

# OUR HISTORY



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**PHYSICIANS AND SURGEONS HOSPITAL**



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## CREDITS

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*Neal T. Milburn, Administrator,  
Physicians & Surgeons Hospital*

## FOREWORD

The life of Physicians and Surgeons Hospital and its predecessors for seventy years has been the evolution of healthcare—from private hospital to clinic/hospital to non-profit hospital to non-profit healthcare system. Mergers, consolidations, joint ventures, creation of new entities and new services have all been utilized to foster the continuing development of improving and providing healthcare to the community.

Unique in its life has been the leadership, foresight and personal commitment by physicians supported by business and civic leaders. A family of volunteers, physicians, nurses and other professional and non-professional personnel together relentlessly pursued the enhancement of giving personal care to the many who have entered its doors. As each era of its changing environment faded into another, new participants came

to champion the mission.

For forty years, the era of the entity—Physicians and Surgeons Hospital—moved through the greatest advancements in medicine and the greatest changes in the healthcare needs of the community, and has helped set the stage for the greatest change in the healthcare delivery system.

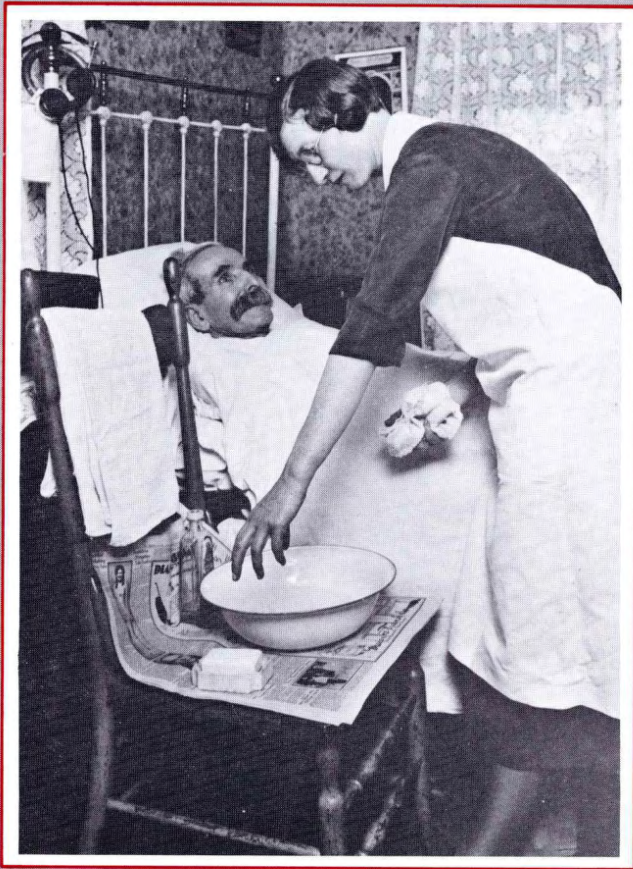
As we ponder the past, be it 4 or 7 decades, one remembers the dedication, the accomplishments, the new directions, and the limitations for lack of knowledge. But most of all it gave us a set of values—the wisdom of humans caring for humans. In this we look to the tomorrows with the confidence of knowing there is *no* substitution nor compromise as long as there are health needs.

Neal T. Milburn, Administrator  
Physicians & Surgeons  
Hospital

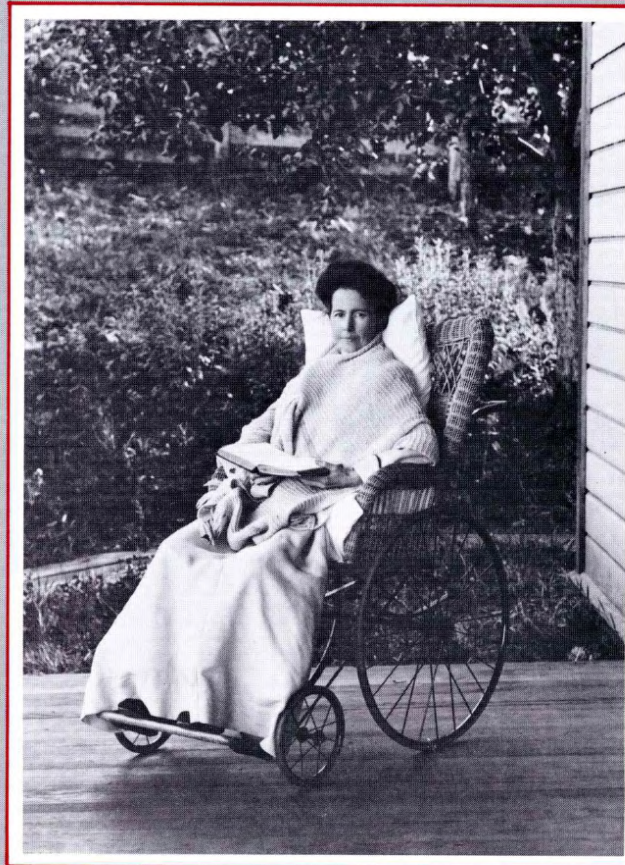


# INTRODUCTION

## The Early Days



*Before, most patients were cared for at home*



*Recuperating Patient in Late 1800's*

It was Portland's era of cast iron architecture. The local foundries rivaled any on the West Coast. Although the horse and buggy were soon to be replaced by Henry Ford's cars, in the late 1800's carriages still brought people to social activities at the Skidmore Fountain and the New Market Theatre across the street.

It was the good old days when there were no cars or TV . . . no antibiotics, no open-heart surgery. Disease and infection ran rampant. Hospitals, to which only the poor went, were charitable institutions dependent on contributions from religious organizations and the wealthy. Most of the sick were cared for by their families or friends. Patients were treated at Doctors' homes or offices. Often doctors rode many miles to see those too sick to travel. Sometimes surgeries were performed on kitchen tables or even on an ironing board balanced between two chairs.

Then, in the last half of the 19th century, events began to reshape hospitals. Louis Pasteur discovered bacteria and germs. Joseph Lister proved that antiseptics worked, and sterilization became common practice. Doctors needed new, expensive equipment. They began to design hospitals for their own use. As specialization increased, hospitals become known by the physicians and surgeons who practiced there.

Industrialization continued and people moved into the cities and away from the families who had taken care of them. Soon the hospital was the only place where sick people could go for nursing and medical care. Hospitals began to charge for the services they offered. The era of the hospital as a place for the poor and hopeless was over. The evolution of the modern hospital had begun.



# PHYSICIANS & SURGEONS

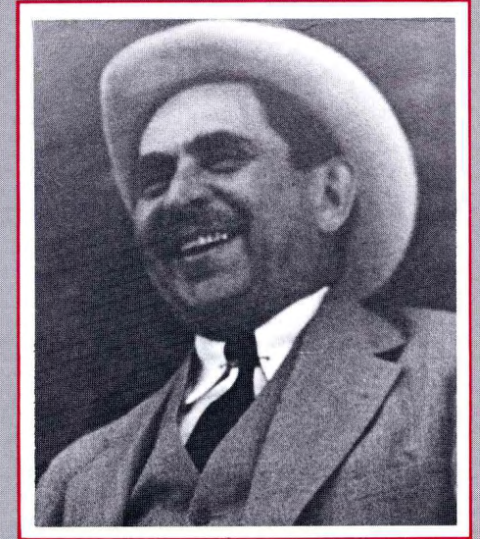
## From Home To Hospital

The story of Physicians and Surgeons Hospital began at the Knapp House at Northwest 19th and Lovejoy in Portland, Oregon.

In 1915, Dr. Robert Calvin Coffey bought the Knapp House which was functioning as Portland General Hospital. He remodeled and enlarged the beautiful structure, renaming it the Portland Surgical Hospital.

Dr. Coffey had moved to Portland with his wife and family in 1900 to expand his surgical practice. He worked in various institutions and had organized and operated the Coffey Clinic. Dr. Coffey devoted much of his time to research and became a leader in early implantation surgery, publishing over seventy-five papers and several books. Variations of his surgical procedures are still used today.

Dr. Coffey was well recognized by his colleagues. He was elected president of the Oregon Medical Society and the Western Surgical Association, served as head of the Pacific Coast Surgical Association, and helped organize the American College of Surgeons.



*Robert Calvin Coffey, M.D.*



*Early 1900's Nursing Staff*



# A TIME FOR GROWTH



Between 1916 and 1918 two wings were added to the original Knapp House



1900's Modern Examination Room



Newspaper clipping tells all about Dr. Coffey's plane accident and death

The new Portland Surgical Hospital expanded in size to meet the needs of the community in 1916. The first of two brick additions was built and a large barn was converted into an operating room connected to the main house by a cement runway. Portland Surgical Hospital became the largest private hospital in the country when it joined forces with nearby Portland Medical Hospital. Next, an Eye, Ear, Nose and Throat Department was added.

The hospital now employed more than 100 people and continued to grow. A west wing was added in 1918 and two years later the hospital merged again, this time with the Portland Convalescent Hospital. This combination provided for both surgery and medicine in one institution. The hospital was now fully equipped to handle 50 patients with the best equipment and technology available.

Portland Surgical Hospital was renamed the Robert C. Coffey Clinic after the famous Dr. Coffey in 1926. When his family moved out by the Clackamas River, Dr. Coffey could be seen each day in his Pierce Arrow as his chauffeur drove him back and forth to work. Tragedy struck when Dr. Coffey was killed in an airplane accident. On his way to help a sick colleague, the plane crashed in the fog after taking off from the Swan Island Airport. In his honor, the hospital was renamed the Coffey Memorial Hospital.



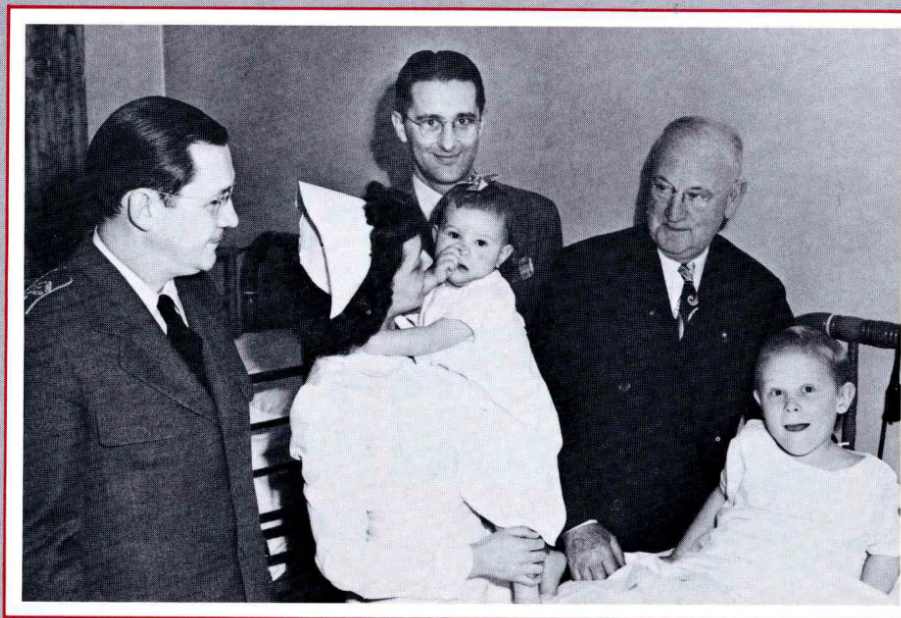
# A CHANGE OF OWNERSHIP

In 1945, a group of 15 physicians and surgeons, W.H. Belknap, M.D., R.A. Bissett, M.D., Aubrey M. Davis, M.D., P.E. Hale, M.D., William B. Hare, M.D., Harry M. Hendershott, M.D., Jerome L. Holzman, M.D., W.G. Homan, M.D., Alfred C. Hutchinson, M.D., George Boyd Isenhart, M.D., J.D. Leonard, M.D., Ira A. Manville, M.D., Jesse L. Ray, M.D., Horace L. Rosenberg, M.D., M.B. Taylor, M.D., purchased the hospital from the Coffey heirs for \$70,000 down and a mortgage of \$180,000. This amount included the building and all of the equipment and appliances.

A hospital owned by a group of physicians and surgeons was very unique. The doctors were committed to operating a community hospital with strong emphasis on family oriented medicine, and they formed an advisory board of local business leaders who gave their time to help the hospital. They resolved to keep the hospital small, limiting it to less than 250 beds so they could remain devoted to high quality, personal care. Since there were a number of maternity wards in other facilities, they decided against offering that service. The name changed to Physicians and Surgeons Hospital, a non-profit, charitable organization, in 1946.



*1945 Surgery Suite*



*Mr. Wesley Lamer, Administrator, visits the Pediatrics ward*



# A TRADITION OF CARING



Standing in front of the Lamer Building are (L to R): C.O. Schneider, M.D.; Wesley Lamer; Jesse Ray, M.D.; Naomi (Epping) Schadt; Dr. Sam Liu; James Swindells; Inez Lamer



Newspaper clipping tells all about the fire



Original Knapp House was finally replaced in 1958

Many more changes were made as the hospital grew, but the commitment to hospitality and medical excellence was retained. Wesley Lamer became the hospital's administrator in 1946, helping the hospital through one of its most difficult times. On September 19th, 1946, fire destroyed the third floor of the central area. No one was hurt, thanks to the efficiency of the fire department and the hard work of hospital staff. The community rallied to support the hospital, providing shelter for those patients who had to be temporarily evacuated.

After 20 years of leadership, Mr. Lamer, a man greatly loved and respected, was forced to retire by illness. Neal Milburn took over as administrator with the same zeal and dedication.

In 1949, several vacancies on the Board of Directors had to be filled. This time, members of the business community were added as official members of the Board, enlarging their role from the advisory one they had had during the previous years.

The hospital continued to grow and in 1958 the remaining sections of the old Knapp House finally were replaced. Remodeling and expansion continued well into the sixties and seventies. All but three wings were totally rebuilt, the emergency room and intensive care were expanded, and the two east wings were completely remodeled and refurbished in 1972.

The Lamer building was purchased and the hospital built The Physicians and Surgeons Professional Building in 1973. The first Occupational Medical Clinic was added in 1978 and, in 1981, the Hospital Auxiliary funded and installed the gift shop in the hospital's main lobby.



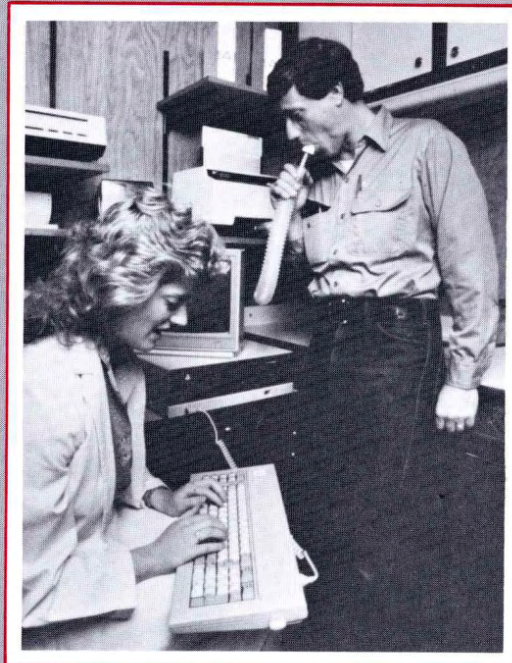
# MEETING COMMUNITY NEEDS

Reaching out to the community, Physicians and Surgeons recognized the medical needs of Portland's growing industrial area. The hospital began working with Dr. Forrest Reike, who had founded a small industrial clinic designed specifically for preventive medicine and to treat industrial accidents.

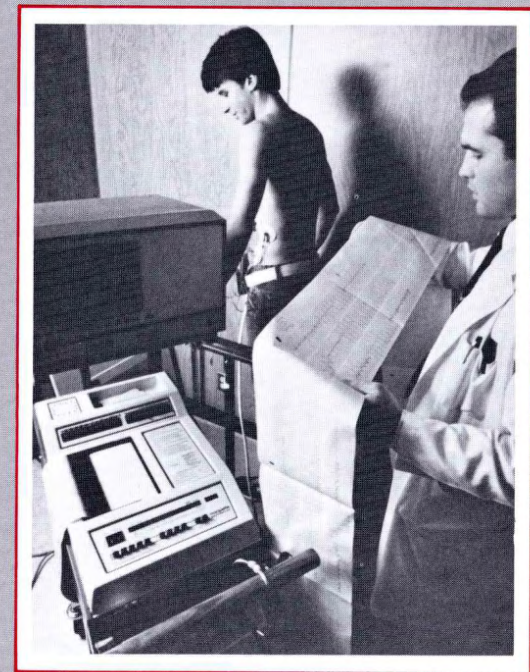
Emergency treatment was available in the clinic or at the site of the accident. Physicians and Surgeons purchased the assets of the clinic in 1978 from the estate of Dr. Rieke, and plans were made to enlarge the program under the medical direction of Dr. Robert Armbruster. The industrial community was so enthusiastic that a second clinic was built on Swan Island in 1981. The benefits of the clinics were obvious to employers and employees alike. Risk of injury was reduced and productivity increased. The clinics also advised employers in specialized areas such as industrial toxology, industrial hygiene and safety engineering.

Marine medicine, with a focus on preventive medicine for dock workers and seamen, has been especially appreciated by the many nationalities who enter Portland's port facilities.

Physicians and Surgeons Hospital's Preventive Medi-Coach was designed not only to provide many of those diagnostic services traditionally offered in a clinic or hospital, but to also provide a comfortable, controlled environment with its own power source which can go directly to businesses.



*Computerized Pulmonary Function Testing in OMC*



*Exercise ECG Treadmill measures cardiovascular fitness*



*Occupational Medical Center van brings medical services to the business community*



# SPECIALIZED SERVICES AVAILABLE

The Eye, Ear, Nose and Throat Clinic was founded in 1916. In particular, technology has given ophthalmology new treatments, both in eye surgery and corrective procedures. Services include special testing and photographic studies for retina and cornea work. In addition, there is even a staff member who is a specialist in making artificial eyes.

In recognition of the need for specialized equipment, Physicians and Surgeons began a cooperative venture with the Independent Argon Laboratory. When the hospital began using the YAG laser in 1983, it became one of only fifty facilities in the United States to provide this equipment, and continued cooperation with the Independent Argon Laboratory has enabled Physicians and Surgeons to do the third largest volume of ophthalmologic surgeries in Oregon.

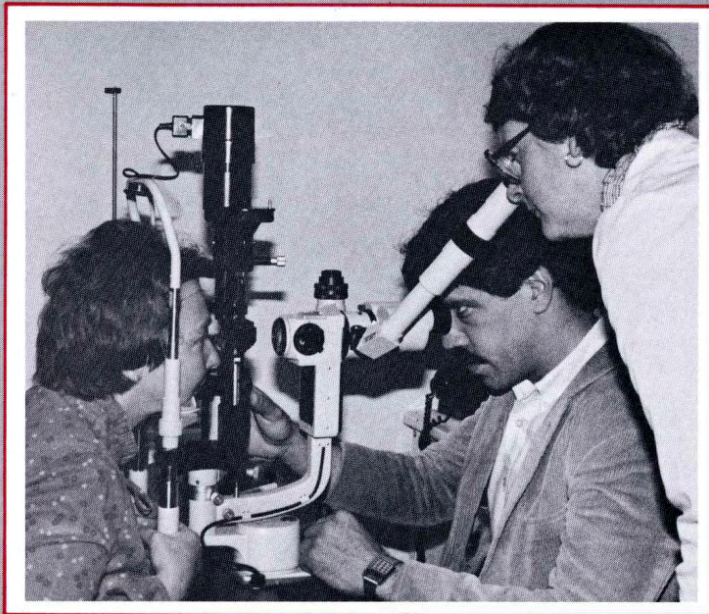
In 1959 and the early sixties, research was done on the development of open heart surgery. In 1961, the hospital's team performed one of the earliest open heart surgeries and Physicians and Surgeons was one of the first hospitals in the Portland area to offer cobalt therapy.

In 1973 the Physicians and Surgeons Professional Building was built to provide participating doctors with offices close to the hospital. This commitment to support and respond to the needs of medical staff has resulted in a more complete health service, with the facilities readily available for any necessary testing and doctors just a few steps away if any complications arise.

The Adolescent Care Unit, opened in 1982, is based on the same principles as the Adult Clinic, begun in 1973. Here, young people from 11½ to 17 years, come to live, play, study and learn together. Some are admitted voluntarily, others were referred by the courts. The Care Unit at Physicians and Surgeons includes programs designed to help alcoholic and drug dependents lead a chemical free life.



*Physicians & Surgeons is well known for its ophthalmology program*



*In 1972 the surgery wing was remodeled and expanded*



# A PART OF THE

An outpatient clinic was developed in 1983 offering adults the same treatment in an outpatient setting as the hospital Care Unit.

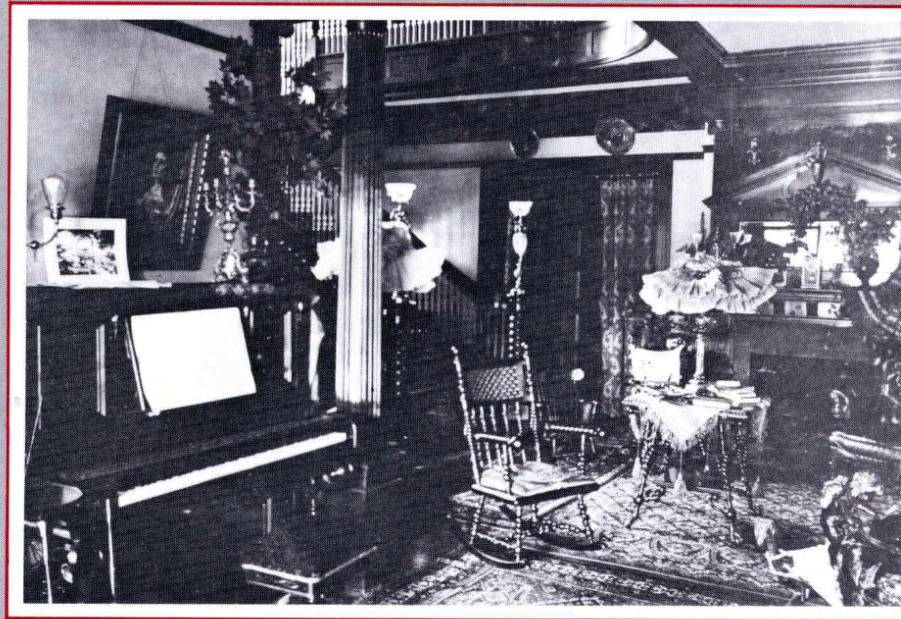
The hospital found a way to economize by joining Emanuel, Bess Kaiser, Providence and Holladay Park to form a joint laundry and linen service in 1969. The service became operative in 1972, and eventually serving nine non-profit hospitals in the Metropolitan Portland area.

A joint venture between Physicians and Surgeons and Emanuel Hospital in 1969 built what is now the Meridian Park Hospital in Tualatin and subsequently purchased Gresham Community Hospital in 1972. Under the leadership of both boards, the venture developed into Metropolitan Hospitals, Incorporated. This non-profit, multi-service organization now operates Meridian Park Hospital, and Mount Hood Medical Center, in addition to Emanuel Hospital, Physicians and Surgeons and VNA Health Resources, Inc.

Metropolitan has been able to contain costs and provide quality service to its member hospitals and to other institutions.

In 1982, Metropolitan joined with two other leading hospital systems to create Health Network of America, the first non-profit interstate health network in the nation.

Physicians and Surgeons Hospital has a history of providing quality care to the Portland community and it will continue that tradition of caring as a service of Metropolitan Hospitals, Inc., by providing progress in behavioral medicine.



*Victorian charm characterizes Physicians & Surgeons' lobby in 1900*



*The ornate staircase is all that remains of the original lobby in the early 1940's*



# METROPOLITAN HOSPITALS SYSTEM



*Metropolitan Hospitals, Inc. Corporate Headquarters*



*In the late 1940's the lobby once again was redecorated*



**PHYSICIANS AND SURGEONS HOSPITAL • 1927 N.W. LOVEJOY • PORTLAND, OREGON 97209**