The Mary Fletcher Hospital

90 Years of Progress

BURLINGTON, VERMONT
... at that time, the largest and most outstanding philanthropy in the history of Vermont.

In the centennial year of 1876, when all America was celebrating its one-hundredth birthday, the act of incorporation for a non-profit, public hospital in Burlington was signed by Vermont's Governor Fairbanks.

The individual responsible for these beginnings was Miss Mary Fletcher, born about a century and a quarter ago in Jericho, Vermont, and a life-long invalid from the then dread disease of consumption.

When her father died in 1873, his sizeable fortune was left to Mary and her mother. They turned for advice to their good friend and physician, Dr. Walter Carpenter, Dean of the College of Medicine, University of Vermont, an institution whose modest beginnings go as far back as 1804.

Plans were begun for the establishment of Vermont's first hospital. After the death of her mother, Mary herself—knowing she had not long to live—found strength to do what she and Dr. Carpenter had long planned.

A Vermont-born architect, W. P. Wentworth, drew up the plans, construction was begun, and the first patient admitted in January, 1879.

Six years later, near death in her own Burlington home, Mary Fletcher requested to be taken to the hospital she had founded. She was conveyed there in a sleigh and passed away shortly thereafter on February 24, 1885.
The Hospital as it stands today is indeed testimony to Miss Fletcher, not only the first woman founder of a voluntary, non-profit hospital, but the source of a $175,000 gift, at that time the largest and most outstanding philanthropy in the history of Vermont.

As the years have passed, contrasts have been ever more striking between the $175,000 investment which—in 1879—purchased the land on the Catlin estate, built the building and endowed it, and the more than $12 million plant which today bears the name of the Mary Fletcher Hospital.

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An early policy statement reads as follows:

"The aims of the Mary Fletcher Hospital are two-fold:

"First, the care of the sick, and second, the education of nurses and doctors.

"First is always the call of the sick—whether rich or poor, without regard to color, creed or nationality—the patient must have first consideration."
The Board of Directors

Frederick W. Shepardson
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The Mary Fletcher Hospital
Approved by Joint Commission on Accreditation of Hospitals, member of AMERICAN HOSPITAL ASSOCIATION, Vermont Hospital Association, New England Hospital Assembly. Approved by American Medical Association for Intern and Residency training.

The Mary Fletcher Hospital School of Nursing
Approved by Accrediting Service of The National League for Nursing.

The Mary Fletcher School of X-Ray Technique
Approved by American Medical Association, Society of X-ray Technicians, and American Registry of X-ray Technicians.

Clinical Affiliate For
University of Vermont College of Medicine, University of Vermont School of Nursing, University of Vermont Program of Medical Technology, Fanny Allen School for Practical Nursing, University of Ottawa School of Social Work, and State University of Iowa, Program in Hospital and Health Administration.

Lester E. Richwagen
Executive Vice President
and Administrator

Ellsworth L. Amidon, M.D.
Coordinator of Medical Affairs
Where patients are cared for
Care and treatment services

Operating Suite

Over 40 surgeons are at the service of the patient for major and minor operations.

These cover the fields of general, gynecological, orthopedic, pediatric, thoracic, cardiac, plastic, urological, eye and ear, nose and throat, neurosurgery and traumatic surgery.

Cooling of the patients under hypothermia, surgical control with electronic monitors and the extra-corporeal heart-lung machine are among the modern methods offered the patient.

Working closely with the surgeons is a trained team of doctors in anesthesiology, as well as nurse specialists in operating techniques.

M.F.H. Doctors and Nurses

Available to the Mary Fletcher patient is the knowledge and experience of over 200 staff physicians, 118 of whom are certified specialists. There are also 80 residents, fellows and trainees and 18 interns.

Including registered nurses, licensed practical nurses, attendants and orderlies, the competent, understanding nursing staff numbers over 300. Many of the R.N.s received their professional education at the MFH or the University of Vermont schools of nursing.

Emergency

Standby medical and nursing care is available 24 hours a day for every type of sudden illness or accident. Costly life-saving equipment is always at hand for emergencies.

Five examining rooms, two double operating rooms, x-ray facilities and a cast room are immediately available day and night.
The Children's Floor

The pediatric suite, on the fourth floor of the Medical Center Building, South Wing, was designed and is operated exclusively for children from birth to 16 years.

Here youngsters are cared for in private rooms or in larger rooms with companions of their own age. Parents may stay with their children in the private rooms.

Obstetrics and Gynecology

Outstanding obstetrical and gynecological services are provided on the fifth and sixth floors of the Shepardson Building. These include delivery and labor rooms, an obstetrical operating room, a recovery room and a classroom where medical students and nurses receive instruction and where Preparation for Parenthood classes are conducted for mothers and fathers-to-be.

Newborn nurseries and pleasant semi-private and private rooms are available for obstetrical patients.

Complete facilities are also found for all gynecological problems, including gynecological cancer.
Specialty services

The Durfee Memorial Clinic

Established in 1932, by public subscription in tribute to the late Dr. Herbert A. Durfee, the Clinic is operated by the Hospital and the University of Vermont College of Medicine.

Diagnostic services are offered here to patients at a cost dependent on their ability to pay. These specialties are included in the Clinic:

- Adolescent
- Ante Partum
- Dermatology
- Ear, Nose & Throat
- Eye
- Gynecology
- Gynecology Tumor
- Handicapped Children
- Medical
- General
- Arthritis
- Metabolic
- Cardiopulmonary
- Gastroenterology
- Hematology
- Neurology
- Neurosurgery
- Orthopedic
- Pediatric Diagnosis
- Pediatric Follow-up
- Post Partum
- Psychiatry
- Surgical
- General
- Thoracic
- Tumor
- Urology

The Vermont Radiation Therapy Center

Although radiation therapy has been a function of the Hospital for many years, this service was given great impetus with the addition of a two-million volt x-ray generator.

The super-voltage therapy from this Van de Graaff machine makes possible treatment of certain tumors with greater safety and comfort, eliminating patient travel to larger, metropolitan centers.

Three other radio-therapy machines—operating at 250,000 volts, 200,000 volts and 100,000 volts—provide a variety of treatment devices for a wide range of applications.

In addition to these, radium, cesium, strontium and other radioactive isotopes are available for radiation therapy.

Special Care Unit

Located near the operating room off the second floor hub of the Medical Center Building, the Special Care Unit provides eight beds where seriously ill or injured persons are concentrated so that they can be given maximum specialized medical and nursing care.

Major equipment (monitors, resuscitation devices, hypothermia
machines) is also gathered in this area. The facility is designed to provide continuous observation of the patient by skilled personnel.

A waiting area is adjacent for the convenience of family and friends as visiting hours in the Unit are restricted.

Medical Social Service

The Hospital's Medical Social Service Department operates as a member of the medical team.

The social worker aids the physician in obtaining a total understanding of the patient and assists with social problems created by or affecting the patient's illness. The social worker also serves as one of the important liaisons between the Hospital and community health and welfare agencies.

Special Procedures Room

This is a specialized area of the Radiology Department, designed and laid out for complex studies of circulation in the brain, kidneys, liver, spleen, bowel and other sections of the body's circulatory system.

The television monitoring equipment in this room, together with rapid, serialized x-ray photographs, image intensifiers and the capability to catheterize circulatory vessels now enables physicians to peer into such organs as the brain or the kidneys by means of television and then record any abnormalities on still or motion picture film for further diagnostic studies.

Nuclear Medicine

Blood volume measurements, thyroid studies, lung and brain scans are among the many functions of the Isotope Laboratory which is now out of the development stage and being increasingly utilized for patient services.

Operating under the professional direction of the Radiology Department, all technical procedures are carried out under the supervision of a radiologic physicist.
Dietary

Three factors govern the quality of meals reaching the patient:
- **purchase of good quality food**
- prompt tray delivery from food conveyance to patient
- careful preparation under the supervision of trained personnel

Accredited dietitians and assistants direct the functions of the Department which include visiting of patients, writing of therapeutic diets, instructing patients and outpatients needing diets at home, operating a cafeteria for Hospital personnel and participating in other teaching programs at the Hospital.

Pharmacy

All doctors' prescriptions are supplied by the Hospital's well-stocked Pharmacy. Many of these are manufactured here as well as some of the intravenous solutions required by Hospital patients. Precious time and money is thus saved in this modern Department where drugs are dispensed day and night.

In addition, the Pharmacy staff is frequently engaged in the development of drugs and the adaptation into dosage forms. The Pharmacy maintains sources of reference on drugs and poisons to which the medical and nursing staffs frequently refer. The Department is called on to lecture to the medical and nursing students on various pharmaceutical topics.

The Dental Clinic

Fully equipped and designed to simulate a modern dentist's office, the Clinic provides the services of two dental interns, working under a nationally recognized dental internship program.

These services, of necessity, are limited and do not include restorative dental work.

Physical Therapy Department

Mission: to meet the needs of in-patient and out-patient alike who must relearn normal body functions because of disabilities from arthritis, stroke or other injuries and diseases.

The patience and understanding of skilled therapists using a variety of modern therapeutic equipment and techniques, assist daily in the miracles of healing and rehabilitation.
Teaching services

MFH and The College of Medicine

In a university center the Hospital is not restricted to treatment but is also engaged in teaching and research. The Mary Fletcher is a teaching Hospital for the University of Vermont College of Medicine. All chairman of major departments and divisions at the medical school hold corresponding positions at the Hospital.

This affiliation between MFH and the College of Medicine dates back to the opening of the Mary Fletcher in 1879. Academic and physical association between the two institutions is continually drawing closer with Federal encouragement of regional programs based on teaching centers, and with actual connection between College and Hospital becoming a reality on completion of current expansion programs.

Medical Students

Medical Students of the University of Vermont College of Medicine utilize the Hospital as their clinical classroom. All attending Hospital staff members are on the College faculty.

Current construction at both institutions will expand facilities to provide for a fifty percent increase in student enrollment at the medical college.
Research is part of the program

Because of the important interrelationship between medical care and medical research, the College of Medicine, University of Vermont—with National Institutes of Health support—has established within the physical facilities of the Mary Fletcher Hospital a Clinical Research Center. Purpose of this six-bed Unit is to conduct original, useful and safe clinical research on suitable patients, in an environment where careful and accurate data may be required.

Projects which are thought to be suitable for the Center are submitted to the Program Director of the Unit, and are evaluated by an Operations Committee.

Specialty groups using the Center include Metabolism, Endocrinology, Rheumatology, Gastroenterology, Surgery, Psychiatry, Gynecology and Otolaryngology.

Under sponsorship and support of other private and public organizations and individuals, research and investigation also goes forward in the Hospital in such fields as:

- Anesthesiology
- Arteriosclerosis
- Arthritis and Rheumatism
- Cancer and Isotopes
- Cardiovascular Surgery
- Cerebrovascular diseases
- Clinical Chemistry
- Clinical Pharmacology
- Extracorporeal Circulation
- Genetic Metabolism
- Hematology
- Laboratory Instrumentation
- Metabolism, Neurology, Neurosurgery
- Phonocardiography
- Psychiatry
- Pulmonary Emphysema
- Radiologic Physics
- Renal Diseases
- Respiratory Dynamics
- Rheumatic Fever
- Urology

Through these many efforts, patient care is improved here and nation-wide because medical research brings into existence improved instruments and equipment, better techniques in such vital areas as the operating room, new developments in preventative medicine, or advanced drug evaluations.
Then there are the back-up services

Primarily administrative in nature, there are services—ranging from accounting to laundry—which any "good business" or industry would be expected to maintain.

Areas such as Central Sterile Supply, Laundry and Housekeeping do more than assure sterile conditions and a clean Mary Fletcher Hospital.

Departments like Admitting, Personnel and Medical Records are not confined to the keeping of accurate records on patients and employees.

Operations such as Engineering Services, Purchasing and Research, Planning and Construction have broader goals than seeing to the physical needs of this $12 million plant.

In the final count, each of these is devoted to the comfort and well-being of the patient whether their prescribed mission be to promote cleanliness, to maintain charts and records or to keep the Hospital operating smoothly, day and night, 365 days a year.
Those who serve voluntarily

Supplementing existing Hospital services in the interests of better patient care, volunteers at the Mary Fletcher gave more than 35,000 hours of free service in a typical recent year!

Well over 500 men, women and teen-agers, including Junior Volunteers between ages of 14 and 17, and American Red Cross Volunteers give their services as follows:

Coffee and Gift Shops • Gift Cart • Book Wagon • Nursing Units
Library • Durfee Clinic • Emergency Room • Operating Room
Physical Therapy • Information Desk • Hospitality Room
Admitting Transportation • Pharmacy • Central Sterile Supply
Medical Records • Public Relations • Dietary
Of these many services, we particularly call attention to the following areas staffed by our volunteers.

**Coffee and Gift Shops** operated by the Mary Fletcher Hospital Auxiliary.
Profits given to the Hospital to further patient care and medical progress.

*Hospitality Room* for comfort of family and friends awaiting reports on loved ones during surgery or critical illness.

*And then there is...*

**The Book Wagon**
Books and magazines are furnished all patient rooms on a loan basis, free of charge, through this service which is operated by the Patient Library.

**The Chapel**
Located on the first floor, the nondenominational chapel is available at all times to patients and visitors for meditation, services or special observances.

**The Gift Cart**
Another service taken to every room is this mobile store, supplied by the Gift Shop, from which stationery, games, candies and notions may be purchased.
To those who give voluntarily

Capital Fund Donors • Associates • Volunteers
Those Whose Will Include The Hospital
Foundations • The Community Chest
Memorial Donors • Providers of Special Needs

TO ALL WHO GIVE VOLUNTARILY
(Including givers of TIME, MONEY, THOUGHT & WORK)

A most sincere Thank You!

The extent of the helpfulness and generosity of such groups and individuals is indicated by a random selection of voluntary gifts to the Mary Fletcher Hospital over the past two decades:

- Public Campaigns: Approximately $4,000,000
- Private Foundations: Almost $1,275,000
- Hill-Burton & Federal Sources: $4,155,000
- MFH Associates: $323,360
- Bequests: $607,000
- Private Gifts Directly to Hospital: $1,333,680
- Auxiliary and Community Chest: $224,300

PHILANTHROPY, The American Way, is vitally important to a non-profit, volunteer hospital like the Mary Fletcher whether it takes the form of annual giving, contributions to major fund drives, donations for needy patients, provisions of special hospital needs, bequests, annuities, or foundation grants.
There are gifts You can give

The Mary Fletcher Hospital always has need for cash gifts, donations of securities, life insurance benefits, endowments and living trusts.

A bequest or provision in a person’s will would be of great benefit to the hospital eventually without sacrifice of income during his lifetime.

Why?

Because many of its patients are medically indigent, with the result that the Hospital provides several hundred thousands of dollars in free care during the course of a year. Its current endowment funds meet only a small part of this need. Furthermore, very often new equipment and new services cannot be provided without “outside” money.

The Mary Fletcher Hospital is prepared to discuss these needs with anyone interested. Experts will gladly help with your philanthropic estate planning, with your life insurance objectives or with a gift at this time (which, for tax reasons, may have greater appeal).

Your Inquiries Will Be Welcomed By:
Mr. Lester E. Richwagen
Executive Vice President
The Mary Fletcher Hospital
Burlington, Vermont

A U.S. Supreme Court Announcement

"Anyone may so arrange his affairs that his taxes will be as low as possible; he is not bound to choose that pattern which best pays the Treasury; there is not even a patriotic duty to increase one's taxes."
YOUR HOSPITAL DOLLAR has to go a long way...

<table>
<thead>
<tr>
<th>Costs</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>39¢</td>
<td>Professional Services: X-Ray + Laboratories + Pharmacy + Medical Records + Resident Doctors + Etc.</td>
</tr>
<tr>
<td>31¢</td>
<td>Nursing Services</td>
</tr>
<tr>
<td>13¢</td>
<td>Hotel Services: Business Offices</td>
</tr>
<tr>
<td>13¢</td>
<td>Hotel Services: Utilities + Housekeeping + Maintenance + Laundry + Etc.</td>
</tr>
<tr>
<td>11¢</td>
<td>Restaurant Services: Food + Special Diets</td>
</tr>
</tbody>
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Seventy cents of each dollar received is required for salaries and wages because service is provided by people, not machines.

This dollar is, indeed, your dollar being spent because the Mary Fletcher Hospital, as a nonprofit, voluntary hospital, belongs to the people of this area. It is administered, in trust, for them by the Board of Directors who serve without financial compensation.

More than $200,000 are dispensed each year in free services and allowances to patients unable to pay for all of the cost of their hospitalization.

This does not include the free treatment and care generously given by staff doctors.
Every Day of the Year at the Mary Fletcher...

31 PATIENTS ARE ADMITTED  563 LABORATORY TESTS ARE RUN  3 BABIES ARE BORN
369 PHARMACY PRESCRIPTIONS & INTRAVENOUS SOLUTIONS ARE PREPARED
114 X-RAY EXAMINATIONS ARE PERFORMED  THERE ARE 14 OPERATIONS (MAJOR AND MINOR)
280 PATIENTS ARE IN THE HOSPITAL  THERE ARE 37 EMERGENCY CASES
39 PATIENTS VISIT THE CLINICS
Progress continues

No one can foresee the future of our nation's hospitals, nor even predict changes and trends of the next decade.

All will agree, however, that changes in health care will be greater than ever before as a result of recent legislation creating such vast programs as Medicare or the Regional Health Centers for attacks on cancer, strokes and heart attacks.

What can be forecast is that even greater demands will be made on hospital facilities. What can be seen at the Mary Fletcher is a major effort to meet those demands. This is in the form of the Baird Wing—Phase II of a long-range plan for keeping pace with the times.

Combined with the entirely new Engineering Services Building, this expansion, now in progress, will provide about 200 additional beds raising the total Hospital bed count to approximately 500, an increase of about 60 percent.

The seventh and top floor of the new wing will be devoted to clinical research. The sixth floor will provide facilities for short-term psychiatric care, and pediatrics will move onto the new fifth floor. The fourth and third floors of Baird will contain beds for medical and surgical patients and the second floor will be the new area for the clinical laboratories. Administrative offices will be housed on the first floor.

Scheduled for occupancy in early 1968, this latest Mary Fletcher expansion is made possible—at a cost of some $5½ million—by generous contributions from citizens of the community and the entire referral area, by special gifts from friends near and far, by grants from federal and corporate agencies, and by awards from private foundations.

The name of Miss Mary Fletcher
The gallant woman—herself an invalid—who laid the foundation for today's hospital is still fresh because of the undying good she did.
ninety years of Progress