

CROUSE HOSPITAL

120
YEARS

of Innovation and Commitment
to Central New York



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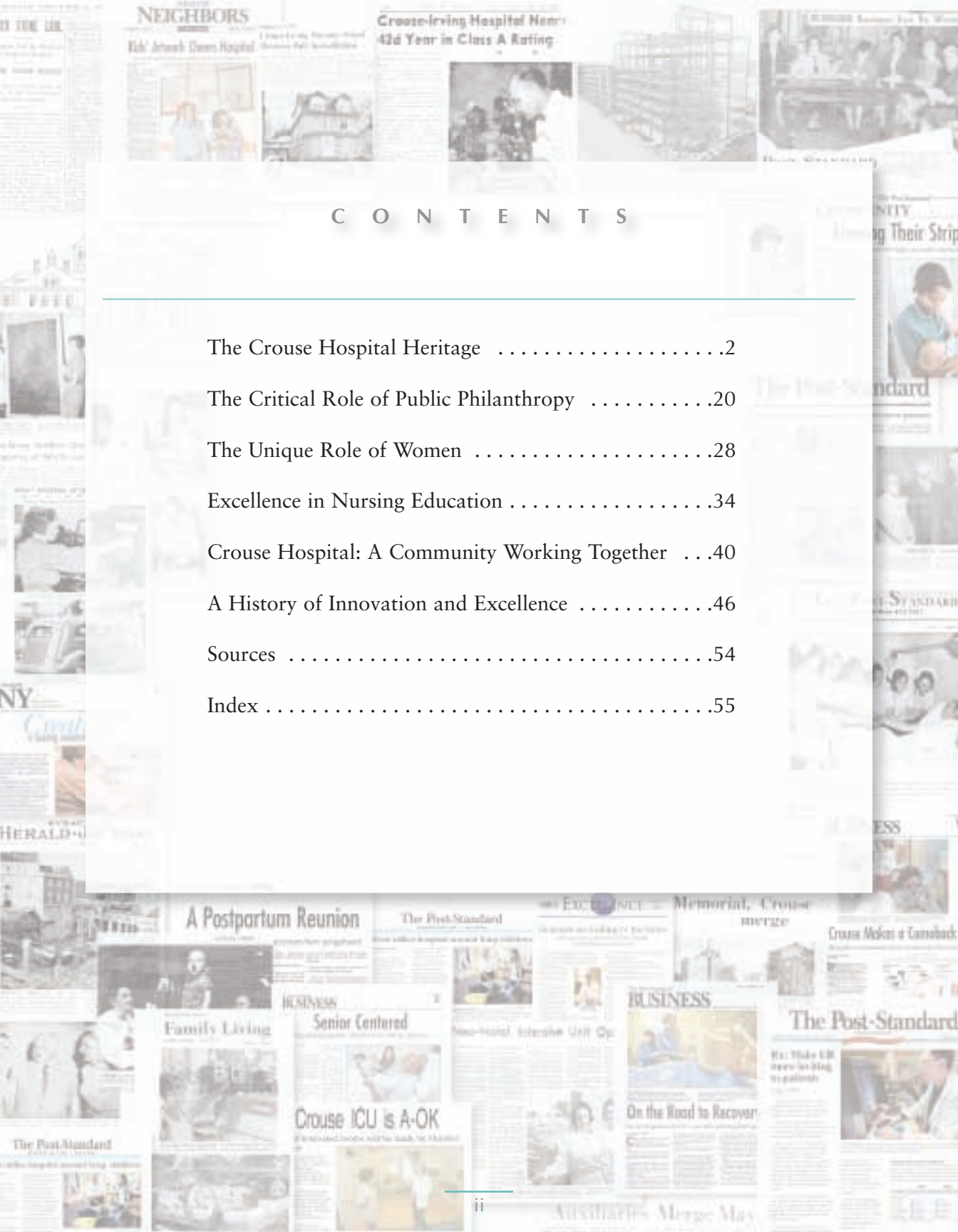
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F O R E W O R D

Today’s Crouse Hospital reflects a rich history of innovation, visionary leadership, and strong community support. As the pages in this commemorative book detail, our heritage as a trusted health and wellness resource mirrors the growth and development of our community during the last part of the 19th century and over the next 100-plus years. As you read, you’ll also note the prominent role played by women in the development and evolution of what is now known as Crouse Hospital. That has not changed.

Something else that’s not changed is our commitment to meeting the healthcare needs of Central New Yorkers. That remains as strong as ever. Building on the last 120 years, Crouse Hospital is poised for continued growth and innovation in the years ahead.

This publication is a labor of love. Special thanks to Kris Hogan, our resident historian, for her concept and work in assembling and cataloging 12 decades worth of archives; volunteer Beth Lubetkin for telling the story so thoroughly; and to Dennis Connors from the Onondaga Historical Association for partnering with us to share the Crouse legacy with the Central New York community.

It is a history of which we are very proud.

Paul Kronenberg, MD
 President & CEO
 Crouse Hospital

Spring 2007



CROUSE HOSPITAL: 120 Years of Innovation and Commitment to Central New York

Crouse Hospital traces its roots to a cold and blustery day in March 1887, when a group of determined and capable ladies gathered at the Vanderbilt House in downtown Syracuse. Their self-appointed mission was to establish a new hospital dedicated to the needs of women and children. At that time, two hospitals served the Syracuse community: St. Joseph's, which was founded in 1869 and is still in operation today, and the House of the Good Shepherd, which opened in 1872 and later became University Hospital. Those existing hospitals, however, did not focus on maternity or pediatric cases. The ladies made inquiries regarding the need for such a hospital and received encouragement for their proposal from local physicians and the community. These women were enterprising pioneers, not only by virtue of initiating the birth of Syracuse Women's Hospital and Training School for Nurses, but by the fact that for several decades the hospital was administered entirely by women. In honor of our 120th anniversary, this book provides a fascinating glimpse into the evolution and milestones of our hospital over the past 12 decades.



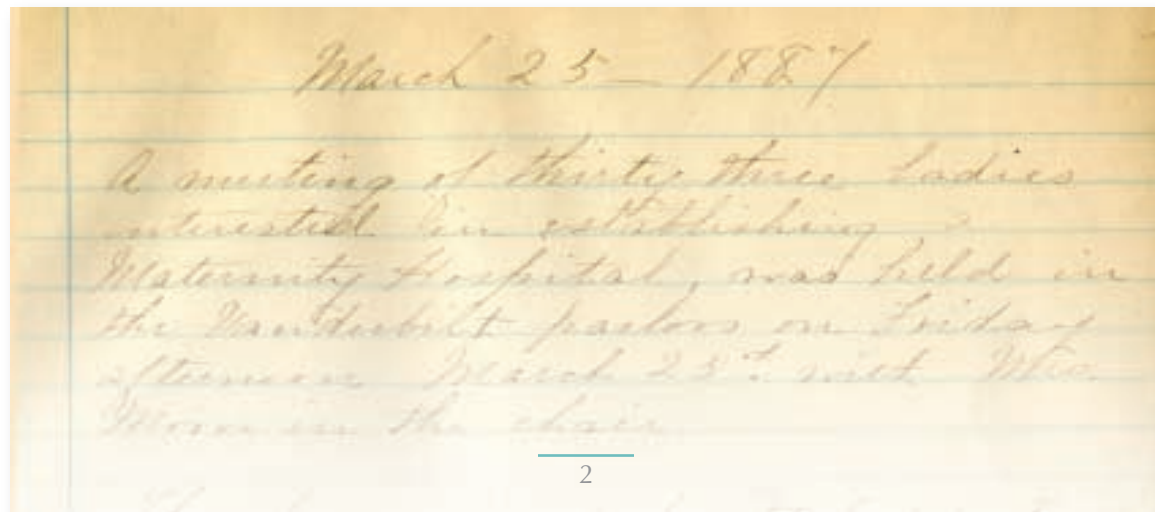
THE CROUSE HOSPITAL HERITAGE



Jessie Lansing Crouse
(Courtesy Onondaga
Historical Association).

From that inaugural meeting in March 1887, it took this group of 15 intrepid women just seven months to incorporate and file for approval from the State Board of Charities, locate a house to rent to accommodate the fledgling hospital, raise sufficient funds to begin operation, appoint a staff consisting of a house physician and a matron, and to accept their first patients on Thanksgiving Eve 1887. These patients were “five babies received from the Poormaster.” Jessie Lansing Crouse, a member of the Board of Trustees, delivered them in person in her horse-drawn carriage. An example of the dedication of the founding women, Mrs. Crouse went on to actively support the hospital as a trustee for 54 years until her death in 1941.

Minutes of meeting to form a maternity hospital, March 25, 1887.



In keeping with the pioneering nature of the hospital, the first physician was a woman, Dr. Juliet Hanchett, who later went on to form the Visiting Nurse Association of Central New York in 1890. Demand for services grew rapidly, and the hospital had five different homes in only eight years, culminating in 1896 with the construction of a modern new hospital building at 1214 West Genesee St. designed to the exacting specifications of the staff and trustees. An additional building was constructed in 1902 to house those suffering from communicable diseases. Until 1925, this new complex remained the home for what was then officially known as Syracuse Hospital for Women and Children. In 1918, the hospital’s name changed again to Syracuse Memorial Hospital, a change that reflected the fact that the hospital began to accept male patients as early as 1908.



Dr. Juliet Hanchett (Courtesy Onondaga
Historical Association).



Mary Perkins, Class of 1915,
Syracuse Hospital for Women
and Children.

In 1910, as Syracuse Hospital for Women and Children was rapidly growing, another critical development in the city’s healthcare options had taken root. Dr. William L. Wallace, head surgeon and President of the Board at House of the Good Shepherd Hospital, was convinced that in order to best serve the needs of its patients, a hospital could and should be run in an efficient, self-sustaining, business-like manner. Dr. Wallace and three of his colleagues, Drs. Carl E. Muench, Herbert O. Brust and Carlton F. Potter, developed plans for what would become Crouse-Irving Hospital. With the support of two financial backers who were impressed not only by Dr. Wallace’s medical reputation, but also by his business sense and the personal financial commitments of the four founding doctors, they were able to break ground on their new, state-of-the-art facility in May 1911. One year later, the four-story hospital opened, a model of efficiency with 100 rooms, a modern refrigerating plant, laundry, vacuum cleaning system and roof garden for convalescents. Interestingly, while Dr. Wallace was very confident that the hospital would be a success, he and his partners had prudently built it with a contingency plan in place—if the hospital failed, the new building was designed such that it could easily be converted into a hotel.

SYRACUSE HOSPITAL FOR WOMEN AND CHILDREN



West Genesee St., 1890, former Bronson home, destroyed by fire, 1893.



Holden House located at James & Sedgwick Streets. Home to Syracuse Women's Hospital, 1888-1890.



West Genesee St., 1895-1929.



Harmony Circle Pavilion, West Genesee St., 1903.





Dr. William L. Wallace (center) at opening ceremonies of Crouse-Irving Hospital, 1913.

Dr. Wallace's childhood interest in medicine was piqued at age 11 when he began to help out after school at a local Oswego doctor's office. William began assisting Dr. Kingston by fetching water from the well down the street and doing many other small chores, but he was soon drafted into helping with minor surgeries.



William L. Wallace, MD, Founder of Crouse-Irving Hospital.

Upon graduation from Syracuse University, William Wallace first followed the wishes of his mother and became a clergyman. Nevertheless, his goal of becoming a surgeon remained and when not attending to his clerical responsibilities, he began diligently studying medical textbooks. After three years in the ministry, Rev. Wallace resigned his church position to help his father manage the family grocery and feed business in Oswego, increasing sales sixfold in one year. While providing much needed help to his father, this also allowed him to save tuition money so that, "at age 29 with maturity and experience in his favor and with his brilliant scholastic record to recommend him, William Lewis Wallace entered the College of Physicians and Surgeons at Columbia University in New York City." He later transferred to Syracuse University, graduating in 1897 and joining Good Shepherd Hospital.

Over the next decade, Dr. Wallace built a very successful practice, and demonstrated an extraordinary dedication to the welfare of his patients. In his quest for excellence, Dr. Wallace traveled to Chicago and Minnesota to observe and learn from other esteemed surgeons including the famed Mayo brothers, founders of the Mayo Clinic. Reports of his many successes spread and he soon found his services to be in high demand, not only in Syracuse, but in the surrounding area.

The new hospital and School of Nursing quickly proved to be a great triumph with over 1,000 patients admitted during the first year of operation, 707 of whom were surgical cases. The high standards established at Crouse-Irving were reflected in the published records of low mortality rates and rapidly growing demand for additional bed space. While a business-like approach was taken in the management of the hospital, this was not a profit seeking venture for the founders. In fact, according to the first annual report: "The hospital is to be run strictly as a charitable institution. Any profit made from private patients is to be used for the benefit of poor patients, and to equip and extend the hospital."

CROUSE-IRVING CO-FOUNDERS



Carl E. Muench, MD.



Herbert Brust, MD.



Carlton Potter, MD.

In November 1913, Dr. Wallace and the hospital staff published the inaugural edition of the *Crouse-Irving Bulletin*, the first publication from any Syracuse hospital. In the initial editorial, they stated the belief that it was their duty to openly report the experiences and findings of the work of the hospital. "The sure and rapid way of becoming expert in using knowledge is to teach it to others." Thus, the *Bulletin* provided detailed statistics on the financial and medical aspects of the growing Crouse-Irving Hospital, as well as original articles on a wide variety of medical conditions and related practices. The *Bulletin* was no small undertaking, but rather a 30-page illustrated magazine containing authoritative articles by leading doctors from across the state, including many of those at Crouse-Irving. Dr. Wallace and his wife, Harriet, oversaw all the details, and ensured that the *Bulletin* was self financing through advertising and subscriptions. Its up-to-date articles soon led to a wide circulation, including many doctors from outside the state.



CROUSE-IRVING HOSPITAL



The old Smith homestead on Irving Ave. was purchased by the hospital July 5, 1910 (current site of CNY Medical Center).



Crouse-Irving Hospital, Crouse Ave., 1930.



Crouse-Irving Hospital, Irving Ave., 1950.

“The early success of Crouse-Irving soon resulted in the need for expansion.”

The early success of Crouse-Irving soon resulted in the need for expansion. The addition of the 54-bed, three-story Lipe Pavilion was made possible by a very generous donation in memory of Clifford E. Lipe by his uncle, Mr. Willard C. Lipe, and additional fundraising conducted by the younger Mr. Lipe's friends. This addition soon became indispensable due to some dramatic changes in the world at large. As with other hospitals and communities across the country, Crouse-Irving and Syracuse Hospital for Women and Children keenly felt the deprivations of the war years from 1914-18, as well as the subsequent devastation of the 1918 flu pandemic. The war called away a number of doctors and nurses to serve abroad and stateside with both the military and the Red Cross. While many on staff were frustrated by their inability to do more to help with the war effort, they were soon challenged by the daunting task of meeting the needs of those Syracusans stricken by the flu. Locally, Crouse-Irving admitted nearly 1,200 cases, half of all patients requiring hospitalization in the city. Tragically, about 200 of those admitted to the hospital died, along with four Crouse-Irving nurses. Syracuse Memorial also lost a nurse and several patients to the ravages of the flu. Fortunately, this storm finally passed, and the hospitals and their staffs returned to the business of managing the ever growing needs of the local population.



Children's ward in Crouse-Irving Hospital, 1924.



The architects of the new hospital were John R. Pope and Dwight J. Baum, a Syracuse University graduate and distant relative of the famed author of the Wizard of Oz series, L. Frank Baum. Other Baum designed buildings in the area include Syracuse University's Hendricks Memorial Chapel and the Maxwell School of Citizenship, as well as SUNY Upstate's Weiskotten Hall.

Over the decade ending in 1920, Onondaga County had grown by more than 35,000 residents, and all local hospitals were again faced with the need to expand their facilities. Not only were more hospital beds required, but also more nurses were needed. Despite the increasing financial and managerial demands, both hospitals remained deeply committed to serving the larger community, regardless of ability to pay. By 1925, land was purchased on Irving Avenue for the site of the new Syracuse Memorial Hospital, which was completed in 1929 at a cost of \$2,400,000. The planning for the new building began in 1922, with a detailed market analysis of projected hospital needs. The multi-year planning process resulted in a state-of-the-art, 12-story medical center, with the much recognized clock tower at its pinnacle. This building still stands as the Memorial wing of today's Crouse Hospital. At the time of the new hospital's opening, the *Syracuse Herald* marveled that in all 42 years of the hospital's

history, "there has been no man connected with its management. Nowhere in the world is there an institution like it, built and managed by women."

During the same period, Dr. Wallace was overseeing new construction at Crouse-Irving with the Irving wing added in 1927. Soon, the Depression created more challenges for the hospital, but the staff worked tirelessly to meet those challenges. They continuously faced financial difficulties due to the demands of meeting the needs of those patients unable to pay for their care. In fact, Dr. Wallace's notes of 1932 revealed that "more than 75% of all hospital work was done for patients able to pay for less than the cost of their care." Fortunately, the situation was helped by memorial gifts and increased fundraising by the Women's Auxiliary in order to endow free beds for the poor.

Dr. Wallace died of complications from pneumonia on Christmas Day 1935, at the age of 73. Following his death, the hospital continued its dynamic role in the Syracuse community through the vision and leadership of several people including the other three founders of the hospital, as well as Dorothy Pellenz,



Dorothy Pellenz, Administrator, Crouse-Irving Hospital, 1945-1969.

Dr. Wallace's secretary who later became hospital administrator, and Dr. Norman J. Pfaff, Dr. Wallace's grandson-in-law, who was elected president of the board, a position he held until his retirement in 1946.

From the end of the Depression through the victory of the Second World War, Syracuse Memorial and Crouse-Irving hospitals both continued to grow and serve the community. As during the First World War, both hospitals faced numerous challenges posed by WWII, including shortages of material and human resources. Nurses were in tremendous demand, so the nursing schools stepped up training, and the support of volunteers became even more critical. Many hospital staff members served with the armed forces, including 40 percent of Memorial's staff physicians.

In 1946, the Syracuse Memorial School of Nursing closed its doors after over 50 years of service, merging with the Syracuse University School of Nursing, while Crouse-Irving School of Nursing continued. The post-war period saw many changes in the hospital landscape in Syracuse with the 1947 founding of the Veterans Hospital.



Crouse-Irving Hospital ambulance in National Recovery Administration Parade, 1933.

In keeping with his sense of social justice, Dr. Wallace led the charge to improve the city's employment situation by being the first and only hospital in the nation to respond to Franklin Roosevelt's plea to the country to adopt the National Recovery Administration's voluntary requirements, including a 40-hour week and a minimum wage of 40 cents an hour.



Construction of Irving Unit, 1973.



David Beers,
President of Crouse-Ingvar
Memorial Hospital,
1969-1978.

Further, in 1949, the State University Trustees selected Syracuse as the site for an upstate medical center, with Upstate taking over management of the Syracuse University Medical School by 1950.

A 1953 report by Syracuse Memorial Hospital revealed that during 1952 the hospital treated almost 12,800 patients on an inpatient basis, providing over 92,000 days of care, with an additional 17,000 patients treated as outpatients. That year, 2,716 babies were born without a single maternal death, and over 5,400 operations were performed. In comparison, by the 45th anniversary of Crouse-Ingvar in 1957, it consisted of 13 buildings in addition to the 19,500 square foot main structure. The hospital boasted 479 employees, including 104 doctors and in 1955, it served almost 12,000 patients. Among the strong leaders at Crouse during this time was William Schiess, MD, Chief of Medicine. Dr. Schiess held that position from 1956 to 1984, at which time Paul Kronenberg, MD, Crouse's current President and CEO, was named Chief.



William Schiess, MD, Chief
of Medicine, 1956-1984.

By the mid-1950s, both hospitals were again feeling the pinch of high occupancy rates and looking at ways to expand. While Syracuse Memorial was able to add a three-story wing to house a new Radiation Therapy and Radiology Diagnostic Center, Crouse-Ingvar leaders had to limit themselves to renovations and upgrades of their existing structure. Following several frustrating years of studies and community-based medical task forces, in 1966, the CNY Hospital Review and Planning Council gave its approval for the construction of a new Crouse facility. At that time, Mr. Albert Gordon, President of the Board and a trustee from 1957 until his death in 1966, noted that his confidence in the hospital's ability to raise the necessary funds was high as "the Crouse-Ingvar family has amply demonstrated its loyalty to





James Maher, President, Crouse-Irving Hospital, 1980-1995.

the hospital in the past and will undoubtedly do so again.” However, plans for the new hospital were derailed, not by a lack of public support, but by new recommendations from the Hospital Review and Planning Council and the Community Health and Information Planning Service to consider the merger of Crouse-Irving and Memorial.

The two Irving Street neighbors began to talk, culminating with the boards of trustees of both hospitals agreeing to a merger that was completed on September 1, 1968, with the formation of Crouse-Irving Memorial Hospital. Together, they now had about 400 physicians and a new board of trustees made up of members of each of the former boards, along with some newcomers. Administration was initially shared by Miss Pellenz, the Crouse-Irving Hospital Administrator since 1945, and Memorial’s Daniel Apgar, who had previously been her assistant administrator at Crouse-Irving. Miss Pellenz retired in 1969 after playing an instrumental role in the successful completion of the merger. David Beers was then named Executive Vice President of the merged hospitals and charged with overseeing “the modernization and expansion of the hospital and school resulting from the erection of a new building and other facilities.” A new fund drive was initiated and plans made to construct a six-story addition to the Memorial complex, the Irving Unit, which was completed in 1976. After



Paul Kronenberg, MD, President & CEO, Crouse Hospital, 2004-present.

several years of use as the School of Nursing, in 1991, the old Crouse-Irving Hospital building was demolished following construction of the Harry and Lillian Marley Education Center across the street.

In 1974, the Crouse-Irving Memorial Foundation was established, a key development allowing for the recruitment of volunteers dedicated solely to raising money for the hospital. James Maher, a Crouse employee since 1960, assumed the role of president of Crouse-Irving Memorial Hospital in 1980, and held that position until his retirement in 1995. Under Maher’s capable leadership, the hospital doubled in size, becoming Central New York’s largest acute-care facility. In 1996, a new name and updated graphic identity were announced, with Crouse-Irving Memorial Hospital becoming Crouse Hospital.

Five years later, in February 2001, the hospital filed for Chapter 11 bankruptcy protection. There were a number of reasons for this, including the fact that Crouse was unsuccessful in restructuring a significant past debt load. The hospital’s management team was replaced, and turnaround experts were brought in to reorganize the hospital’s finances. By October 2003, Crouse exited Chapter 11 stronger both financially and operationally. Since February 2004, Crouse has been capably led by Paul Kronenberg, MD, President and CEO. His leadership has brought a renewed sense of purpose and mission back to the hospital, one driven by a dedicated healthcare team.

From the inception of both hospitals in 1887 and 1912, expansion and upgrades have provided steady evidence of the dedication of the hospitals’ management and staff to meet the ever changing needs of our community. Today is



Members of Crouse Hospital’s Medical Staff Executive Committee join hospital President & CEO Paul Kronenberg, MD, in celebrating Crouse’s “Business of the Year” award in 2006.

no different, with Crouse Hospital replacing outdated facilities, acquiring the latest medical technology and exploring strategic partnerships with physicians and other providers. The hospital continues to build on and strengthen areas for which it has always been known, including women’s services. In 2006, Crouse was named “Business of the Year” by the Greater Syracuse Chamber of Commerce and “Employer of Choice” by the CNY Chapter of the Society for Human Resource Management. “This is wonderful community recognition for our employees, medical

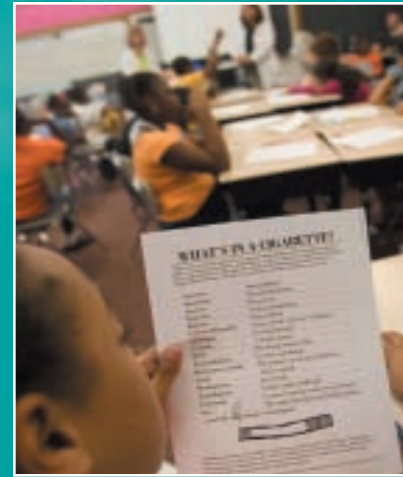


Lifesaving Cardiac Care: Dr. Joseph Battaglia, above left, performs a cardiac catheterization. More than 2,000 such procedures are provided to patients at Crouse annually, including 150 pediatric cases. Crouse is the only hospital in a 15-county region that provides cardiac catheterizations for infants and children.

staff and volunteers,” said Dr. Kronenberg. “More importantly, it validates the hard work and dedication our team puts forth every day on behalf of our patients.” Judges selected Crouse for these honors based on a number of criteria, including staying power, growth, workplace innovation and community involvement. Indeed, most hospitals having gone through the turmoil of a Chapter 11 proceeding do not emerge as Crouse did—stronger and even more focused on its mission of providing the best in patient care and promoting community health.

Crouse Hospital is currently licensed for 576 acute-care beds, including 51 bassinets, and serves more than 22,000 inpatients, 56,000 emergency services patients and more than 240,000 outpatients a year from a 15-county area in Central and Northern New York. One of the largest employers in Syracuse, Crouse has an annual operating budget of \$265,000,000. To fulfill the hospital’s goal of providing the best possible healthcare services, over the years, Crouse has worked closely and collaboratively with other hospitals such as University Hospital (part of Upstate Medical University) in a number of fields including cardiology and perinatal services. Other areas of specialty include comprehensive diagnostic and interventional cardiac care, internal medicine, surgical services, pediatrics, oncology and the region’s only chemical dependency treatment services for adolescents, adults and seniors. The hospital continues to operate the Crouse Hospital School of Nursing, providing nursing education to more than 280 students annually. Crouse also operates one of the largest and longest-running ambulatory surgery programs in the country, with two surgery centers located near the main hospital complex.

Crouse Hospital is Central New York’s largest provider of maternity services, delivering more than 3,600 babies annually, and is the designated regional referral center for high-risk neonatal intensive care services. The hospital’s Perinatal Center admits patients from a 15-county area and as far as 3+ hours away. These patients, who are experiencing difficult pregnancies requiring hospital bed rest, may stay for as little as a few days to as long as several weeks.



Crouse Hospital’s partnership with the Hughes Magnet Elementary School in Syracuse is part of a program to improve the health of students and staff. Efforts include participating in the city school district’s health and wellness committee, as well as helping with planning and facilitating activities at Hughes. For example, Crouse respiratory therapist Wendy Fascia and nurse Cathy Wolf spoke with fifth graders at Hughes about the hazards of smoking. Students were surprised to learn about the dozens of poisons added to tobacco in the process of making cigarettes. This educational session was part of a series of health topics Crouse continues to coordinate for each grade level at Hughes. Other topics include dental health, personal hygiene, positive thinking and fun ways to exercise.

Onondaga County Executive Nick Pirro presented the first-grade class from Jamesville Elementary with a joint Syracuse/Onondaga County proclamation in recognition of Visit to Hospital-Land’s 30th anniversary in 2006. Over the past three decades, more than 6,500 classes have been held, reaching 150,000 children. Visit to Hospital-Land is generously funded by the Crouse Hospital Auxilliary.



Ever dynamic, Crouse remains committed to meeting the healthcare needs of Central New York. This commitment is embodied in the Crouse mission and demonstrated daily. In 2006, Crouse cared for 41% of all Medicaid inpatients treated in Onondaga County, reflective of the long-term commitment to serving and meeting the healthcare needs of the underserved in our community. Crouse actively reaches out to the community through such offerings as wellness programs, public lectures, a Speakers Bureau, the Visit to Hospital-Land program for the region’s first graders, and a multitude of charitable activities, many made possible through donor support of the Crouse Health Foundation.

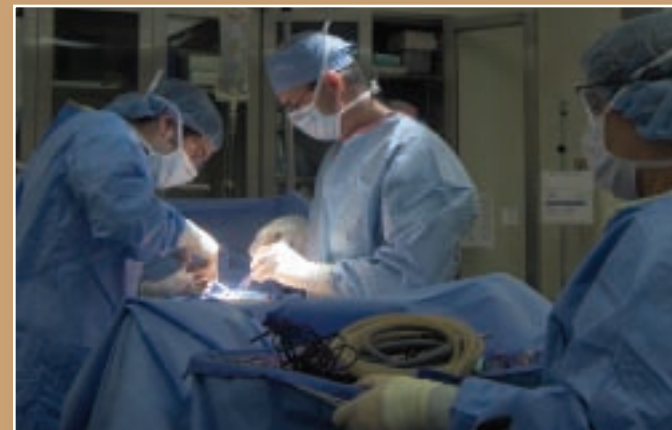
LEADING THE WAY SINCE 1887



From its inception, Crouse Hospital has been a leader and innovator in surgical, emergency and neonatal care.

DID YOU KNOW?

- Crouse Hospital's outpatient surgery program was one of the first in the country and today is the busiest of any area hospital.
- In 2006, Crouse Hospital's Emergency Department experienced the greatest increase in ambulance transports of any area hospital.
- Crouse Hospital's Baker Neonatal Intensive Care Unit serves as an outreach facility for 20 affiliate birthing hospitals in 15 counties.





THE CRITICAL ROLE OF PUBLIC PHILANTHROPY

From the first meeting of the determined founders of Syracuse Women’s Hospital and Training School for Nurses in 1887, a spirit of public philanthropy has played a critical role in the success of Crouse and its predecessors. During the heady days of getting the hospital up and running, the founding women shrewdly decided that the best route to raising funds would be to enlist the women’s organizations from local churches. Two women from each church signed on to help, and soon sufficient funds had been raised to rent the hospital’s first home. By the next year, a group was formed specifically to help the hospital both financially and through other volunteer efforts. This group, Harmony Circle of the Order of King’s Daughters, formed the nucleus of what would later become the hospital auxiliary, but was only one of several ‘circles’ of women volunteering their time and skills on behalf of the hospital. These groups were very successful at soliciting donors to endow rooms and other facilities and at creating numerous fundraising events.



Harmony Circle making bandages in the Memorial cafeteria, 1937.



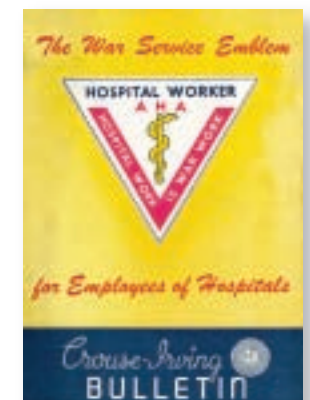
On one fundraising occasion, the Crouse-Ingalls Auxiliary actually made a short movie of a woman being transported to Crouse-Ingalls via the hospital’s new ambulance and treated for a feigned injury. This was shown during a performance at the Wieting Opera House, and was reported to have nearly stolen the show.

Similarly, supporters of the fledgling Crouse-Ingalls hospital established a Women’s Auxiliary in 1913 comprised of a number of doctor’s wives and other friends of the hospital. Both hospitals were quite successful at encouraging families and individuals to provide endowments and bequests. In 1916, members of the Crouse medical staff even took out life insurance policies totaling \$50,000 with the hospital as beneficiary showing “proof positive” of the “loyalty of the staff.”

The activities of the hospital auxiliaries took a somewhat different turn during wartime. All along, these groups provided more than just fundraising. However, their efforts at sewing, preparing bandages, conducting blood drives and assuming tasks as “Gray Ladies” trained by the Red Cross to help out the depleted hospital staffs stepped up during both wars. Women were not alone in these efforts. During the flu pandemic, a group of Syracuse businessmen dubbed themselves “The Knockers,” and regularly knocked on the hospital doors to offer whatever help they could.



Mrs. S. Rodney Brown, Chairman, Crouse-Ingalls Gray Ladies, 1943.



Through the years, the tireless work of the hospital auxiliaries and countless volunteers has enabled Crouse to grow and innovate. In many cases, these groups raised the necessary funds to pay the salaries of specific new hospital positions such as pediatric play therapists and trained imaging technicians, to purchase state-of-the-art equipment, and to enable the hospitals to construct new buildings. Following the merger of the two hospitals in 1968, the two auxiliaries continued to function separately for a few years. They did, however, increasingly work together and formalized that relationship by merging into one auxiliary in 1973. The synergies created by working as one group were soon evident.



Margot Northrup, Crouse-Irving Memorial Foundation's first president.

In 1974, the Crouse-Irving Memorial Foundation, a separate non-profit corporation, was established with the objective of encouraging individuals, corporations and other groups to support the hospital. Heading the foundation as its first president was Martha "Margot" Northrup, a long-time member of the hospital Board of Trustees. Mrs. Northrup's involvement with Crouse-Irving Memorial spanned a period of more than 50 years and her vision



Syracuse Memorial Hospital, Harmony Circle Wagon, 1953.



The Marley Education Center houses the Crouse School of Nursing, Crouse Health Foundation, Medical Library, Educational Services and hosts numerous community educational programs throughout the year.



Lights of Love, Crouse Hospital Auxiliary's annual fundraiser, lights up the Syracuse skyline and funds many hospital services.

played a major role in campus-wide strategic planning. Over the years, the foundation's efforts have been instrumental in helping the hospital achieve its impressive growth. The Crouse Health Foundation's Endowment Fund was established in 1983 through a drive that raised \$5 million. The principal remains untouched, while a portion of the investment income earned annually is used to fund equipment, services and programs at Crouse. The Endowment Fund now has \$23 million in assets, which is net of



Candy Stripers with Mrs. Ethel Volles, Director, 1960.

the more than \$12 million in investment income given back to the hospital since 1988 to fund equipment and programs. The foundation has also run several successful events, such as its annual Tribute Evening gala, as well as multi-million dollar capital campaigns to fund projects such as the Marley Education Center, the Kienzle Family Maternity Center and the current Operation: Innovation, a \$6 million campaign for a new surgical center. The 98,000 square-foot facility, which will include 18 inpatient and outpatient operating rooms plus ancillary space, will position Crouse Hospital to support technological advances and innovative procedures while providing the best in patient care. This important project is scheduled to be completed in September of 2010.

As we celebrate our 120th anniversary, the Crouse Hospital Auxiliary remains an all-volunteer organization with 500 members who support the mission and objectives of Crouse through fundraising. Member dues fund all operating expenses, with nearly 100 percent of fundraising dollars contributed to the hospital. Today, monies generated to support the hospital come from gift shop revenue and from a variety of special events held throughout the year, such as the annual Lights of Love campaign, a fashion show, a holiday drawing, and book and clothing sales. Income is also generated from vending machine sales, baby photos and TV/phone rentals.



Dorothy and Tom MacCollum have been volunteering at Crouse for many years, and each has given more than 6,000 hours of service in the past 13 years. Every Friday, the MacCollums can be found putting in a full eight-hour shift, Tom in transport and Dorothy in both transport and at the information desk. Dorothy actually began her volunteer association with Crouse in 1935 as a teen-aged Candy Striper. During WWII, both she and her mother took a three-month Red Cross training course and exam in order to help relieve the war-time nurse shortage. Dorothy spent the war years assisting on the maternity floors at Syracuse Memorial. Tom's relationship with today's Crouse Hospital actually dates back to his birth at the old West Genesee Street location of Syracuse Memorial Hospital in 1919.

COMMUNITY PARTNERS THROUGH THE YEARS

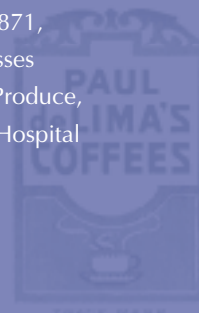


Sample advertising for Byrne Dairy, one of the many companies that have provided support to Crouse Hospital and the community.

A discussion of the Syracuse community's involvement in the evolution of Crouse Hospital would be incomplete without recognition of the many Syracuse businesses that have provided various forms of support to the hospital over the past 120 years. A perusal of hospital bulletins from 1888 through much of the 20th century reveals a host of Syracuse business advertisements, many from companies still active in the community today. Some of the more familiar firms include A. C. Hofmann & Sons, Syracuse sausage makers since 1879; Byrne Dairy, which has been serving high quality dairy products to New York State consumers since 1933; Edward Joy Co., which has been lighting Syracuse homes and businesses for over 125 years; and Paul deLima Coffee, which began roasting coffee for the commercial market in 1916. In the extensive coverage of the dedication of the new Memorial Hospital in 1929, the *Syracuse Herald* revealed that furnishings were provided by The Stickley Company, which has locally produced exceptional furniture since its founding by Leopold and John George Stickley in 1900, while Syracuse China, founded in Geddes in 1871, was the exclusive supplier of china for the new hospital. These and countless other businesses including Rothschild Home Healthcare, Welch Allyn, Penfield Manufacturing, Onondaga Produce, H. J. Howe and C. E. Chappell & Sons have helped ensure the ongoing success of Crouse Hospital over the years.

EDWARD JOY CO.

C. E. Chappell & Sons, Inc.



Additionally, each year, more than 40,000 hours are donated to Crouse Hospital by over 400 volunteers through the hospital's Department of Volunteer Services and Spiritual Care. Volunteer positions vary and include dozens of different departments, from the typical patient care role, to unique volunteer opportunities based on the talent or experience the volunteer brings. Generally, the positions fall into one of three categories: patient care, medical technology or office management. Many Crouse Hospital volunteers have been loyal for years, an indication that Crouse is not only a great place to work, but that it's also a great place to volunteer. Clearly, the caring spirit of the Syracuse community is actively at work supporting Crouse in 2007, just as it was in 1887.



Stained-glass window designed by local artisan John Dobbs, located in the Rosamond Gifford Spiritual Care Center, enhances a place of respite for patients, families and staff.

"Many Crouse Hospital volunteers have been loyal for years, an indication that Crouse is not only a great place to work, but that it's also a great place to volunteer."



THE UNIQUE ROLE OF WOMEN

From the very inception of the Syracuse Women's Hospital and Training School for Nurses, women have played a key role in the life and growth of Crouse as founders, administrators, physicians, technicians, support staff, fundraisers and volunteers. The significance of the fact that for the first several decades Syracuse Memorial was run by women can be appreciated by placing that accomplishment in the context of the times.

In 1887, women remained a relatively minor presence in U.S. medical schools. The first woman in the United States to obtain a regular medical degree was Dr. Elizabeth Blackwell, who graduated in 1849 from Geneva Medical College, which in 1872 became the Syracuse University College of Medicine and ultimately SUNY Upstate. While the number of female physicians in the U.S. increased from about 200 in 1860, to over 7,000 by the dawn of the 20th century, the growth of women in medicine remained slow and fluctuating over the next several decades. By 1970, over 120 years since Dr. Blackwell received her hard-won degree, females still represented less than 8% of U.S. physicians. Significant changes in the enrollment of women in medical school began in the 1970s, such that by 2002, 25% of all U.S. physicians were female and by 2003, 49% of those enrolled in medical school were female. In 2006, for the first time, the Upstate Medical University freshman class contained more women than men. Given this background, the appointment of Dr. Juliet Hanchett as the first physician at Syracuse Women's Hospital in 1887 is indeed noteworthy.

Other women were also tackling the healthcare problems of the day by working as nurses, hospital support staff and, of course, as the movers and shakers behind hospital fundraising. In addition to the countless hours expended by Syracuse Memorial's founders and the members of both Memorial and Crouse- Irving's Women's Auxiliaries, a number of extraordinary women were building

trail-blazing careers as hospital administrators and educators. For the first five decades, at a time when women were all but excluded from the world of professional management, women served as both hospital president and superintendent at Memorial, as well as heads of the nursing school. During that period, seven women served as president, while 100 served on the Board of Trustees. While many pioneering women trustees, administrators and educators deserve mentioning, a few stand out for their extraordinary contributions.



Elizabeth MacDill, Superintendent, Syracuse Memorial Hospital, 1912-1937.

Elizabeth MacDill was a particularly impressive member of the Syracuse Hospital for Women and Children's nursing class of 1895. She began her nursing career as a private duty nurse, and was one of the first Syracuse nurses to serve in the Spanish-American War in 1898. Miss MacDill returned to Syracuse the following year and in 1904 became the assistant Superintendent of Syracuse Hospital for Women and Children. From 1908 to 1912, she was Superintendent of Cortland County Hospital, then returned to Syracuse as Superintendent, a position she held for more than 25 years.

Miriam Curtis was another notable administrator of Syracuse Memorial, serving in that role from 1941 through her retirement in 1960. Among other accomplishments, Miss Curtis, who received her nursing education at Massachusetts General Hospital in Boston, managed the growth of Syracuse Memorial from 250 to 340 beds, as well as the establishment of the radiation therapy and diagnostic radiology center. She was a president of the Central New York Regional Hospital Council and the Syracuse Hospital Council, Trustee of the American Hospital Association, and fellow of the American College of Hospital Administrators. In recognition of her many achievements, in 1959, Miss Curtis received the *Post-Standard's* Women of Achievement Award.

Miss Mary E. Jenkins was prominent on the Board of Trustees. She was a member of the board from 1909 to 1944, holding the position of President from 1929 to 1944. At the same time, she carved out an impressive career from 1903 to 1957 as publisher and president of *The Herald Co.*, a precursor to the *Syracuse Post-Standard*.



Mary E. Jenkins, President of Syracuse Memorial Hospital Board of Trustees, 1929-1944.

At Crouse-Irving, the wives of the founding doctors were an important factor in the success of the hospital. Mmes. Wallace, Brust, Muench and Potter gave prodigiously of their time and effort. Of particular importance during the early years at Crouse-Irving Hospital was the influence and dedication of Elsie Hillen, RN. Miss Hillen joined the hospital as a staff nurse in 1914, and was appointed Superintendent of Nurses and Director of the School of Nursing in 1918. She held these positions for the next 38 years until her retirement in 1956. During her tenure, Miss Hillen educated 1,337 nurses with her trademark of strict discipline, tempered by fairness and kindness. The following quote from the archives illustrates her character and philosophy: "The real purpose of education is to achieve maturity. Not just physical maturity, but intellectual, emotional, moral, and spiritual maturity. Without maturity there can be no wisdom, no insight, no judgment, no compassion, nor can there be any real understanding of oneself, of other human beings, or of the great issues of our times."

Perhaps the most noteworthy female manager in the history of Crouse was Dorothy Pellenz. Miss Pellenz was hired by Dr. Wallace as his secretary in 1916, and over the next 53 years became "almost as influential a force in Crouse history as he himself was." Working closely with Dr. Wallace for 20 years, Miss Pellenz was well versed in his ideas of efficient hospital administration. Her duties as secretary were continuously broadened and "under her guidance, much of the machinery of hospital routine had been oiled and made to run more smoothly and efficiently." She was named assistant superintendent of the hospital in



Miriam Curtis, Superintendent, Syracuse Memorial Hospital, 1941-1960.



Elsie Hillen, Director, Crouse-Irving Hospital School of Nursing, 1918-1956.

"The real purpose of education is to achieve maturity."

January 1936, and from 1945 to 1969 was the hospital administrator. She particularly emphasized treating every patient as a guest and ensuring a cheerful, non-institutionalized look to the hospital. In an effort to continuously improve hospital service, each stay was followed up by a letter to the 'guests' seeking feedback on the hospital's performance, a novel practice at the time which is in wide use today. In 1942, Crouse-Irving implemented a streamlined admissions procedure, which Miss Pellenz had initiated and which was adopted by hospitals all over the country. This system became a national model for hospital administration.

Of course, the impact of the thoughtful nursing care provided by generations of Crouse nurses to our patients cannot be underestimated. Many nurses have dedicated much of their lives to the care and comfort of Crouse patients.

Happily, with gender no longer presenting the kind of barriers and challenges faced by the founders of the hospital, one legacy of these strong women is that women and men can continue to work seamlessly together as administrators, managers, physicians, technicians, support staff and nurses to maintain a vibrant Crouse Hospital.

The tradition of women in leadership roles in the Crouse organization continues.



*Kimberly Boynton,
Chief Financial Officer.*



*Carrie Berse, President,
Crouse Health Foundation.*



*Ann Sedore,
Director of the School of Nursing.*



Dorothy Pellenz flanked by Helen Parker, RN, and James Maher.

In addition to her position as Crouse-
Irving Hospital administrator, at varying
times, Dorothy Pellenz was president of
the Syracuse Hospital Council, the Central
New York Hospital Association, and the
Hospital Association of New York State.
She was also a first vice president, regent
and fellow of the American College of
Hospital Administrators. Miss Pellenz was
a frequent speaker at institutes and hospital
administration conferences across the
country and internationally.





EXCELLENCE IN NURSING EDUCATION

The era of modern nursing was ushered in by Florence Nightingale, who entered the profession in the mid-1800s after much opposition from her wealthy family who felt that it was not an appropriate undertaking for an upper class woman. As a result of Florence's great success nursing the injured during the Crimean War from 1854-1856, nursing became a respectable and noble career for women, and the pioneering work she did founding and managing the Nightingale Training School for Nurses served to pave the way for nursing schools around the world including those of Syracuse Women's Hospital and Crouse-Irving.

Other advances that brought great change to the healing professions were the introduction of ether in the mid-1800s, as well as the development of the stethoscope and microscope. As more people began to view the hospital as the best place to be when in need of medical care, the demand for skilled nurses soared. From the first, founders of both Syracuse Memorial and Crouse-Irving recognized the need to attract and train more nurses. The first nurses were graduated from Syracuse Women's Hospital's Training School for Nurses in 1895 after completing a two-year course of study. During that time, the eight graduates had been primarily learning by doing, starting their work with patients on their very first day.

Initially, there was no formal curriculum, but rather evening lectures by the medical staff whenever possible. By the tenth year of the school, the enrollment had climbed from 14 to 23. Candidates had to be at least 20 years of age and were expected to work hard. While most students came from New York, others traveled from Massachusetts, Pennsylvania and Canada.



Syracuse Hospital for Women and Children and Training School for Nurses, graduation class of 1902.

A newspaper article at the time described the lives of student nurses as follows: "The first year's service is in the hospital, where every nurse gives her whole time, with the exception of two hours a day, half a day during the week and half a day on Sunday. During their hours of recreation they are restricted by no rules, except that they must not be out after 10 p.m., unless by special permission. They are paid \$8 a month during the first year and \$12 a month during the second.... During the second year they are sent out for private nursing... Whatever time of night or day the call may come and wherever it takes her, the young woman must go at once and go alone and unprotected. All remuneration for the services of nurses goes into the hospital treasury." Working hours were long and grueling and after graduation, pay could be considered somewhat limited. Nevertheless, there were many young women eager for the chance to attend.



Ellen Cregg, RN, Crouse-Irving Hospital, 1930s.

While traveling alone in unsafe neighborhoods seems like a foolish idea, it was believed that the nurse's uniform provided sufficient protection as "In such a garb a nurse may go in safety where an ordinary woman could not venture to enter."

The school enjoyed a reputation for excellence and in 1904 was registered with the Board of Regents of New York. It would later increase the course to three years, and require candidates to possess college entrance certificates. By the time of its 50th anniversary in 1938, the school of nursing had 678 alumnae, a constantly upgraded curriculum and cooperative agreements with other hospitals to offer clinical training in their respective areas of specialization such as obstetrics and pediatrics at Memorial, mental diseases at Utica State Hospital, tuberculosis at Biggs Hospital in Ithaca and communicable diseases at City Hospital. As medical knowledge advanced, the need for further expansion in the nurses' training program led to a 1943 decision by the hospital's Board of Trustees to enter into a cooperative arrangement with Syracuse University's School of Nursing which began to offer a degree culminating in a Bachelor of Science. By 1946, the transfer of programs and students was complete and the Syracuse Memorial Hospital School of Nursing was officially closed.

Today's Crouse Hospital School of Nursing was established in 1913 by Dr. Wallace and strongly influenced by the leadership of Miss Elsie Hillen, Superintendent of Nurses and Director of the School until 1956. The first class of 15 young women began their three-year course of study in 1913. As at Memorial, they immediately began working in the wards from 7 a.m. to 7 p.m. with two hours off during the day for meals and rest. They enjoyed two half days off each week, with classes held in the evenings. In return for their efforts, the students received free tuition, room and board plus \$5 per month.



Syracuse Memorial Hospital School of Nursing, graduation class of 1941.



Crouse-Irving Hospital School of Nursing classroom instruction, 1958.



Student nurse and patient, 1985.

In 1918, the course was modified to a more manageable 8-hour day and 48-hour work week, allowing less time to be spent in on-the-job training and more time in classes. By 1919, the Crouse-Irving Nursing School was so highly regarded in the state that it began to charge a \$40 annual tuition fee, although it did offer financial aid to deserving needy students. The school remained diligent at staying abreast of medical advances and grew steadily over the ensuing years. At the first major reunion of graduates in 1939, more than 250 graduates attended.



Pediatric class, 1968.



Nursing arts lab, 2000.

The school has been known over the years for providing excellence in nursing education. Several nurse educators spent many decades each ensuring that Crouse nursing graduates would meet this high standard of excellence. The school has graduated over 4,500 students including 157 men. Current annual enrollment exceeds 260. In 2006, the school was accredited by the National League of Nursing Accreditation Commission, the nation's foremost accrediting agency for nursing education programs.



Crouse Hospital School of Nursing students during pediatric clinical instruction, 2004.

In many areas of the hospital, Crouse has often been a family affair with parents, children and siblings pursuing similar careers. The November 1962 edition of the *Bulletin* makes note of this by including this photo of Crouse-Irving nursing alumnae Mrs. Maria Hogan and Mrs. Mary Lou Lutz beaming as their daughters, Ann Hogan and Susan Lutz, register as Crouse-Irving freshmen.





CROUSE HOSPITAL: A COMMUNITY WORKING TOGETHER

Much has been said about the activities and accomplishments of the hospital's founders, administrators, physicians, nurses and volunteers. However, not to be omitted are the invaluable contributions of 120 years of labor and commitment by other hospital employees. Beginning with the cleaning staff and construction workers and growing to include numerous clerical and technical workers, the hospital remains reliant on the hard work and professionalism of these employees.



Syracuse Memorial Hospital, Admitting Office, 1942.

A Memorial Hospital booklet from 1953 noted that at that time in addition to the physicians, 559 people kept the hospital running, representing a wide variety of trades and professions including: accountants, administrators, nurse anesthetists, bookkeepers, carpenters, cashiers, clerks, cooks, dietitians, electricians, engineers, gardeners, housekeepers, instructors, kitchen workers, laboratory technicians, laundry workers, maids, maintenance workers, medical interns and residents, occupational therapists, orderlies, painters, pharmacists, physical therapists, porters, practical nurses, professional nurses, receptionists, record librarians, seamstresses, secretaries, social workers, supervisors, telephone operators and x-ray technicians. The list has only expanded with time. Today, Crouse is one of the largest employers in the area with over 2,400 employees and a medical staff exceeding 850 physicians. While not every department can be highlighted here, the following examples are indicative of the range of activities required to fulfill our mission, as well as the depth of our employees' commitment to our patients.



*Crouse-Irving Hospital Engineering Department, 1943.
From left, Art Bristol, Dominic Jardino, Howard Gray.*



*Crouse-Irving Hospital Oxygen Technician Willard John,
1960.*



Florine Robinson has been keeping Crouse spic-and-span for over 48 years.

One of the many departments making a positive difference in our patients' lives is Environmental Services. Currently, 95 Environmental Services employees spend their time ensuring that over 26 floors of operating, diagnostic, and patient rooms in the main hospital complex, plus several additional hospital buildings meet our high standard of cleanliness. The impact of their efforts on improving our patients' conditions is significant.

Nutritional Services management reports that today's department staff of 90 is charged with preparing and serving over 1,700 cafeteria meals daily to staff, physicians, patient families and visitors, not to mention delivering from 600 to 800 patient meals every day, 365 days a year. Once again, long years of dedicated service have been provided by many employees. An article in the summer 1984 edition of the hospital newsletter, *The Pulse*, highlighted the work of two of the Crouse chefs, Peter and George Potamianos. Of note is the fact that Crouse employed members of the Potamianos family since the early 1920s. Peter Potamianos retired from his position as head chef at Crouse in 2000 after 45 years of service, while George had a similarly lengthy career at Crouse.

The magnitude of the work done here at Crouse can be expressed in a variety of ways beyond simply the number of admitted patients, surgeries and emergency visits. In fact, many activities take place in the background in order for our patient needs to be met. For example, in the past year, the Purchasing Department fulfilled purchase orders for over 35,000 products. In an average year, the hospital buys supplies from over 1,860 vendors.

The Crouse Telecommunications department has been in existence since the early 1920s, albeit with many technological changes adopted along the way. The current phone systems handle approximately 2,400 calls to and from Crouse each day. There are 11 operators whose role is to connect callers to the right extension, track down medical staff, keep track of who's on call and the rotations for all the Crouse interns and residents, manage over 400 pagers and initiate the appropriate medical staff responses to the 500 internal emergency calls received each year.

The 32 members of the Engineering Department include mechanics, plumbers, carpenters, refrigeration mechanics, electricians, painters and groundskeepers. This critical team keeps the hospital facilities running smoothly, while addressing over 24,000 routine and special service requests each year.

Tremendous coordination of effort and exceptional teamwork across a wide range of disciplines are required to keep Crouse Hospital running smoothly and efficiently. This is achieved through the sincere dedication of our 2,400 employees to the Crouse mission of providing the best in patient care and improving community health in Central New York.



Telecommunications staff, 1958.



Telecommunications staff, 2005.

“Tremendous coordination of effort and exceptional teamwork across a wide range of disciplines are required to keep Crouse Hospital running smoothly.”

CROUSE HOSPITAL: A COMMUNITY WORKING TOGETHER



Crouse employees regularly go above and beyond in their efforts to meet community needs, providing frequent health screenings and wellness classes. Each year, every department supports a family for the holidays through Catholic Charities' Adopt-a-Family program. For years, Crouse has adopted the largest number of needy families of any participating organization.

93Q radio personalities Ted Long and Amy Robbins assist Crouse staff each year in the distribution of holiday gifts to needy families in the community.

a holiday party for the region's senior citizens, complete with turkey dinner and an appearance by Santa Claus. Fred Cleaver of the Maintenance Department donates his time playing Santa. Each year, Fred also builds and donates a picnic table to be raffled at the annual endowment fundraiser.

Additionally, the Nutritional Services department provides



Fred Cleaver.

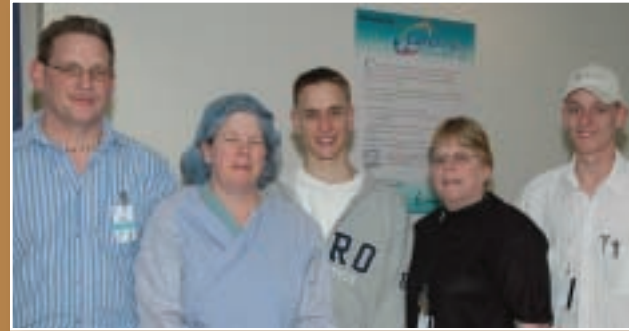


Joanne Catanzarita, RN, at community health screening.

Twins Dave Duell in the Engineering Department and Steve Duell in Materials Management have perhaps the longest familial association with Crouse Hospital. Their maternal grandfather, Peter Mosner, became a member of the Syracuse Memorial maintenance staff in the late 1800s, while their mother, Alice Duell, worked in Memorial's business office and as a telephone operator for 17 years beginning in 1929. Their father, Lawrence Duell, was employed by Crouse-Irving from 1961 through 1974 in both a maintenance capacity and as safety director.



Steve and Dave Duell.



From left, Rick Dunlap, Amy DeTran, Dan Roach, Wendy Wright and Matt McCoy.

The theme of many years of service by multiple generations of one family is repeated in many departments. Rick Dunlap of Nutritional Services reports that nine members of his family including mother Darlene, brothers Randy and Craig, sisters Wendy Wright and Amy DeTran, nephews Matthew McCoy and Dan Roach, and niece Rebecca Roach

have collectively contributed almost 150 years to a variety of departments including the copy center, file room, radiology, nutritional services, central services, the Madison-Irving Surgical Center, cardiac care, maintenance, human resources and patient transport.

Students from Danforth Middle School in Syracuse visited Crouse recently to see their artwork displayed in the hospital's ArtWorks! gallery, located between the Memorial and Irving units. The gallery, funded by the Crouse Hospital Auxiliary, is a partnership with the Syracuse City School District and features student art from the city schools. The students also enjoyed an overview on healthcare careers presented by Joanne Catanzarita, RN, from the Crouse School of Nursing, and Maureen Fauler, manager of nutritional services.



Pictured at right with the Danforth students is President & CEO Paul Kronenberg, MD, who joined other members of the hospital's management team in welcoming the students to Crouse.



Crouse was the first Central New York hospital to support the important work of the Central New York Chapter of the Susan G. Komen Breast Cancer Foundation. From providing meeting space for the fledgling group in its early days to supporting the annual Race for the Cure, Crouse is proud of its partnership with Komen to help increase awareness for breast cancer, early detection and treatment.



A HISTORY OF INNOVATION AND EXCELLENCE

The last 120 years have been a time of great change and innovation in the world of medicine. Crouse Hospital has aptly managed through and, indeed, led the country in some of those changes. The early managerial and administrative forward thinking provided by Syracuse Memorial's founding ladies and by Crouse-Irving's Dr. William Wallace and Miss Dorothy Pellenz is impressive, but certainly not the only noteworthy accomplishments in our history. Perhaps the best way to convey the breadth and depth of these is to share a timeline summarizing many of our notable achievements and recognition we have received for excellence:



1887- Founding of Syracuse Women's Hospital & Training School for Nurses, the first Syracuse hospital attending to the needs of women and children.

1895 - Graduation of the first class of nursing students.



1902 - Construction of isolation cottage to limit contagious diseases.

1908 - Opening of eye, ear, nose and throat infirmary.



1911 - Creation of Hazard Laboratory of pathology and bacteriology at Memorial.

1912 - Memorial acquires a modern motorized ambulance.



1912 - Crouse-Irving opened with 20 beds in state-of-the-art, fire-proof facility including X-ray department.



1913 - Crouse-Irving grows to 80 beds, establishes school of nursing, purchases auto ambulance, opens children's pavilion, publishes first *Bulletin* and expands its pathology and bacteriology labs.

1914 - Crouse-Irving grows to 125 beds with new fifth floor and opens dispensary.

1914 - Crouse-Irving Training School for Nursing receives registration from Regents and entrance requirements raised to four years of high school.

1915 - Memorial buys first X-ray machine, only 20 years after the X-ray was discovered by Roentgen.

1917- At recommendation of Chamber of Commerce, Syracuse Hospital Council to address citywide planning was formed with Dr. Wallace as head.



1917- Group of young women formed the Junior League and began to help the Memorial auxiliary.



1917- Crouse-Irving opens Lipe Pavilion bringing available beds to 200.

1918 - Crouse-Irving adopts 8-hour day and 6-day week for nursing students and increases vacation time from two weeks to one month.

1918 - Opening of new diagnostic clinic at Memorial.

1928 - Crouse-Irving opens new addition including new operating suite and more beds.

1929 - Dedication of new Memorial Hospital building.



1929 - Memorial hired first trained medical social worker.



1930 - Crouse-Irving establishes region's first physical therapy department.

1930 - Memorial establishes first training for new parents.

1933 - Crouse-Irving adopts National Recovery Administration employment practices, the first hospital in the country to do so.

1936 - Crouse-Irving and Memorial join with other hospitals to form the Syracuse Hospital Service Corp., a group hospitalization plan spearheaded by Dr. Wallace.



1937 - Memorial establishes a follow-up clinic for malignancies, ensuring appropriate treatment.

1937 - Memorial is first hospital in Central New York to use insulin.

1938 - Air conditioning units added to Crouse-Irving.

1940 - Transfusion service established at Memorial.



1942 - Memorial first in Syracuse to use continuous caudal anesthesia.

1942 - Crouse-Irving's new admitting and records system installed, becoming a model for hospitals around the nation.

1945 - Memorial creates mothers' education classes.



1948 - Memorial rebuilt its premature room and achieved a premature death rate of half that of other city hospitals.



1948 - First maternity rooming-in units created for mothers, fathers and babies to stay together.

1949 - Electro-encephalography department established to diagnose brain tumors.

1949 - More formalized employment practices put in place including publication of employee handbooks and distribution of awards for years of service.

1956 - Hospital's smallest baby (35 oz.) survives and thrives.



1959 - Cobalt unit completed.

1960 - First ICU unit in Syracuse opens at Memorial.

1963 - Robert G. Soule Clinic for the treatment of alcoholism established; first clinic to treat alcoholism in the state.



1964 - Director of Volunteer Services position created.

1965 - Crouse performs first intra-uterine blood transfusion in CNY.

1966 - Crouse's coronary care unit established, the first in Syracuse.



1968 - Merger of Memorial and Crouse-Irving.

1971 - First male student admitted to Crouse-Irving School of Nursing.



1973 - Data processing systems established to automate hospital records and admissions.

1974 - Crouse-Irving Memorial Foundation established.



1976 - Visit to Hospital-Land program established.

1976 - Crouse one-day surgery program opens, one of the first in the nation.



1976 - New Irving Unit completed.

1977 - Adult Heart Catheterization lab opened.

1978 - ER ombudsman program established.

1978 - Low-rent hostel opened to accommodate out-of-town patient families, the first such hostel in the state.

1980 - Hughes Childbirth Center opened.

1982 - Medical imaging department expanded.

1983 - Crouse-Irving Memorial Foundation Endowment Fund established.

1983 - Coyne heart catheterization lab expanded, first angioplasty conducted.



1991 - Marley Education Center opened after successful capital fund drive.

1994 - First in area to offer stereotactic (non-surgical) breast biopsy procedure.

1996 - Crouse-Irving Memorial hospital changes name to Crouse Hospital.



1997 - Crouse becomes first hospital in New York to offer valet parking.

1998 - Gifford Spiritual Care Center is created after successful fund drive.



1999 - Kienzle Family Maternity Center opened after successful fund drive.



2001 - American Association for Respiratory Care recognizes Crouse with its Quality Respiratory Care Award.

2001 - Intensive Care Unit (ICU) named "Top 100" in country by the Solucient Leadership Institute.

2004 - Crouse becomes first and remains only hospital in CNY to participate in The Leapfrog Group's quality initiative, a national program to evaluate hospital performance in areas of patient safety and clinical quality.

2005 - Introduction of CarePages, which allows patients and their families to post updates and stay connected with friends and relatives through the web.



2005 - Crouse becomes only hospital in the region to join NICHE, a national collaborative focusing on best practices in the care of seniors.

2005 - Implementation of Crouse Performance Dashboard to share critical financial and quality performance measures with all hospital employees and physicians.



2006 - Newly renovated Intensive Care Unit and Dialysis Unit opened.

2006 - Crouse awarded the VHA Leadership Award for Clinical Excellence in Cardiac Care.

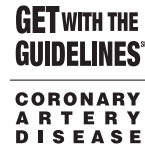


2006 - First area hospital to be completely wireless in all patient and clinical care areas.



2006 - Named Business of the Year by the Greater Syracuse Chamber of Commerce and Employer of Choice by the Society for Human Resource Management.

2006 - The American Heart Association presents Crouse with its Get with the Guidelines Coronary Artery Disease Performance Achievement Award (the only Syracuse hospital to be so designated).



2006 - Crouse Health Foundation begins Operation: Innovation, a fund drive for a new surgical center.

2007 - Crouse holds first-ever Crouse Choice Awards ceremony at Syracuse Stage to recognize staff excellence in patient care and customer service.



2007 - Crouse celebrates 120 years of innovation and commitment to the people of Central New York.



As the hospital embarks on the next decade of our evolution, we are supported by our rich history, a strong sense of camaraderie and great optimism for our future.

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CROUSE HOSPITAL'S MISSION

To provide the best in patient care and to promote community health.

VISION

To be a leading healthcare provider in Central New York by...

- Being committed to excellence in all areas of our organization by anticipating and exceeding the expectations of those we serve: our patients and their families, physicians, employees, volunteers and other partners;
- Building a dynamic work environment where all are valued, respected and are provided the opportunity for personal and professional growth;
- Developing and building on centers of excellence that support our mission;
- Strengthening relationships with other healthcare community providers to enhance the continuum of care for those we serve;
- Operating in a fiscally responsible manner that allows us to provide the best in patient care and technology.

OUR VALUES

Community...working together

Respect...honor, dignity and trust

Open and honest communication

Undivided commitment to quality

Service to our patients, physicians and ourselves

Excellence through innovation and creativity



Crouse-Irving Hospital entrance, December 1937.



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