduate division of Tufts University School of Medicine in order to augment its intern and resident training program. The School of Nursing also received full accreditation from the National League for Nursing that year.

The 1960s brought challenges to many hospitals including Memorial Hospital. A 1960 report by Winthrop B. Osgood, M.D., Superintendent and Administrator of the hospital, outlined many of the difficulties. Based on the January 1, 1960 edition of *Hospitals*, Osgood reported challenges that included the relationships between the hospital, physicians, and specialists, nursing and nursing education, the cost of hospital care, and the public image of hospitals. Many of these challenges, particularly a nursing shortage and changes in nursing education, lasted throughout the decade. There was a great need for nurses and those involved in nursing education debated whether nurses should be trained by hospital schools, junior colleges, or four year colleges. A shortage of medical school graduates available to fill

residency spots escalated the problem as the demands for medical care increased. Like other hospitals throughout the nation, Memorial Hospital had to prepare for the impact of the changing healthcare needs of the public and enactment of the Medicare provision of the Social Security Amendments of 1965. Building renovations continued during this decade and the Physical Therapy Building and the West Wing were constructed.

By the beginning of the 1970s, Memorial Hospital began to experience changes that were influenced by consumers and the government. Regional planning to coordinate health care, newly enacted Federal and State legislation and new financial requirements for healthcare facilities made the beginning of the decade challenging. These challenges continued throughout this decade and beyond. The implementation of measures to reduce costs and regionalize specialty care was an important focus. The hospital expanded its programs in medical education through its association with the University of Massachusetts Medical School when it opened in 1970 and throughout the decade many staff physicians accepted faculty appointments to the medical school. Memorial Hospital's commitment to being a major teaching institution continued and it was the first hospital in central Massachusetts to be accredited by the Massachusetts Medical Society for its continuing medical (CME) education program. The School of Nursing also began an affiliation with Worcester State College as the field of nursing began to advance professionally. Development of the physical property continued with the opening of the South Wing, Surgical Intensive Care Unit, and the Regional Perinatal Center for high risk maternity and newborn care. Clinical and research laboratories were established to study infectious disease and hemophilia. The hospital was also designated an international hemophilia treatment center by the World Federation of Hemophilia. Community outreach focused on the development of programs to handle acute drug use, improvements in emergency services, and more utilization of out-patient services.

The 1980s saw a continuation of the hospital's efforts to contend with the changing field of health care. Trends in nursing education shifted from hospital school programs to college programs and resulted in the closure of the Memorial Hospital School of Nursing at the beginning of the decade. Towards the end of the decade an effort led by physicians resulted in the 1988 merger of Memorial Hospital with Hahnemann Hospital and Holden District Hospital. The following year the new entity was renamed the Medical Center of Central Massachusetts. The Holden Hospital campus closed in 1991.

During the 1990s Total Quality Management defined a major focus on patient safety and satisfaction. In 1995 The Medical Center of Central Massachusetts secured \$2 million in federal funds to construct a new emergency room. Given the closure of the emergency room at Hahnemann Hospital the previous year, this new facility was crucial. It opened in 1996 and doubled the hospital's emergency services. In October 1996 the institution's name changed from Medical Center of Central Massachusetts to Memorial Health Care.

The healthcare terrain in Massachusetts at this time became progressively dismal due to the impact of managed care. Hospitals continued to lose money. Major healthcare insurers merged and pressured individual hospitals to compete more vigorously with each other. It became increasingly evident that in order for a community hospital such as Memorial Health Care to survive it needed to be part of a major healthcare system. Talks began in 1996 with Partners Health Care system, which had been developed by Brigham and Women's Hospital and Massachusetts General Hospital in Boston. Memorial Health Care hoped that their major clinical and research affiliations would be part of the Partners Health Care system yet wanted to continue their relationship with the University of Massachusetts Medical School as one of the teaching sites for the school's medical students. Officials at the University of Massachusetts Medical School learned of Memorial Health Care's discussions with Partners Health Care and began their own talks of a potential merger of the clinical systems of Memorial Health Care and UMass. Representatives from the medical school met with officials of Memorial Health Care and together they outlined ways in which a merger of the two institutions could benefit each entity, medical students, patients, and the

community. Talks with Partners Health Care system soon ceased and the process of merging the clinical systems of both institutions began. The University of Massachusetts wanted to divest itself from operating a large, regional healthcare delivery system. Thus a prerequisite of the merger was the separation of the UMass clinical system from the state. By February 1997 the boards of each entity approved the merger agreement and in November 1997 the state legislature voted to approve the legislation. Two weeks later Governor A. Paul Cellucci signed legislation enabling the merger of the University of Massachusetts's clinical system with Memorial Health Care to go forward. The merger was finalized and the new entity became UMass Memorial Health Care early in 1998.

Scope and Content: The bulk of this collection contains annual reports, brochures, newspaper clippings, miscellaneous publications and manuscripts, ephemera, and bound volumes prepared by or about The Memorial Hospital and its predecessor the Washburn Free Dispensary. The collection also includes annual reports on The Memorial Hospital Foundation, Worcester Hahnemann Hospital, and The Foundation of the Medical Center of Central Massachusetts.

Series and Subseries in the Collection: The collection is arranged in eight series, two of which are further arranged in subseries. The series and subseries in the collection are as follows:

Series I: Annual Reports

Subseries I: Washburn Free Dispensary

Subseries II: The Memorial Hospital

Subseries III: The Memorial Hospital Foundation

Subseries IV: Worcester Hahnemann Hospital

Subseries V: The Foundation of the Medical Center of Central Massachusetts

Series II: Brochures

Series III: Newspaper Clippings

Series IV: Miscellaneous Publications and Manuscripts

Series V: Ephemera

Series VI: Merger Legislation

Series VII: Homer Gage Library

Subseries I: History, Policies and Procedures

Subseries II: Annual Reports

Subseries III: Miscellaneous

Series VIII: Photographs

Series I: Annual Reports (Four bound volumes and Folders 1-15)

Subseries I: Washburn Free Dispensary

Bound Volume: 1873-1888

Subseries II: The Memorial Hospital (Three bound volumes and Folders 1-12)

Bound Volume: 1899-1908

Bound Volume: 1911-1914

Bound Volume: 1914-1919

Folder 1: 1949
Folder 2: 1951, 1952
Folder 3: 1954, 1955
Folder 4: 1957, 1958, 1959
Folder 5: 1960, 1961, 1962
Folder 6: 1963, 1964, 1965
Folder 7: 1967, 1968, 1969
Folder 8: 1970, 1971, 1972
Folder 9: 1973, 1974, 1975
Folder 10: 1976, 1977
Folder 11: 1978, 1981
Folder 12: 1982

Subseries III: The Memorial Hospital Foundation (Folder 13)

Folder 13: 1981

Subseries IV: Worcester Hahnemann Hospital (Folder 14)

Folder 14: 1973, 1975, 1986

Subseries V: The Foundation of the Medical Center of Central Massachusetts (Folder 15)

Folder 15: 1991

Series II: Brochures (Folders 16-17)

Folder 16: *Graduate Medical Education*

Folder 17: *South Wing Opening – April, 1975*

Series III: Newspaper Clippings (Folder 18)

Folder 18: *Hospital Aid Group Meets, Worcester Telegram*, October 26, 1938
Boston Doctor to Speak Here, n.d.
Memorial Hospital Expansion, n.d.
Lay Cornerstone at Memorial, n.d.
Seelye Reelected at Meeting of Memorial Aid Society, June 5, 1946
Memorial Addition Cornerstone Laid, n.d.
Sisters kept close, November 19, 1995

Series IV: Miscellaneous Publications and Manuscripts (Folders 19 – 25)

Folder 19: *Worcester Medical News*, 1969

Folder 19A: *Worcester Medicine*, 1993

Folder 20: *A History of the Memorial Hospital School of Nursing, 1889-1980*,
Morin, Theresa A.

Folder 21: *The Second Grading of Nursing Schools*, Committee on the Grading
of Nursing Schools, 1932

- Folder 22: *Worcester Memorial Hospital Building Expansion, 1888-1990*, Knight, Richard, Clark University, 1990
- Folder 23: *Thomas Hovey Gage, 1826-1909, The Beloved Physician*, sermon preached at Central Church, Worcester, Massachusetts, December 19, 1909 by Reverend Daniel Merriman, D.D.
- Folder 23A: *The Modern Hospital*, Vol. XII, No. 1, January 1919
- Folder 24: *The Memorial Hospital, A Century of Care*, Advertising Supplement to the *Worcester Sunday Telegram*, September 14, 1969 (photocopy- original housed with oversized materials)
- Folder 25: *Health & Hospital*, A Special Supplement to the *Worcester Telegram & Gazette*, October 7, 2003

Series V: Ephemera (Folder 26)

- Folder 26: Postcard of Memorial Hospital, postmarked 1906

Series VI: Merger Legislation (Folder 27)

- Folder 27: Legislative Initiative materials

Series VII: Homer Gage Library

Subseries I: History, Policies and Procedures, 1927-1972 (Folders 28-33)

- Folder 28: Overview
- Folder 29: Part 1
- Folder 30: Part 2
- Folder 31: Part 3
- Folder 32: Part 4
- Folder 33: Part 5

Subseries II: Annual Reports (Folders 34-35)

- Folder 34: 1951-1967
- Folder 35: 1969-1983

Subseries III: Miscellaneous (Folders 36-48)

- Folder 36: Patients Library
- Folder 37: Merger of Services, 1985-1989
- Folder 38: Brochure, Documents
- Folder 39: Newspaper Clippings
- Folder 40: Building Plans
- Folder 41: Scope of Service, Architectural Plan, 1998
- Folder 42: Samuel Bachrach, M.D. Memorial: 1989
- Folder 43: Department Holdings Survey: 1992

Folder 44: Massachusetts Health and Educational Facilities Authority: Reports: 1992

Folder 45: Learning Center: 1997

Folder 46: Construction: 1998

Folder 47: Construction: 1997

Folder 48: Foundation Requests: 1989-1997

Series VIII: Photographs (oversize)

Worcester Memorial Hospital, (2 copies), color, undated

Memorial Hospital, sepia, mounted on mat board, undated

Memorial Hospital, building construction, sepia, mounted on mat board, undated

Worcester Hahnemann Hospital, aerial, color, 1972