

THE RECORD OF PROGRESS

The close of World War 11 marked the beginning of intensive planning for the construction of facilities in the Texas Medical Center. While the University of Texas institutions to be located in the Medical Center were involved in prolonged legislative logjams in the Texas Legislature, other institutions completed their planning and started construction. A news release of the Houston Chamber of Commerce dated Aug. 5, 1947, detailed the progress being made, as follows:

Nine million dollars worth of construction now under way in the Texas Medical Center in Houston represents another step in the mammoth \$100,000,000 program that will give Texas one of the nation's outstanding medical developments.

With 18 months of concentrated activity and planning behind them, the leaders in this project now can watch with justified pride as steel and mortar and brick give form and substance to their dream of providing better health for all through better education of doctors, dentists and nurses, through strongly supported research and the best in hospitalization.

The newest project to get under way in the Center is the \$3,500,000 Hermann Hospital. This 395-bed building will bring to 695 the number of beds provided by this great institution which has a long career of service behind it in its original building.

Draglines are now at work digging the foundation for this hospital for which ground-breaking ceremonies were held recently with the great Houston philanthropists, H. R. and Lillie Cullen, turning the first spadeful of earth. The Cullens contributed \$1,000,000 toward the new building fund of Hermann.

The newest job is being done almost under the shadow of the steel-work now completed for the new \$2,000,000 Herman Professional Building, second project to get under way in the Center. This modern office building will offer within its 14 stories of office space for doctors, dentists and technicians teaching and practicing within the various Center institutions. (Office space was doubled in later years with construction of a wing to the original building).

The first of the three buildings to go into construction and now nearing completion is the \$3,500,000 Baylor University College of Medicine. This modern and handsome structure is expected to be ready for the fall semester. The building will be equipped with the most modern of laboratories, library and class-rooms and will have a large and adequate off-street parking yard. Air-conditioned and scientifically lighted, the school will provide the best in medical school physical equipment.

Important additions to Baylor's most important asset, the teaching staff, are being made and will continue to be made during the next year or two.

It is expected that the fourth institution to go into construction in the rapidly-developing Center will be the \$800,000 Shrine Crippled Children's Hospital.

Construction of this 100-bed all-charity institution devoted to the needs of the children unfortunate enough to be afflicted as the result of any one of numerous crippling diseases will begin late in 1947 and culminate a program of devoted service to the crippled child that has featured Arabia Temple's activities for nearly 30 years.

Arabia Temple Shrine now has its funds ready for the construction of its hospital. The four-story hospital will be operated as a part of Hermann Hospital. It is expected to be ready for occupancy in the Spring of 1948.

Adjacent to the Center is the 1000-bed \$12,000,000 U. S. Navy Hospital plant of 37 buildings, which was completed and put into operation in September of 1946. While not technically a part of the Center, the Navy Hospital will cooperate so closely as to be in effect an integral part of the Center program.

The next few months also probably will see the letting of two more contracts in the Center; those for the construction of Methodist Hospital's modern new plant and for the construction of the newest member in the family of church hospitals in Houston, St. Luke's Hospital, to be built by the Episcopal Diocese of Texas.

Campaigns for funds for both these institutions are nearing successful conclusions. Each of these institutions was the recipient of the generosity of MR. and Mrs. Cullen in the form of \$1,000,000 contributed to the building funds.

Architectural plans of both St. Luke's and Methodist are in the final stages. St. Luke's is expected to spend \$3,000,000 and Methodist \$3,500,000.

Architects now are at work on plans for a modern 300-bed Tuberculosis Hospital to be built by the City of Houston. The citizens voted a bond issue of \$1,800,000 for this institution and other moneys probably will be available to augment the building fund. (These plans were scrapped and instead the new charity hospital, Ben Taub, was built in the Medical Center. The Tuberculosis hospital later was located in Jefferson Davis Hospital when the city-county hospital was built in the Medical Center).

Organization of the Texas Children's Foundation now under way is expected to be complete by early fall and its announcement probably will be shortly followed by the unveiling of plans for a \$2,000,000 Hospital and Research Institute for Children. This addition to the Texas Medical Center also will be the first and only complete children's center in the state. Founders and originators of this important contribution to child health are the 35 members of the Houston Pediatric Society.

The largest single institution to be represented in the Texas Medical Center will be the University of Texas.

With more than \$4,000,000 on hand to start its construction program, the state university officials now are moving rapidly in the making of plans for two of their several departmental institutions, the University of Texas Dental Branch and the M. D. Anderson Hospital for Cancer Research.

The Dental Branch will be excelled by no dental school in the United States. Its modern building will house the most advanced dental science courses, including

four branches; the School of Dentistry, the Institute of Orthodontics, the College of Dental Nursing and the Post Graduate School of Dentistry and Stomatology.

The M. D. Anderson Hospital for Cancer Research is the state cancer hospital now doing a notable work on a small scale in its temporary quarters at 2310 Baldwin Street. The hospital, with its 200 beds for cancer patients, should be well under way within the year. (This, of course, was an optimistic prediction).

Other University projects destined to be a part of the program are the School of Public Health and Institute of Geographic Medicine and the Post Graduate School and Preceptorial Training Center.

Preliminary plans are being made for the construction of the Texas Medical Center Outpatient Department. This \$1,000,000 building will have complete clinics and a central medical record department for statistical analyses which are highly essential to a well-integrated teaching and treatment program. Such a central department will give assurance that the maximum quantity of clinical material available in this area, especially in connection with the teaching of the specialties, will be put to the best possible use.

Another of the organizations now laying plans for buildings in the Center is the Houston Academy of Medicine which now has available the major portion of the funds needed to build its handsome and complete Library of Medicine. Preliminary architectural work on this building, which will be located in the heart of the Center, has been done.

At this point the history of progress is picked up in a brochure issued by the Texas Medical Center, Inc., in 1969:

Under the leadership and direction of the Board of the Texas Medical Center, Inc., significant progress has been made during the past 25 years in attracting most of the institutions necessary to comprise a comprehensive Medical Center. Through the leadership of these individual institutions and with the support of several financial resources, including local foundations and individuals,

as well as City, County, State, and Federal governments, modern physical facilities were planned and constructed.

In 1947 old Hermann Hospital (built in 1925) and its Nurses' Residence were the only completed facilities in the Center and Baylor College of Medicine was under construction. Two years later, in 1949, the "new" Hermann Hospital was completed.

Since the first developments in the late 1940's, there have been three periods of expansion of facilities, institutions, and programs. Between 1951 and 1955, original facilities for the following institutions were completed: The Methodist Hospital, Shriners Hospital for Crippled Children (formerly Arabia Temple Crippled Children's Clinic), Houston Academy of Medicine's Jesse H. Jones Library Building, Texas Children's Hospital, St. Luke's Episcopal Hospital, The University of Texas M. D. Anderson Hospital and Tumor Institute, and The University of Texas Dental Branch.

During the second major expansion period, between 1959 and 1963, there were several important developments, which added new or enlarged programs and facilities. In 1959 and 1960, the Texas Institute for Rehabilitation and Research, the Houston Speech and Hearing Center, Texas Research Institute for Mental Sciences (formerly Houston State Psychiatric Institute), Texas Woman's College of Nursing, and the Institute of Religion were completed as integral parts of the Medical Center complex.

The Ben Taub General Hospital, a city-county charity hospital, operated by the Harris County Hospital District and staffed by Baylor College of Medicine, was completed in 1963. That same year The Methodist Hospital completed a new addition, which practically doubled its patient care facilities and provided a total bed capacity of approximately 700. The Medical Science Research Buildings, constructed under the auspices of Texas Medical Center, Inc. for Baylor College of Medicine, were essentially completed in 1963, and March Culmore Hall, a residence hall for women, was opened the same year.

The final period of development -- 1964 to 1969 -- has seen expansion of the M. D. Anderson Hospital and Tumor Institute, construction of The Methodist Hospital Orthopedic-Cardiovascular Clinical Research

Centers, construction of a new residence hall by Texas Medical Center Housing, Inc., establishment of intensive care and radiological units at Hermann Hospital, expansion (now underway) of patient care, research, and educational facilities at St. Luke's and Texas Children's Hospitals, construction of an additional academic building by Texas Woman's University College of Nursing, and an addition to the Houston Speech and Hearing Center to provide increased space for research.

During this final period of growth, in addition to expansions within the Texas Medical Center, The Methodist Hospital also acquired a facility constructed as a Nursing Home, since modified to provide services as an Annex to The Methodist Hospital, with 150 beds available.

Also, during this latter period, in October, 1966, Texas Medical Center, Inc. purchased from Mrs. Carolyn Grant Fay a 22-acre tract of land located across Holcombe Boulevard from the original Medical Center tract and situated between the Prudential and Mayfair Apartment Buildings. This area is commonly referred to as the "Fay Addition" to the Texas Medical Center.

New Developments Underway or Now Being Planned

The expansion of facilities and programs in the Medical Center has been very rapid in recent years, but perhaps the largest and most significant proposed developments are those planned or anticipated by The University of Texas in Houston. The School of Public Health, which was activated in September, 1967, now has a permanent Dean, several faculty members, and is planning new facilities to meet its anticipated needs. The Graduate School of Biomedical Sciences was opened in 1964 and 13 students, and approximately 76 students are now in attendance. The M. D. Anderson Hospital and Tumor Institute has just completed a major expansion and another, including an enlargement of the bed capacity, is now being planned. There has been no definite action by the State Legislature to authorize a Medical School in Houston, but there has been a great deal of discussion on this subject by many interested parties. Should the Legislature locate the School at Houston, the Board of Texas Medical Center, Inc. has agreed that it should be in the Medical Center adjacent to and connected with Hermann Hospital. (The Medical School was approved by the Texas Legislature in 1969

and started its first class in 1971, as detailed in a later section of this report).

Major expansion is now underway at St. Luke's and Texas Children's Hospitals. This expansion will bring the total combined bed capacity from approximately 400 to 1,060 in 1971 and to 1,285 by the mid-1970's, with 250 of these beds allocated to the Texas Heart Institute. In addition, Texas Children's Hospital, in collaboration with Baylor College of Medicine, is planning a University-Affiliated Mental Retardation Training Center.

The Methodist Hospital is now completing the Fondren and Brown Orthopedic and Cardiovascular Clinical Research Centers. Other plans include a major expansion of the present hospital, which will add approximately 300 beds.

Texas Woman's University College of Nursing now has a new academic building under construction and anticipates adding another dormitory to house 240 students within the next 18 months. At the same time the College is continuing the development of its new physical therapy academic program and expansion of course offerings of its graduate program.

Hermann Hospital is now planning a 300-bed addition and hopes to construct this addition in coordination with the proposed new Medical School facility of The University of Texas.

Houston Speech and Hearing Center now has under construction a 40,000-square-foot addition to its present building, which will provide space for research facilities.

Baylor College of Medicine anticipates several advancements in education and research, including the expansion of its present student body, which will ultimately require an expansion of its present basic science facilities.

Other institutions planning physical plant expansions include Texas Research Institute of Mental Sciences, Texas Institute for Rehabilitation and Research, and The Houston Academy of Medicine Library for The Texas Medical Center.

Texas Medical Center, Inc. is developing plans to more than double the capacity of the Texas Medical Center Garage, and preliminary plans are

being started for a large central facility to be located on the corner of the intersection of Bertner and Moursund Streets. This facility is planned to include a large underground parking space and high rise building above, which would include auditorium, meeting rooms, classrooms, exhibit hall, cafeteria, closed circuit TV studio, the Common Research Computer Facility, offices for Texas Medical Center, Inc., recreational facilities, a Medical Center Postoffice, and space for other similar joint activities and programs.

The Role of Texas Medical Center, Inc.

A major function of the Texas Medical Center, Inc. is to provide overall planning, coordination, and development for the Medical Center as a whole. Policies are determined by the Board consisting of 31 members, including four designated by position, namely: the Chairman of the Board of Baylor College of Medicine, the local Regent of The University of Texas, the President of the Harris County Medical Society. The other members are outstanding business and professional leaders of the community, with a number of them serving on one or more Boards of the institutions in the Medical Center. Much of the routine work of the Board, which meets quarterly, is conducted by the seven-member Executive Committee which meets on call. Other committees of the Board include: Liaison Committee with the Houston Academy of Medicine, Liaison Committee with The University of Texas, the Architectural Committee, and the Parking, Traffic and Grounds Committee. Other special committees are appointed as required to deal with special problems or with joint or common endeavors. There is, also, a Council of Directors and Administrators, consisting of the principal administrator from each of the institutions in the Center. This Council has been responsible for initiating several studies which have resulted in many joint undertakings.

Texas Medical Center, Inc. is one of several important participants in joint undertakings. One of these activities is The Houston Academy of Medicine Library for The Texas Medical Center. The policies and overall administration of this Library rest with a Library Board, consisting of representatives from Baylor College of Medicine, The University of Texas in Houston, the Houston Academy of Medicine, Texas Woman's University and Texas Medical Center, Inc. This Board and the Executive Committee of the Common

Research Computer Facility are also responsible for the MEDLARS Center recently established in the Texas Medical Center.

The charter of the Texas Medical Center, Inc. states that one of its purposes shall be "... to promote, provide for, or assist in the establishment, support and maintenance of a general health program for the State of Texas...". In keeping with this expressed function, Texas Medical Center, Inc. has been active from the outset in the Regional Medical Programs for the Texas Region. It now serves as Fiscal Agent for the Regional Medical Programs in Texas, with programs in several parts of the State. Other participants in the Program in the Texas Medical Center include all divisions of The University of Texas in Houston, Baylor College of Medicine, The Methodist Hospital and Texas Institute for Rehabilitation and Research.'

In recent years, there has been increased need for adequate housing within or adjacent to the Texas Medical Center. The first efforts by Texas Medical Center, Inc., to meet this growing demand were in cooperation with Texas Woman's University and, after joint planning, the present nursing residence hall was completed and deeded to Texas Woman's University. The second effort to provide housing came as a result of a bequest from the late March Culmore, who left the major portion of his estate to Methodist and St. Luke's Hospitals for the purpose of providing residence facilities primarily for nurses.

These funds were later made available to Texas Medical Center, Inc., and this residence hall provides modern and convenient facilities for 98 girls. The building was completed in the fall of 1963 and was named in memory of the late March Culmore. A third residence facility was recently completed and is designed to serve single male students and couples without children. Funds were provided by a loan guaranteed by the Federal Housing and Urban Development Agency and a bequest from the estate of Laurence H. Favrot.

In 1966 the Officers of Texas Medical Center, Inc. engaged Brown & Root, Inc. to conduct a study to determine the need for and feasibility of a central heating and cooling system for institutions in the Texas Medical Center. After extensive discussions and evaluations, it was determined that a proposal submitted by Houston Natural Gas

Corporation was desirable, feasible and preferable over other proposals. The central plant is now being constructed on the Fay Addition to the Texas Medical Center and the first phase of the distribution facility will provide service to those institutions which plan to purchase steam heat and chilled water from the central facility. It is now anticipated that the plant will in operation in July, 1969.

In 1966 discussions were held and a survey conducted to determine the need for and the feasibility of establishing a child care center to serve institutions in the Texas Medical Center. The Center opened officially on April 16, 1968, in temporary quarters and moved into the permanent facility on July 6, 1968. Priority is given to the children of nurses; however, the children of therapists, technicians and female residents are also eligible.

After an extensive appraisal of the need for and the feasibility of same, a large-scale joint research computer facility for the Texas Medical Center was completed in 1964-65.

Under the auspices of the Graduate School of Biomedical Sciences, Division of Continuing Education of The University of Texas, plans are being carried forward to establish a co-axial cable system connecting all institutions in the Medical Center for the purpose of closed circuit television. This co-axial system will also provide the basic connecting link for remote terminals to the Common Research Computer Facility.

The current and projected plans summarized above, as well as the joint facilities and programs mentioned, will tend to strengthen the total resources in the Texas Medical Center and will enable the institutions to continue their progress toward even higher standards of attainment in service to patients, health education, and research.

The 1970 Review

Services and activities of the 22 institutions domiciled in the Texas Medical Center are reviewed in the annual report for 1970 of the Texas Medical Center, Inc. The first two sections of this report--Section 1, Statistical Summary, and Section 11, New Developments During 1970--are reproduced in full to describe precisely the work that is being undertaken by each of the institutions:

Expansion Programs

Nearly all of the institutions comprising the Texas Medical Center initiated expansion programs once they became firmly established in the Center. The expansion program in 1970/71 reflects the continuing effort to provide facilities and services in keeping with growing opportunities for service to mankind. Some of the major additions to physical facilities are listed below:

The Texas Medical Center, Inc., purchased a 38-acre tract of land south of Braes Bayou between North Braeswood boulevard and Old Spanish Trail. This property, contiguous to property already owned (the Fay property), will be developed by present and new institutions as they enlarge and complement the Center's health resources. The Texas Medical Center, Inc., enlarged the Fannin street garage by 660 spaces to help alleviate parking problems in the center.

Hermann Hospital began construction of new facilities to be used in connection with the University of Texas Medical School at Houston. --- The 27-story tower of St. Luke's Episcopal-Texas Children's Hospital was completed. --- The Texas Women's University completed construction of a 248-unit residence hall. --- The M. D. Anderson Hospital and Tumor Institute completed a major addition housing a 25-million volt linear accelerator which is now being used for patient therapy. The Anderson hospital was given the Southern Pacific Railroad Hospital just north of downtown Houston. This facility, with 110 beds, will become the Rehabilitation Center Annex of the Anderson Hospital. --- The new Lutheran Hospital, with 350 beds, adjacent to the Anderson Hospital, will provide a new facility for patient care.

In 1970 the Baylor College of Medicine started a very successful campaign to raise \$30,000,000 to permit it to double the medical school student body, erect a biological sciences wing, enlarge the faculty, strengthen Baylor's hospital affiliation agreements, expand the school of graduate studies, and establish and operate a neurosciences institute.

The City of Houston Department of Public Health, using \$4,000,000 in bond funds, was to add three floors to its building in the Medical Center to relieve an acute shortage of space, and was to construct three new health clinics in poverty areas of the city. --- The Houston Academy of Medicine-Texas Medical Center Library developed plans to enlarge its facilities. --- The University of Texas construction program includes \$2.5 million for a two-story 55,000-square-foot "mini school" building for the medical school, and first phase construction of an eight-story \$40 million 800,000-square-foot building in connection with the Hermann Hospital teaching facility.