



The *Great* Canadian
Catholic Hospital History Project

Documenting the legacy and contribution of the
Congregations of Religious Women in Canada,
their mission in health care, and the founding and operation of Catholic hospitals.



Projet de la *Grande* Histoire
des hôpitaux catholiques au Canada

Retracer l'héritage et la contribution des
congrégations de religieuses au Canada,
leur mission en matière de soins de santé ainsi que la fondation et l'exploitation des hôpitaux catholiques.

**The Hotel Dieu
St. Catharines, Ontario
From the dream in 1944 to the end of an era in 1980**

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St. Joseph Region Archives

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The Hotel Dieu:

from the dream in 1944
to the end of an era in 1980



Important Dates in the History of the Hotel Dieu Hospital

- October 7, 1945 - Religious Hospitallers arrive in St. Catharines.
- October 3, 1948 - Opening of 29-bed Maternity Hospital
- May 18, 1952 - Blessing of the Cornerstone of the Hotel Dieu
- September 10, 1953 - Opening of the Hotel Dieu Hospital
- September 30, 1962-Opening of the Carmichael Wing
- September 9, 1971 - Opening of the ICU/CCU
- November 29, 1974 - Opening of the Dialysis Unit
- July 27, 1975 - Opening of the Detoxication Centre

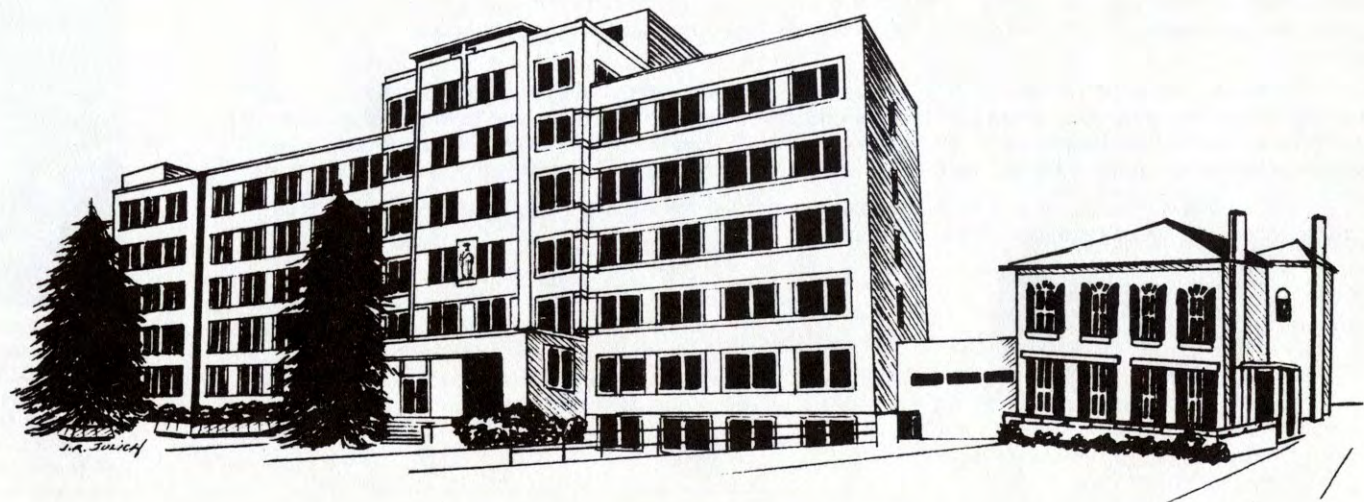


The Hotel Dieu:

from the dream in 1944
to the end of an era in 1980



The Maternity Hospital 1948-1953



The Hotel Dieu Hospital, St. Catharines, Ontario 1953-present

This book is dedicated to the memory of

**SISTER MARY IMMACULATE,
FIRST SUPERIOR - ADMINISTRATOR OF HOTEL DIEU HOSPITAL,
ST. CATHARINES, ONTARIO**

Anyone who had the privilege of meeting this exceptional woman of God could not fail to be aware of her intense devotion to St. Joseph, patron of the Religious Hospitallers of St. Joseph.

St. Joseph's humble obscurity is attested to by the fact that the scriptures say very little of his life. He has been briefly described as a "just man". However, this is no small praise, the word implies the fullness of sanctity.

I believe that early on in Sister Mary Immaculate's answering of the call to a life of loving service, she detected from the studies of our congregation's mission and life of St. Joseph many characteristics worthy of imitation. Her integrity of spirit reflected in her enduring qualities of perseverance for what was right and just suggests such a model.

Sister's assignment to St. Catharines and subsequent establishment of a much needed health care facility afforded her countless opportunities to emulate the many virtues she admired in St. Joseph. Trust, self-sacrifice, patience, generosity, to name but a few of the qualities needed to carry out such a mission. Sister's delightful and quick sense of humor as well as the recognition and appreciation of persons was to her most important.

We are saddened that her years of life did not extend sufficiently to enable her to see the completion of the recording of the early years of struggle in the foundation which until her death and birth into glory, continued to be so close to her heart. We do however rejoice that God so favored her with His just reward for her labors by calling her to return to Himself on the eve of the feast of her much loved patron.

The following words of St. Paul sum up the tenor of her life lived to the full and leaves to all of us who try to follow her life of inspiration a clear message:

*"Whatever you do, work at it with your whole being
Do it for the Lord rather than for men, since you
know full well that you will receive an inheritance
from Him as your reward."*

Sister Elizabeth MacPherson RHSJ



This photo of Mother Mary Immaculate, first Superior-Administrator of Hotel Dieu St. Catharines was taken about 1948. She passed away on March 17, 1982 just a few weeks before her 89th birthday on April 16. A funeral service was held in Kingston and a special Memorial Service in the Hotel Dieu St. Catharines chapel on March 19, the Feast of St. Joseph, to allow her many friends and colleagues to pay their last respects to this remarkable woman.

Mother Mary Immaculate (Kennedy) first Superior-Administrator in St. Catharines provided a strong and unwavering example of leadership and dedication during her years at the Maternity and Hotel Dieu Hospitals. She was loved and respected by almost everyone she worked with and who worked for her.

George A. Stauffer, Board member described her as, "a very loveable type of person, a very warm person. If things went wrong or somebody was doing something they shouldn't, those eyes could sparkle pretty fast. She was not any different from a good efficient manager in industry would be."

Jim Kish, Director of Plant Maintenance from 1949-1982 remembers her as, "tough, but very fair" and recalls she kept her finger on everything. If there was a light bulb being changed, Mother Mary Immaculate was aware of it.

Harry Carmichael, Chairman of the Advisory Board for many years and one of the most important 'movers' in the building of the hospital, stated in a letter to her after his resignation from the Board in 1976 that, "As far as my working with the Sisters of the Hotel Dieu Hospitalers' Order, it was the most pleasant and rewarding experience of my life, greatly enhanced by the opening stanza with one Sister Mary Immaculate, who always proved to be a valiant fighter and a good soldier when the situation was most troublesome and trying. However, the results most certainly justify the earlier efforts of the 'Old Brigade' of which you were the leading commander."

Fred Bacj, on the occasion of his retirement as maintenance man in 1976, recalled the early times with the Sister. He joined the staff in 1949 and had been very busy the first few years and unable to enjoy a vacation. When the time finally came, Mother Mary Immaculate said to go ahead, she would look after things while he was gone.

When he returned two days early, there she was, dressed in nun's habit of course, scrubbing the furnace boiler tubes. She insisted that he go home and enjoy the time still coming to him and proceeded to finish the messy job herself.

Many recall also how she hated to waste time, so she wore an apron with numerous large pockets full of a variety of helpful items including some tools that if she spotted something needing repair, she could do it on the spot rather than retracing steps.

Sister Mary Immaculate herself took a nostalgic look at her life, at the age of 88, in September 1981. She even went back to her childhood years in Enterprise, Ontario.

Born in 1893 as Sarah Kathleen Kennedy, she lost her father when only four years old and her mother three years later. The five children in the family

went to live with their aunt who gave birth to her first child only two weeks after they arrived.

The children's mother had owned a hotel which was now run by an uncle to help support the girls and to provide funds to send them to high school.

When 16 years old, Sarah moved into two rooms at the YWCA. She was virtually on her own and had to make her own decisions. The year was only 1909. Although she had some previous contact with another religious order, it did not interest her, but in 1913 she decided to enter the Religious Hospitalers of St. Joseph Order in Kingston on the anniversary of her mother's death, December 28.



Her sisters Estelle, a nurse and Cicely, a teacher were upset with her choice and felt guilty that they had left her alone so much that she had chosen to enter a cloistered convent. There was a long crying session at the 'Y' the day she told them.

Sarah herself, then known as Sister Mary Immaculate, was quite content and particularly cherished the motto over the door of the convent which stated – "In the world we learn to live well, here we learn to die well."

Since the Order was cloistered, even in the 1930's the Sisters needed permission to go out and it was never on their own. Sister Mary Immaculate recalled there were frequent trips to shrines because this was one of the few requests for outings which would be granted.

She recalled the years in St. Catharines as some of the most exciting and demanding of her career. She remembers the people with affection, "Senator Bench had the legal mind and the foresight, Mr. Carmichael was the dollars and cents man and was always trying to cut something out. Mr. Stauffer was a different type of man, a practical one accustomed to making a business go. He was not all dollars and cents, you could talk to him and he could see the advantages and disadvantages. I will be eternally grateful to Mr. Keogh for all his legal work which he provided without remuneration."

In 1956 after successfully organizing the two hospitals, Sister was transferred to the Cornwall Hotel Dieu which was in need of a level head and good organizer. She became the Bursar.

During the early part of 1963, as Provincial Treasurer, Sister Mary Immaculate had the opportunity to travel to the Dominican Republic. She recalled the heat, poverty and the cardboard shelters along the roadside. The ill lay dying in stifling heat from the charcoal fires lit to keep the flies away. The experience deepened her faith and determination.

She commented on the nursing trends over the years, explaining that in her day they had time to know their patients, and that when she had recently been a patient herself, she noticed that personal touch had been lacking because of the heavy demands on the nursing staff.

Sister Mary Immaculate also spoke about the decline in the numbers of the members of the Order. There have been very few joining in recent years, but Sister felt that the Religious Hospitalers' way of life had a lot to offer to the modern woman and was probably just what some were looking for; the challenge, the variety of positions and locales, the chance for continuing education and the opportunity to make a committed Christian effort for an improved society in the future.

The main problem is that with the dwindling number of Hospitalers there are even greater demands on their time than ever before and it is difficult to find time for recruitment. The young people don't have the opportunity to see them in action and get to know them personally as was the case in years gone by.

Sister Mary Immaculate suggested that parents and teachers could try to steer young people into the caring vocations as a viable alternative to the continuing emphasis on the mechanical and technological age which in her opinion is dehumanizing our society.

When asked what part of her career she enjoyed the most, Sister described the early years as a supervisor, when the doctors didn't lecture and there were no exams. It was up to her to understand the patient's condition and relate it to the nurses. "You had to do a lot of reading and studying in order to do this", she explained, "I actually got an animal's heart to demonstrate the action. The knowledge that the nurses had about each patient gave me a lot of satisfaction."

Sister Mary Immaculate's life and career could be summed up in her own basic philosophy of life which had guided her way, "We were given intelligence, conscience and free will and if we use these to advantage, then we are doing God's will."

Religious Hospitallers of St. Joseph —



Mother Marie
de la Ferre



This drawing depicts a 1659 scene with Jerome Le Royer de la Dauversière blessing Judith de Bresoles prior to her voyage to Canada to serve as the first Superior of the Hotel Dieu Hospital, Montreal. Marguerite Bourgeoys stands behind Jerome and Jeanne Mance in the front.

The founding of the Order of the Religious Hospitallers of St. Joseph is particularly unusual and the founder himself would seem to many a most unlikely candidate for such an achievement.

Jerome Le Royer de La Dauversière was 33 years old, married with five children and a tax collector, certainly not the background you would expect to start a women's religious community.

He was a very devout man, had been one of the first pupils of the Jesuit College at LaFleche, France and was very civic-minded. Jerome, with his brother and his uncle had been working for two years on the renovation of a very decrepit hospital to provide a facility for the poor sick.

On February 2, 1630 while deep in prayer, Jerome felt that God was communicating with him, directing him to accomplish a three-part mandate; one, to found a congregation of Religious Hospitallers of LaFleche to honor the Holy Family in particular St. Joseph, two, to colonize and evangelize the Island of Montreal and three, to establish a hospital in Montreal to be directed by the Religious Hospitallers.

Although Jerome felt compelled to carry out these directives and personally sensed that with God's guidance he might possibly be able to do so, the financial burdens seemed overwhelming. This was a task more suited to a king than to an ordinary individual.

He was laughed at by most of those around him, even his wife at first was worried it would jeopardize their current financial well-being and the futures of their children. She chose to support him loyally throughout the years in spite of her misgivings. Jerome's spiritual director first reacted with utter disbelief and felt it was an unrealistic and totally impossible project although he also became very supportive.

Progress was slow initially but once Jerome met Mlle. Marie de la Ferre, a very wealthy woman who at the age of 42 decided to dedicate her life to helping the poor and the sick, together they were able to accomplish much. In 1635 Jerome had a second miraculous religious experience which further strengthened their commitment.

The next year the Congregation of the

Religious Hospitallers of St. Joseph was founded initially with five members. In 1643 Jerome obtained from the King letters patent for the Hotel Dieu of LaFleche which gave Marie the authority to receive aspirants to the religious life. There had been numerous applications made since 1640 and Marie herself was studying to be a nun.

In 1644, with the renovations of the hospital finally completed, Marie with 11 other companions made their vows. She was elected by her peers as the First Superior of the Congregation as well as acknowledged as the founder of the Order. Jerome was the administrator of the hospital.

Mother de la Ferre was intelligent, strong-willed and dedicated and was able to accomplish incredible feats in an age when women had virtually no civil rights. She even signed the papers to purchase a house for the Sisters when the hospital became overcrowded, which was unheard of in the 1640's.

The founding of the religious community was only one of the three duties which Jerome was to carry out.

Madame de Bullion, the wife of the Superintendent of Finances under Louis XIII had taken an interest in Jerome's mission and she corresponded regularly with Mother de la Ferre. Upon the death of her husband Madame de Bullion was left with an immense fortune to dispense with as she wished.

Jerome was concentrating on the establishment of a colony on the Island of Montreal. With the help of M. L'abbe Olier, the future founder of the Sulpician Priests Association, they formed a Society of Notre Dame of Montreal to ensure the success of the venture.

First they must purchase the island which they were finally able to do on December 17, 1640 after extensive negotiations with a M. Jean de Lauzon for 150,000 pounds raised by the five members of the newly formed Society.

Next they must choose a governor for the intended colony, one who was devout, trustworthy and very courageous since he would be sent into the midst of potentially vicious Iroquois tribes. They also needed to recruit worthy colonists which would not be an easy task since Europe was in the midst of the Thirty Years

founded by a French layman in the 1600's

War and many of the male citizens with the most desirable qualities were away fighting.

Finally a ship chartered by Jerome with Paul de Chomedey de Maisonneuve who would be the new Governor of Ville Marie on board, left the harbour in June 1641. A second ship sailed with Jeanne Mance on board, who would establish the hospital in the new community.

Madame de Bullion had met and been impressed with Jeanne, a woman of rather prosperous background who wished to leave her comfortable status behind to dedicate her life to the needy and the infirm as Marie de la Ferre had done. She was 35 years old.

It was Madame de Bullion who convinced Jeanne to emigrate to Canada and take charge of the hospital for which Madame anonymously provided the capital. She eventually contributed over 42,000 pounds to the Company of Montreal as the 'unknown benefactress' known only to those very close to the mission.

Jeanne, a lay person, arrived in Quebec on August 8, two months after departure but Maisonneuve was delayed by bad weather. They stayed there throughout the bitter winter and with the coming of the thaw departed for Ville Marie, 180 miles away arriving on May 18, 1642.

When the first houses were constructed, Jeanne Mance had her own apartment with a room for herself, her girls and one for six sick beds. This became the first Hotel Dieu of the Religious Hospitallers of St. Joseph in Canada.

There were a great many difficulties for the new colony; there was no funding forthcoming from their mother country since New France had already been under the sovereignty of the English for one year; the Iroquois were not willing to ignore or welcome them; and the weather took its toll.

In December of 1642 the St. Lawrence River was swollen by heavy rains and threatened to flood the shores sweeping away their homes. Prayers were offered and Governor Maisonneuve made a pledge. When the waters subsided and Ville Marie had been spared, the Governor, assisted by the colonists, carried a large cross to the top of Mount Royal and

placed it in position as a memorial of God's protection. It is in memory of this event and the cross raised by Maisonneuve that the brilliantly lit monument now may be seen each night atop Mount Royal in Montreal.

Between 1643 and 1653 there were continuous brutal attacks by the Iroquois keeping the colonists busy defending their settlement and the hospital tending the wounded. Finances were a perennial problem with Jeanne Mance crossing the ocean a total of three times to once again receive donations from Madame de Bullion.

One must keep in mind what a hardship this would be. She would be one of the few women on the ship and although a voyage overseas is considered a luxurious pleasure today, in the 1640's it was definitely risking one's life.

In 1653 Marguerite Bourgeoys, the founder of the Congregation of Notre Dame arrived with new settlers for Ville Marie.

Conditions were worsening and Governor Maisonneuve seriously considered abandoning the project. In 1658 Jeanne Mance broke her arm and was incapacitated; the situation was growing desperate, they must have Hospitallers from France to help.

Finally in 1659 with the hospital at Ville Marie well-established and the threat of further invasions lessened, Jeanne Mance decided to travel herself back to France with Mlle. Bourgeoys as her nurse.

While in her homeland she was miraculously restored full use of her afflicted limb while visiting the tomb of Father Olier. She was able to return to Montreal with three Religious Hospitallers, the first in Canada, Mlle. Bourgeoys with some recruits for her future congregation, some Sulpician Fathers and other colonists.

The arrival of the Hospitallers in Canada marked the success of the final segment of Jerome's three-part mandate but Jerome himself had not lived long enough to celebrate this final achievement. He had seen the ship launched but had passed away before they actually reached the Canadian shore. The Religious Sisters would continue the work started by Jeanne Mance 17 years before and 29 years since Jerome had first seen the 'vision'.

The contract with the Hospitallers stipulated that Jeanne Mance would remain the administrator until the time of her death which was June 18, 1673 at the age of sixty-six.

Jeanne Mance is considered the co-founder of the City of Montreal with Governor Maisonneuve and has been much honored by the inhabitants with a monument erected in the courtyard of the Hotel Dieu Hospital in the city in 1909.

Jerome de Royer de la Dauversière is the official founder of the Religious Hospitallers of St. Joseph Order and Mother de la Ferre is revered as the first Superior of the Hospitallers.

It was these three individuals, two of them lay people who have inspired the continued growth and development of the Order as well as the founding hospitals on four continents by the Religious Hospitallers of St. Joseph.

From 1659 to 1845, a total of 186 years, Montreal was the only Religious Hospitallers' Hotel Dieu Hospital in Canada although expansion continued in France until the hardships of the French Revolution from 1789 to 1799 put an abrupt halt to progress.

During the 1700's the Hotel Dieu in Montreal reorganized and enlarged their hospital and managed to suffer through three fires, famine and plagues of caterpillars. With the Battle of the Plains of Abraham in 1763 came a great shock to the French Order. The British victory cut off support from France, but always ingenious through necessity, the Hospitallers opened a bakery, candle and soap factories to keep them financially stable.

In 1821 they were able to build a larger and better equipped hospital on St. Paul St. and then in 1861 moved to the present location on Pine Avenue and St. Urbain Street. The property was generously donated in 1730 to Sister Bassett by her two lawyer brothers.

In 1845 a hospital was opened with French-speaking Hospitallers struggling to establish themselves in the loyalist stronghold of Kingston, Ontario. Expansion continued in Canada with the predictable hardships and obstacles with the opening of the Hotel Dieu Hospital in Windsor in 1888 followed by one in Cornwall in 1897.



A Message from the Bishop of St. Catharines Diocese

My dear friends:

I applaud the decision which has led to the publication of this history of Hotel Dieu Hospital in St. Catharines, from its foundation some thirty-five years ago to the present time.

Inasmuch as it is a first hand account gathered from many of the original promoters of the Hospital, it is a most reliable chronicle for future generations of historians. At the same time it is a testimonial to all who laboured with such zeal and perseverance to make the Hospital the renowned centre of health care that it is today.

Most of all, however, this publication is a written record of the unique contribution the Religious Hospitallers of St. Joseph have made to the City of St. Catharines. The Sisters, true to the traditions of their illustrious congregation, have displayed a gentle dedication to the sick which has won the admiration and gratitude of all.

As I congratulate the Sisters for their achievements of the past thirty-five years, I thank them in the name of the Catholic community, which is our diocese. May we be the beneficiaries of their special care at Hotel Dieu Hospital for many years to come.

Sincerely yours in Christ,

*(Most Rev.) Thomas B. Fulton,
Bishop of St. Catharines.*



A Message from the Provincial Superior

Dear Friends of Hotel Dieu Hospital:

On the occasion of the 35th anniversary of Hotel Dieu Hospital, I wish to pay tribute to all those who throughout the years have assisted the Sisters in their mission of continuing Jesus' healing ministry to the people of St. Catharines.

The present modern acute care facility that Hotel Dieu Hospital is today witnesses to the cooperative efforts of the Board of Directors, Administration, Medical Staff, Employees and the Civic Community Leaders.

May this history be a continuing challenge and stimulus to all those persons associated with Hotel Dieu Hospital. I pray the Lord to continue to grace these persons with joy and peace in their unique role of carrying out His ministry to the sick and injured.

*He gives healing,
life,
and blessing!*

*Sister Rosemarie Kugel, RHSJ
Provincial Superior,
St. Joseph Province,
Religious Hospitallers of St. Joseph.*



A Message from the Local Superior

It gives me great pleasure to introduce you to the historical background of Hotel Dieu Hospital, St. Catharines. Although the background is of the recent past the historical roots of the Religious Hospitallers are enshrined in pre Revolutionary France when exploration and daring were part of the mosaic of 17th century France. This spirit of risk and trust in God, in spite of obstacles is evident in the following pages. Our Sisters had the pioneering spirit which is the hall-mark of great people. Lack of finances was a problem then as it is in our present milieu. But, somehow the more we trust in God's goodness and continue to work to promote His compassion, love and care, obstacles will be overcome.

It is the determination and faith of our first Sisters in St. Catharines and the many loyal and staunch friends who rallied to their support and without whom Hotel Dieu Hospital would not have been established that I would like to dedicate the following pages.

May God's love continue to spread and enrich the fabric of the health care apostolate in St. Catharines through the Hotel Dieu Hospital.

*Sister Elizabeth Rouble, RHSJ,
Local Superior.*



A Message from the Chairman of the Lay Advisory Board

Those who are interested in reading the history of the development of Hotel Dieu Hospital probably already have an appreciation of the high quality of service for which the Hospital is recognized.

The testimonial is appropriate at this time because the role of the Sisters of the Religious Hospitallers of St. Joseph is unfortunately diminishing and it is no longer as obvious why the Hospital has achieved its excellent reputation.

Notwithstanding that the involvement of the Sisters is well presented and we are given an impressive record of their efforts and accomplishments, one must really become directly associated with these exceptional women to fully appreciate the reason for the Hospital's success.

I was honoured to have the opportunity, as Chairman of the Lay Advisory Board, to witness the devotion and dedication of these happy and inspiring Sisters as they went about doing the work of Christ.

Sincerely,

Robert B. Edgar, Q.C.



A Message from the Executive Director

The first 35 years of Hotel Dieu Hospital St. Catharines have been colourful and dynamic. The dedication demonstrated by all of those associated with it from its inception to the modern health care facility which it is today needs to be commended.

I am particularly honoured to have been chosen the first lay Chief Executive Officer for Hotel Dieu Hospital, St. Catharines. With the help of all concerned, I hope to assist the Religious Hospitallers of St. Joseph in their role of providing physical, emotional and spiritual support to the needy as part of the healing mission of the church.

Yours truly,

*Frank Vetrano,
Executive Director.*

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A special thank you to all those people who offered photographs, documents, correspondence and other material for use in this history as well as those who were interviewed personally. It is not possible to list each name because there are so many generous and co-operative individuals who have made this account possible and who have over the years continously supported and worked for the betterment of the Hotel Dieu Hospital. Each and every person of the present and former staff and volunteers should be recognized and congratulated for their contribution.



Readers will note there was a certain amount of controversy in the Early Years, prior to the vote by the citizens approving the two by-laws in 1949, endorsing the building of the Hotel Dieu Hospital and the expansion of the St. Catharines General Hospital. We wish to stress that the situation improved steadily and there were no such problems in later years. Relations with the City, the General Hospital and the community at large have been productive and progressive as is indicated in the remainder of this history.

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We, the Religious Hospitallers of St. Joseph, are called to live the liberty of the children of God as women of faith incarnating Christ's tender compassion in serving His members, especially the poor, the sick and the most needy in union of charity.



Opposite page: — The Hamilton K. Woodruff home at 168 Ontario which was renovated and opened as the Maternity Hospital in 1948. When the present Hotel Dieu Hospital opened in 1953 this building was converted to doctors' offices.

Mother Mary Immaculate and Sister St. Catherine arrive in St. Catharines October 7, 1945. Dean Michael Cullinane is busy removing their baggage from the trunk of the car while the moment is recorded. The car is parked near where the present-day Centennial Library is located on Church Street.



The Early Years 1944 - 1953

In 1944 the City of St. Catharines was experiencing both the trials and tribulations of the post-Second World War boom. There was the welcome industrial expansion and increased population but also the companion problems of an acute housing shortage and inadequate health care facilities. The St. Catharines General Hospital, founded in 1865, had served the community well but was now becoming increasingly overcrowded.

A number of citizens in the community were concerned about the hospital situation. One particular fear was that there might be a major disaster in one of the new industries and the existing facilities would simply not be able to cope with the extra burden. As well, St. Catharines must have the best to offer the new companies it wished to attract, and obviously hospitals were one of the prime concerns of prospective employers who would need to ensure a certain quality of life for their future employees.

Two men, Senator J. Joseph Bench and Dean Michael Cullinane, decided the time had come for action. Senator Bench, a native of St. Catharines, had established his law firm in the city in 1928 and was active in community affairs. He was an excellent organizer and knew how to recruit the proper mix of thinkers and doers to successfully accomplish projects. Dean Cullinane, the pastor of St. Catherine of Alexandria Church and the Dean of the Niagara Deanery of the Catholic Church, had assumed his office in 1926, so he was well-acquainted with the St. Catharines community and its needs. Thus the duo began.

Today, no one can be sure exactly when they decided on a plan of action but they were a natural team since they were great friends and had already worked together on a number of endeavors. There would have been ample opportunity for them to mull over the situation and to narrow down the possibilities to an acceptable and viable proposal.

They favoured the establishment of a second full-scale hospital for St. Catharines and felt that it should be a Catholic institution since approximately 46 percent of the population was of that faith.

The first move would have to be to gain permission from Archbishop J.C. McGuigan in Toronto for the Catholic Church in St. Catharines was part of the Archdiocese of Toronto at the time. The Archbishop's reaction was enthusiastic since he was interested in establishing a diocese in the Niagara area and one of the prime requisites was the founding of a Catholic school or hospital. As well, he recognized the community's need.

Next they would need someone to actually plan the building of the hospital and to run it once completed. Dean Cullinane, a personal acquaintance of the Religious Hospitallers of St. Joseph in Kingston, was familiar with their excellent reputation and impressed with their credentials. The Order had an impressive and unique history. It was founded in LaFleche, France in 1636 by M. Jerome de la Dauversière and Mlle. Marie de la Ferre, both lay people.

After a long struggle in the early days of the Order, the founders and their followers were able to raise enough money to send one of their number, Jeanne Mance to found a hospital at Ville Marie, the present-day Montreal. She was the first lay nurse in North America and the first white woman to reach the primarily Iroquoian settlement. A few years later the first nuns were able to come to Canada as well.

The Hospitallers spread out as Canada developed and by 1944 had established a total of 12 hospitals across the country as well as the upper United States, with three located in Ontario at Kingston, Cornwall and Windsor.

Going through proper ecclesiastic channels, Archbishop McGuigan



Right Reverend Michael Cullinane

Michael Cullinane born in Ireland, July 12, 1887 was educated at All Hallows Seminary, Dublin being ordained there June 24, 1909. He served as assistant priest at Barrie and St. Paul's Parishes and pastor at Uxbridge and Fort Erie prior to being appointed Dean of Niagara, March 17, 1936 and pastor of St. Catherine's Church in St. Catharines.

Described as an outstanding, affable and broadminded Irishman by one of his friends, the Dean was great with people and really mingled throughout the community. He talked with the people and knew what they needed, therefore was the natural person to spearhead the movement for a second hospital in the city. Senator Bench and he made an effective team since they were great friends and had already worked on a number of successful projects.

In November, 1946, two years before the Maternity Hospital was opened, Dean Cullinane was transferred to St. Cecilia's Parish, Toronto and became Domestic Prelate in April 1947. He remained in touch and was a part of many gatherings and ceremonies over the years. He remained a fervent supporter of the Religious Hospitallers of St. Joseph and the Hotel Dieu Hospital until his death March 27, 1953.

approached the new Archbishop in Kingston, J.A. O'Sullivan in April, 1944. He in turn talked with Mother Superior Gertrude Donovan of the Religious Hospitallers of St. Joseph. It was very close to the time for elections for the religious Order so it was decided to delay a decision until a new Superior was chosen.

On September 2, Sister Margaret Breault was elected to the post. The founding of a hospital was a big commitment which merited substantial study and consideration. In order to investigate the idea further Sister Elizabeth Gravelle, Assistant Superior and Sister Victoria Morton travelled to St. Catharines. On their return, Mother Breault and Sister Margaret Mary (Hunt) also spent some time in the Garden City. They stayed with the Sisters of St. Joseph at the Convent on Church Street.

The Sisters of St. Joseph were not affiliated with the Religious Hospitallers, but were teachers in the separate schools within the city. Roman Catholic Separate Schools were authorized by act of the Provincial Legislature in 1850. Seven years later the first separate school opened with the Sisters of St. Joseph of Toronto assuming responsibility. In 1887 the St. Nicholas Separate School on Church Street was established.

Historic Meeting

In October, 1944 there was a very important meeting at the home of Dr. Dean Macdonald at 115 Church Street. Present were Dr. Macdonald, the visiting nuns, Dean Cullinane, Senator Bench and the host's father, Dr. William J. Macdonald, Mayor of St. Catharines (1943-48). This was the first official discussion of a second hospital for the city of St. Catharines.

The local citizens in attendance expressed their enthusiasm for the idea of a second hospital which instilled enough confidence in the Religious Hospitallers to pursue the matter further. Until this time they had agreed only to pray and reflect upon the suggestion.

Matters progressed and after initial discussions, the Archbishop agreed to provide financial support to a maximum of \$250,000 to the Religious Hospitallers of St. Joseph to build a 100-bed hospital in the city of St. Catharines. With this in mind on September 27, 1945, the Hospitallers' Community in Kingston voted to ac-

cept this new mission, one year after they had been first approached.

The next step was to choose who would accept this immense challenge. There were a number of volunteers but Sister Mary Immaculate (Sarah Kennedy), Sister St. Catherine (Catherine Brennan) and Sister Veronica Callaghan were elected by their peers.

All three had extensive experience which made them excellent choices. Sister Mary Immaculate (Kennedy), 52 years old, had previously held positions as Bursar's Assistant, Bursar, Director of the School of Nursing and Operating Room Supervisor at Kingston Hotel Dieu Hospital. Most recently she had been the Medical Surgical Supervisor for five years at the Sisters' hospital in Hartford, Wisc. Sister Mary Immaculate was a graduate of the first University of Toronto course in teaching and nursing administration as well as numerous other programs.

Sister St. Catherine Brennan, a teacher, registered nurse and laboratory technician had been the Chief Laboratory Technologist for 15 years at the Kingston Hotel Dieu. She was 44 at the time of the elections.

Sister Veronica Callaghan, 34 years old, was also a registered nurse and had been the Night Supervisor and X-ray Technician at Kingston, as well as the Supervisor of the Maternity Unit from 1939-45.

Sister Mary Immaculate would be the Superior of the new Community as well as the Administrator of the hospital when it was established and Sister St. Catherine Brennan would serve as the Bursar.

In a letter from Dean Cullinane to Sister Mary Immaculate he stated, "I'm proud of our new Community, I think they are quite distinguished and will make history in this Deanery." He was most correct in his prediction but it would take time; four years before a Maternity Hospital opened and eight before the Hotel Dieu Hospital celebrated its official opening ceremonies.

On Monday, October 1, 1945, Archbishop McGuigan on his way to Quebec, stopped at Kingston to meet with the three newly elected missionaries. He informed them they would be hearing from Dean Cullinane within a two week

period and could go to St. Catharines to live in the Dawson home if it was suitable. The Dawson home at 149 Ontario Street had been purchased by the Parish of St. Catherine of Alexandria Church in St. Catharines as a convent for the Religious Hospitallers.



The Dawson Home

The home was occupied by three elderly maidens, daughters of a former sherriff, now deceased. The residents had to find other accommodation in the city before they could move and the housing shortage was making it difficult.

The Archbishop also informed the Religious Sisters they would now be under his jurisdiction in the Archdiocese of Toronto. Mother Mary Immaculate took the opportunity to request permission to visit hospitals and convents before actually starting on the plans for their own. Archbishop McGuigan agreed.

When the two week period had passed and no word had been received from Dean Cullinane, Mother Mary Immaculate wrote asking him to meet her at Rosary Hall in Toronto on October 20. The meeting was very brief. The Dean agreed the Hospitallers should spend some time gathering information from other facilities and confirmed that not much could be done in St. Catharines until the Dawson home was available. Mother Mary Immaculate returned to Kingston the following day.

Since Sister St. Catherine Brennan and Sister Veronica Callaghan were still on supply

duty it was left to Mother Mary Immaculate to prepare for their departure, gathering everything that would be needed for the new venture, clothing, religious articles and a number of gifts.

In November they travelled to consult with Mother Superior Lea Audet, who was working to establish the Hotel Dieu Hospital in Sorel, Que. A dedicated and knowledgeable Religious Hospitaller, Mother Audet was a great help to Mother Mary Immaculate since they were working simultaneously toward the establishment of their hospitals. The Hotel Dieu in Sorel was opened May 14, 1947.

They also visited a number of other institutions gathering ideas, including St. Michael's Hospital and Runnymede in Toronto, as well as the Canadian Medical Association for literature on the Act of Incorporation for hospitals and to Miss Dorothy Ridell, Inspector of Training Schools for Nurses for some general information.

J.L.G. Keogh, a partner in the law firm, Bench Keogh, Rogers and Grass advised the nuns that it was imperative a petition for an Act of Incorporation be drawn up. This Act would establish the unit under the name of the Religious Hospitallers of St. Joseph of Hotel Dieu of the Roman Catholic Archdiocese of Toronto in Canada.

Until this was accomplished the Sisters' Community had no legal rights and thus could not purchase property, enter into contracts or in any way carry on independent business transactions. Any such details must be dealt with by the Archbishop's office in Toronto.

On November 23, Dean Cullinane was awaiting the return of the Religious Hospitallers at Rosary Hall. They arranged to meet the following evening in Hamilton where the Sisters would tour Hamilton General Hospital. From there they would drive to St. Catharines.

There was a blinding snow storm that afternoon and finally after struggling through over one and one half hours, the Dean drove up Ontario Street providing the Religious Hospitallers with their first glimpse of the site of the future Hotel Dieu Hospital.

The nuns were able to stay at the Convent on Church Street that evening and on the following day a meeting was to be held with a



Senator J. Joseph Bench

Senator Bench, a native of St. Catharines was educated in separate schools in the city and attended the collegiate where he won a gold medal for oratory. Entering Osgoode Hall in 1925, he graduated in 1928 and was called to the bar in the same year. He started the practice of law in the city the same year and in 1932 founded what later became the nationally known law firm of Bench, Keogh, Rogers and Grass. In its development he won wide recognition for his conduct of noteworthy legal cases in various sections of Canada.

Senator Bench was highly regarded by Prime Minister Mackenzie King and was appointed to the Senate in November, 1942 at the age of 37, the youngest Senator ever appointed up to that time. This was the first Senate appointment in St. Catharines and the third in Lincoln County.

Very talented and community oriented, the Senator had served as president of the St. Catharines and District Chamber of Commerce and a chairman of the Separate School Board. He was also active in the St. Catharines Victory Loan organization during the war years. At the time he was honored by being appointed a King's Counsel, the youngest in the British Empire. During the war period he was a director of St. Catharines Steel Products Ltd., a company which was engaged in the manufacture of munitions and was one of the largest in the St. Catharines area.

The Senator's death on December 9, 1947, due to a heart attack, shocked the community and the country. He had just married one year before and celebrated the birth of his daughter a few months previously.



Right Reverend James Cardinal McGuigan

James Cardinal McGuigan was instrumental in the development of the Hotel Dieu Hospital in St. Catharines. He was able to offer financial, organizational and spiritual aid to Sister Mary Immaculate (Kennedy), Sister St. Catherine Brennan and Sister Veronica Callaghan.

Born in 1894 in Hunter River, Prince Edward Island, he was ordained in 1918 and became the Vicar General of the Edmonton Archdiocese in 1923.

An appointment in 1930 as Archbishop in Regina made him the youngest archbishop in the world, followed in 1935 to the position as head of the largest English-speaking archdiocese in Canada . . . Toronto.

In 1946, as plans for the new hospital were just underway, Archbishop McGuigan was summoned to Rome where Pope Pius XII elevated him to Cardinal in recognition for his leadership during the difficult years of the Depression and World War II.

James Cardinal McGuigan passed away at the age of 79 in April, 1974. He was considered brilliant scholastically, a master of organization and a man of faith and leadership who gave much to Canada and the Canadian Catholic Church.

On the occasion of his funeral he was greatly honoured by a host of prominent Canadians of all faiths.

representative from a construction firm, although it was necessary to postpone this meeting.

On the 25th the three Hospitallers visited the Niagara Peninsula Sanatorium and met Dr. Cecil B. Shaver and Miss Madge McCourt, the beginning of a long and satisfying relationship.

Sunday, November 26, 1946 was the Feast of St. Catherine and the celebration of the 100th Anniversary of the Parish of St. Catherine with Archbishop McGuigan officiating.

Later in the afternoon, a meeting was held at the Deanery with the Archbishop, Senator Bench, Dean Cullinane, Roy Pigott from the Pigott Construction Company and the Religious Hospitallers for the initial discussions pertaining to the proposed hospital.

During discussion it was discovered that the 100-bed hospital which the Sisters felt was absolutely necessary in order to serve the community with the General Hospital already established in the city could not be built for less than \$500,000; exactly twice the amount first pledged by the Archbishop.

This discovery caused Archbishop McGuigan to be rather skeptical about the practicality of taking on a project of such magnitude.

The Religious Hospitallers, Mother Mary Immaculate, Sister St. Catherine Brennan and Sister Veronica Callaghan argued against a 50-bed hospital which had been previously suggested by the Archbishop of Kingston and was within the original price range discussed. They felt it would be almost impossible to design a proper layout in such a hospital and the constant renovating which would inevitably become necessary could become very expensive in the future.

The three nuns were totally committed to the project by this time and although privately may have felt misgivings about disagreeing with the Archbishop, presented a united front and fought for the 100-bed hospital. A final decision was not reached that day, they left with matters still unsettled.

Senator Bench agreed with the Sisters later stating that if a 50-bed hospital was built, he would take no responsibility for it.

The Hospitallers returned to Kingston the following morning with stops at St. Joseph's Hospital, Toronto and Our Lady of Mercy Hospital

at Sunnyside to continue their educational process.

For the next ten days, Mother Mary Immaculate kept herself busy organizing the material for the Act of Incorporation petition while awaiting a decision from the Archbishop's office on whether to continue.

Finally, in the second week of December, Archbishop McGuigan telephoned Mother Breault stating that he would allow the Religious Hospitallers to contract a debt of no more than \$250,000 as originally stated. If they wished to continue they must find a source for the additional funding themselves.

Their reactions were mixed, naturally the Hospitallers were pleased to hear that there would be support from the Archbishop's office and they would be able to continue, but they must find a way to raise \$250,000 in order to complete the 100-bed hospital. There was nothing they could do immediately so the Sisters decided to continue with the hospital tours, travelling to Westminster and St. Joseph's Hospitals in London, as well as take time over the Christmas season to see family and friends. They paced their trip to allow the celebration of New Year's Eve, 1946 with the Religious Hospitallers of the Hotel Dieu Hospital in Windsor.

Meanwhile in St. Catharines, Senator Bench was gathering forces and Dean Cullinane was busy looking for a possible site for the hospital. Enroute to Kingston in the fall of 1945 he stopped in Oshawa. In a hotel lobby there, he met John Conroy of the Conroy Manufacturing Company in St. Catharines. During their conversation, the Dean asked Mr. Conroy if he would consider selling the property he owned on Ontario Street in St. Catharines which was near the Dawson home previously purchased by the Parish as a convent.

Mr. Conroy replied that he would not sell the land but instead generously offered to donate it, if a hospital would be erected within five years – before 1950. The value of the land was set at \$15,000 which included the Leonard St. John Apartments at 155 Ontario Street.

There was a great need for expanded hospital facilities at this time in the city. George A. Stauffer the President of Thompson Products

Ltd., a member of the citizens' group organized by Senator Bench remembers the conditions then

"In 1944 and 1945, the city was starved for housing. All the industries in 1945 to 1950 were spending a tremendous amount of money just in up-dating facilities and a great many also were expanding such as Atlas Steel, General Motors, Hayes Steel and Ontario Paper. The city was growing and would probably increase from approximately 35,000 population then to 150,000 to 175,000 in the next 25 years", he explained.

This increased industrial activity, as well as the rapid rise in population due to the return of armed services personnel, was causing undue strain on the St. Catharines General Hospital.

There was another factor affecting admissions in 1945, the first hospital insurance plans were introduced which made health care much more available to the average person.

The St. Catharines General Hospital wished to expand, but needed funding. The major corporations in the city would be the ones providing much of the financing for such a project and some representatives of local industries wondered if it might be the time to build a second hospital rather than expand the present one. It was the industries attracting the extra people in the area and they were well aware of the needs of their employees.

Mr. Stauffer spoke with Fred Crawford, Board Chairman of Thompson Products Ltd. in Cleveland about the St. Catharines hospital situation. Mr. Crawford was the head of the Greater Cleveland General Hospital Foundation, a group which was in the throes of revamping and rebuilding numerous out-dated hospitals in their community, as well as constructing new ones.

Mr. Crawford's opinion, based on personal experience, was that the suggestion of a second facility rated merit and should be investigated thoroughly before a decision was made. Mr. Stauffer, as a representative of concerned industry in St. Catharines, sponsored a team from the Cleveland group to come to the city to study the situation.

The team concluded that it would be a mistake to put more money into the St. Catharines General Hospital as it stood, that it



Mother Mary Immaculate RHSJ is seated with Sister Veronica Callaghan RHSJ, left and Sister St. Catherine Brennan RHSJ.

Sister St. Catherine Brennan was the stabilizer of the three pioneers who first founded the Maternity Hospital and later the Hotel Dieu. She was the one who provided gentle comfort and a calming influence, while still retaining an unswerving strength.

Born in Marysville, Ontario as Catherine Brennan, she entered Hotel Dieu Kingston in 1923 and made her profession five years later. After teaching school for one year, Sister St. Catherine graduated as a registered nurse in 1929.

Well-educated, as each of the Sisters were she also graduated as a Registered Laboratory Technologist in 1937. She served as Bursar at the St. Catharines hospital from 1945 - 1952, Head Nurse in the nursery from 1948 - 1953 and as Chief Laboratory Technologist from 1948 - 1955.

Sister St. Catherine enjoyed the nursery work best, but remembered it was a busy life. On some occasions there would be as many as 30 babies to care for with only two people on shift, so they had to work very quickly but very carefully.

After leaving St. Catharines in 1955, Sister St. Catherine returned to Kingston as Chief Laboratory Technologist for one year and then to Hartford, Wisc. in the same role until 1967 when she assumed the position of Bursar for St. Joseph Nursing Residence Inc. in New London, Wisc. In 1980 she entered semi-retirement.

Sister St. Catherine currently lives at St. Joseph Provincial House at Amherstview, Ontario, a very quiet nun cherished by those around her for her kind personality and skill as a pastry cook preparing tempting breads and pastries.

Sister Veronica Callaghan RHSJ

Veronica Callaghan, born September 15, 1911 at Read, Ontario, was educated in Corbyville and entered the Religious Hospitallers of St. Joseph Order on July 26, 1929. Five years later she made her profession.

She graduated from St. Joseph School of Nursing in Kingston in 1930 and continued her formal education in later years studying at Royal Victoria Hospital in Montreal in 1942 and attending a Hospital Organization and Management Course from 1956 - 1958.

Sister Callaghan served as the Maternity Supervisor in St. Catharines from 1948 - 1956 and then became Bursar until 1960 when she was transferred to Cornwall.

She is fondly remembered in the community especially by parents for her extra efforts for both the mother and the father. It was she who set up the father's room so they could pace in comfort and privacy.

Sister Callaghan was also a great help to new and young doctors who relied on her experience in obstetrics. In the days before pastoral care as it is in the 80's, Sister Callaghan also never missed being with a dying patient and comforting the families of the sick and the terminal.

In 1971 she returned to St. Catharines to be the first Administrator of the Extendicare facility on Pelham Road. She had previously served as Administrator in Hotel Dieu Cornwall and Kingston and of a privately-owned Extendicare facility in Mississauga.

Veronica Callaghan chose to leave the Religious Order in 1972 but continued her medical career as Administrator in hospitals in Whitehorse, N.W.T. and Fort Vermillion, Alberta.

She has kept in close contact with her many friends including Dr. Hugh Langley and his wife Irene, a public health nurse in St. Catharines. Mrs. Langley first worked for Sister Callaghan in 1949 and is full of praise. She said she had learned more from her than anyone and it was because of Sister Callaghan's influence that Dr. Langley decided to dedicate his life to medicine.

Miss Callaghan is currently retired and living in Kingston where she is still delighting those around her with her energetic manner and ready smile. She enjoys people, loves to entertain and is an avid bridge player.



Joseph Lucius Gabriel Keogh

Joseph Lucius Gabriel (Gabe) Keogh, a native of Pembroke, attended St. Michael's College, the University of Toronto and was called to the bar following his graduation from Osgoode Hall in 1927. After practising law in Toronto, he came to St. Catharines in 1942 and entered partnership in the law firm of Bench, Keogh, Rogers and Grass.

Mr. Keogh was an active member of the Advisory Board and served as the legal counsel for the Religious Hospitallers throughout the years, often without receiving a fee for his services.

He was well respected and was described by John Pennachetti a fellow member of the Board as, "the salt of the earth with very strong allegiance to the Sisters and the hospital, very meticulous and proper, a real gentleman."

Active in the church and community, Mr. Keogh was a Past-President of the Lincoln County Law Association and a member of the Canadian Bar Association, and the St. Catharines Club. He was also a member of the Holy Name Society and the Msgr. Morris Assembly, Fourth Degree Knights of Columbus.

He died at the age of 76 on November 23, 1976 at the Hotel Dieu Hospital, following a short illness.

should be rebuilt and preferably on a new site. They also recommended that the city should have a second hospital, and since the population was approximately one half Roman Catholic, it would be feasible to approach a religious order to organize a hospital since they had an excellent record in the health care field.

These findings of course coincided with the plans of the citizens' group and gave them a renewed purpose for the task at hand.

There was extensive groundwork being done by the citizens' group and Dean Cullinane, but Mother Breault the Superior in Kingston unaware of most of the details, was very concerned about what appeared to be total inaction. She was making her disapproval known to the Religious Hospitallers in St. Catharines.

Mother Mary Immaculate's own concerns and frustrations about the apparent inaction were reflected in a very candid letter to Senator Bench in the final days of 1945. Senator Bench replied that most of the uncertainties would have been resolved by that date if it had not been for the sudden departure of Archbishop McGuigan to Rome. It was necessary to consult with the Archbishop about all administrative matters and if he was not available there would naturally be delays. The Archbishop had been summoned to Rome to receive his red hat from Pope Pius XII, indicating his elevation to the office of Cardinal. He left early in the new year for the ceremony to be held February 18, 1946 and was not expected to return to Toronto until March.

Senator Bench who had communicated with the new Cardinal through Dean Cullinane, recommended that decisions regarding the size of the hospital and the financing of the project should not be made until the Cardinal's return. However Dean Cullinane forwarded the message that the Religious Hospitallers would be allowed to give the go-ahead to the construction firm to begin the drawing of the plans, apply for the permit when they were completed and present the petition for incorporation to the Ontario Legislature.

The petition was presented January 20, 1946 following the final preparation by the law firm. The final advertisement regarding the peti-

tion was posted in the February 2 issue of the Toronto Globe and Mail.

The law firm of Bench, Keogh, Rogers and Grass provided a vast amount of legal expertise and work on the Hotel Dieu cause over the years often without any monetary remuneration.

Mrs. George Frawley, private secretary to Senator Bench from 1945 until his death in 1947 remembers working many evenings, weekends and holidays to complete the work, especially one Boxing Day when they worked all day and Mrs. Bench brought them turkey sandwiches.

The other part of the message from the Cardinal was that the Religious Hospitallers would be allowed to give the Pigott Construction Company permission to provide the sketch for the 100-bed hospital. The citizens' group under Senator Bench had pledged to help raise the \$250,000 needed, so they were finally on the move.

The Sisters were very anxious to live permanently in St. Catharines to be on the scene, but were unable to take possession of the Dawson home. They could not legally give the Dawson sisters notice until the option to buy was exercised and the purchase completed, which could not be done until the Act of Incorporation was passed.

Senator Bench was ill and would be on an enforced rest in Arizona until the end of March and Mr. Keogh was left in charge of the legal procedures which had already been initiated.

The Hon. Charles Daley, Minister of Labour for Ontario and MPP for the County of Lincoln was asked to introduce and sponsor the petition, but since a Minister could only introduce a Government bill and this one was private, he was unable to comply. He did however, approve the suggestion that T. Harry Lewis, MPP for Welland present the petition, since he represented an adjoining riding and was very supportive of the planned hospital. Mr. Lewis would introduce the bill at the next session of the Ontario legislature which was scheduled to open March 26, 1946.

It was January 1945, the beginning of a new year, and everything seemed to be on hold until March. Mother Mary Immaculate was making

efforts to fill her waiting hours with useful endeavors but it was becoming more and more apparent that without some form of living wage, the cost of staying in Toronto was becoming a burden. The three Hospitallers had no choice but to return to Kingston, even though officially they were no longer a part of that Community.

On one occasion prior to leaving Toronto, Mother Mary Immaculate returned some texts she had borrowed from Dr. Harvey Agnew, Secretary of the Canadian Medical Association. During the conversation she was informed that it was illegal for anyone other than a registered architect to draw up plans for a hospital in Ontario. Mr. Pigott was not a registered architect and it was his construction firm preparing the plans for the Hotel Dieu Hospital.

This information concerned her very much since she wished everything related to the hospital to be precise and legal in every respect, she was hoping for future considerations from government sources which might be jeopardized if the proper plans and procedures were not adopted.

On further investigation it was learned that the Pigott firm had followed this procedure before with no legal repercussions. Roy Pigott, an engineer did the preliminary work on the plans and then submitted them to an architect agreeable to the builder, in this case the Pigott Construction Company.

For the Hotel Dieu Hospital plans, the architectural firm Hutton and Souter of Hamilton would adopt the plans as their own, subject to any revisions which they felt necessary from a design standpoint, then sign and certify them.

Senator Bench made inquiries into this method and was satisfied that it was acceptable professional behaviour. He had spoken with Sister Margaret, the Administrator of St. Michael's Hospital, Toronto who had retained the Pigott Construction Company on a previous occasion and was satisfied with its performance. Sister Margaret's was a valued opinion.

It seemed the major objections had come from the architectural profession since this practice was infringing on their members. In the Hotel Dieu case, Senator Bench felt there might be considerable savings on architectural fees by

adopting this method.

The plans were drawn and submitted in February by the firm to the City of St. Catharines for the building permit. They allowed for 100 beds with administration, kitchen, dining room services, operating and all other ancillary facilities being designed large enough to accommodate an expansion 50 percent larger than the initial construction.

Zoning Problems

On February 26th, the City Engineer, B.F. Lamson, informed Mr. Keogh that although he was satisfied with the plans and would otherwise issue a building permit, there was a zoning by-law in effect which designated that portion of Ontario Street as residential. The construction of a hospital on the site would therefore be in contravention of the existing by-law.

The City Engineer and the City Solicitor stated that an amending by-law was necessary before the building permit could be issued. Senator Bench, who was still in Arizona, disagreed vehemently with this, and requested instructions from Dean Cullinane and Mother Mary Immaculate for his partner, Mr. Keogh to initiate court proceedings against the City to compel it to issue the permit.

The Senator advised against the City's suggestion to amend the by-law, since it would require giving notice to all the adjoining property owners which could cause substantial delay and might encourage numerous objections, therefore compounding the problem.

On March 15 a notice **was** received from the City instructing the Religious Hospitallers to obtain permission from the other property owners on both sides of Ontario Street within 300 feet of the proposed hospital site.

Mr. Keogh advised Mother Mary Immaculate to seek an Order of Mandamus from the Supreme Court of Ontario which would circumvent this requirement and force the City to issue the permit. Senator Bench had been successful in a previous case which was similar, so there was optimism about using this approach.

It would not be necessary for the Hospitallers, who were in Kingston, or Roy Pigott of the construction firm, to appear in court on



George A. Stauffer

George A. Stauffer, an original member of the citizens group formed in 1945 to work toward the establishment of a second hospital for the city of St. Catharines, is still a member of the Lay Advisory Board in 1982.

A native of Ottawa, Ohio, Mr. Stauffer came to St. Catharines in 1930 with Thompson Products. He served as President from 1937 - 1960 and was Thompson Products' Board Chairman in 1958. He retired from the firm in 1961.

Mr. Stauffer was an important part of the hospital campaigns, involved with planning, property and building committees. He served as interim Chairman of the Advisory Board in 1977 - 1978 after the resignation of Mr. Quinlan. It was Mr. Stauffer who recommended Robert Edgar, Q.C. as the successor to the position.

Always interested in sports, Mr. Stauffer became involved in the Teepee Hockey Club in the 1947 - 1948 season as President when the team was sponsored by Thompson Products. He did become the owner but later transferred ownership to Rudy Pilous. Mr. Stauffer remained as a Director of the Club.

Mr. Stauffer has dedicated 37 years to the Hotel Dieu Hospital and his efforts have been appreciated and recognized throughout the years. In 1978 his name, along with those of Sister Mary Immaculate and Harry J. Carmichael, was proposed by the Advisory Board to receive the Queen's Silver Jubilee Medal for his outstanding work in the health care field.

this matter. They could merely provide signed affidavits.

There was one major obstacle, however. The Religious Hospitallers could not initiate a legal move such as this until their Act of Incorporation petition was approved by the legislature. Also to be considered now, were the options on the Conroy and Dawson properties which would be ending March 31. It would be necessary to seek extensions to ensure they did not expire.

During this trying period, Mayor Macdonald who had been involved in that first meeting in October 1944 at his son's home, confided his support for the Religious Hospitaller's plans for a second hospital, to Mr. Keogh.

This support could not be declared publicly though since as Mayor, Mr. Macdonald was an ex-officio member of the Board of Governors of the General Hospital and could not allow himself to be put in a compromising situation.

Mayor Macdonald did however promise to help speed along the application for the building permit, if possible. This support, although well-intended and appreciated wasn't able to help much since there were many more unforeseen obstacles just over the horizon.

On March 15, Mr. Lamson informed the Religious Hospitallers that the Pigott Construction Company had not submitted the proper plans and specifications and had not signed the formal application for the building permit. Previously, Mr. Lamson had informed them that although the plans were acceptable, the problem was with the by-law.

It was imperative that these plans be in order and the application signed before any legal proceedings against the City could begin. All the technical details must be exact so that the City would have no further grounds to refuse the permit.

Since the plans for construction had not been completed as required and it would require a great deal of time and monetary investment to ready them, Mr. Keogh decided to abandon the idea for the Order of Mandamus. He suggested instead the origination of a Notice of Motion under Supreme Court Rule 604, which stated: —

"Where any rights of any person depend upon the construction of any deed, will or other

instrument, he may apply originating notice, upon all persons concerned to have his right declared and determined."

The key words in this were 'other instrument', whether that would be considered to mean a restrictive by-law. Mr. Keogh expected the City Solicitor would probably accept this procedure, and if the Hospitallers' rights were stated very clearly now, they would be protected against any possible future problems with other property owners.

Mr. Keogh also wrote to Mr. Pigott requesting a detailed cost estimate to date and a fee for the plans, although only the initial sketches had been provided so far.

On March 26, Mother Mary Immaculate and Mr. Pigott attended a meeting in Toronto with the members of the Private Bills Committee regarding the petition for the Act of Incorporation.

The Act of Incorporation was passed on April 5, 1946 with the official notice published in the Globe and Mail. The Hospitallers' Community had now achieved legal status and could conduct their own business matters.

One of their first legal moves was to transfer the Conroy and Dawson properties over to the newly incorporated entity and Mr. Keogh began the proceedings for the Notice of Motion, which would require the court's interpretation of the restricting by-law.

The Cardinal returned shortly after and Senator Bench was due back from Arizona in mid-April.

While awaiting the court's decision, Mother Mary Immaculate did receive a permit from the Minister of Health to proceed with the building of the hospital.

At the beginning of May the options of the two properties were extended until November 1 to allow adequate time to overcome current problems.

The court heard the application for the Notice of Motion on May 23 but it would take some time to receive the written decision from His Honour, Justice T. Wells.

Senator Bench, when back to work, advised the Sisters to comply with the request from the City Engineer for the more detailed plans and

specifications, as well as to renew the application for the building permit. He was concerned that the Ontario Street residents would have the opportunity to become more organized and vocal, possibly even convince the City Council to enact some new restrictive by-law to block the building of the City's second hospital. He wanted to ensure that everything was done properly.

At the end of May, with progress slowed once more with the receipt of a notice of delay concerning the court decision, the Religious Hospitallers decided to attend their annual retreat in Kingston. They hoped some positive developments would be awaiting them upon their return.

On June 26, 1946 Justice Wells delivered his decision which read in part: —

"The meaning of 'residential street' in the section (of the Municipal Act) under consideration does not in any way imply that the buildings erected on the street must be limited to private residences. It does probably, prohibit the erection and use of buildings for stores, manufacturing and processing plants of an industrial nature . . . but should not include a hospital."

Costs were assessed against the Municipality of St. Catharines and the City was required to issue the building permit. This was marvellous news for Mother Mary Immaculate and the other Religious Hospitallers but with Dean Cullinane away in Ireland for a spell, meetings with the construction firm and other steps were delayed on the advice of Mr. Keogh. Senator Bench was ill at the time.

The on-going tennis game between the City Engineer and the construction firm still continued in spite of the order from the Court to issue the building permit. Mr. Lamson indicated he required plans as complete as those normally required by a contractor submitting a tender, including cost estimates, building plans and specifications.

Mr. Pigott complained that the rules were forever being changed in the middle of the game, making it increasingly difficult to satisfy all the requirements.

The Religious Hospitallers were concerned about what all the delays and obstacles were going to mean in terms of time lost and extra dollars. Mother Mary Immaculate had heard of

an architect with extensive experience in the hospital field and she decided to talk with him about the project.

She travelled from Kingston on July 3 to meet with Chester C. Woods. He came very highly recommended. Among his most recent achievements was the Mary Immaculate Hospital in Jamaica, Long Island, a 12-storey building. In Ontario, Mr. Woods had projects in the cities of Guelph, Trenton, Port Colborne, Campbellford, Brampton, Kingston and Parry Sound. He was also the only Canadian architect on the American Hospital Association roster of approved architects.

He agreed to begin immediately the plans for the Hotel Dieu Hospital rather than wait for the approval of the Cardinal, who was unavailable. This would save valuable time. Mr. Woods, a devout Anglican, made the commitment with the understanding if his services were not accepted he would consider his time and labour as a contribution to the Church.

On July 20, H.H. Smith, Clerk for the City of St. Catharines informed the Religious Sisters that the time limit in connection with appeals against the decision by Justice Wells had expired and there had been none. As soon as the proper plans and specifications were submitted, the building permit would be issued. Mr. Woods promised they would be ready within one week.

The Cardinal on his return met with the Hospitallers on July 28 and approved the services of Mr. Woods. He also granted permission for the immediate purchase of the Dawson and Conroy properties on receipt of the building permit.

Mr. Woods in an effort to save more time, decided to submit the plans in two stages. The first would be for the excavation and the foundation only. Mr. Lamson, unfamiliar with this procedure, referred the decision for acceptance to a committee on City Council. Mr. Woods attended a meeting to explain the method.

The City agreed to issue the special two-part permit but only on the condition that the Religious Hospitallers agree 'in writing' to allow the tenants in the Leonard St. John Apartments (Conroy Property) to remain until March 31, 1947, eight months away.

Although the Sisters were prepared to comply if it would mean finally acquiring that permit and Mother Mary Immaculate had actually prepared a letter of agreement, Senator Bench opposed the terms and it was from his office a reply was forwarded to the City.

The Senator wrote, under the signature of Mother Mary Immaculate, that although there would probably be no need to disturb the tenants before the March deadline suggested by the City, such matters were under the jurisdiction of the Wartime Prices and Trade Board and not the City. It would therefore not be proper for the Sisters to take direction from the City in the matter.

On August 13, Mr. Woods was notified by the City that the permit would be issued without the condition attached. The permit was finally received August 15, 1946, two years after the Religious Hospitallers had voted in Kingston to accept the mission to St. Catharines and six months after the application had first been submitted.

The options on the Dawson and Conroy properties were immediately exercised, as well as an overture was made to Mrs. Doris Durham regarding her land fronting on Yates Street at the rear of the Dawson lot.

The property had been purchased by Mrs. Durham's father, Arthur A. Widdicombe for his daughter and son-in-law to construct a home. Mrs. Durham had already planted a vegetable garden on the land.

This particular piece of property was very important for two reasons. First, it would avoid having to build a wing of the new hospital at an angle and secondly, it would put the Religious Hospitallers in a better position to oppose any property owners in the future who might object to them opening an access onto Yates Street.

A purchase price of \$2,100 was finally negotiated by Mr. Keogh with the purchase agreement allowing Mrs. Durham the use of her garden and harvesting rights for her vegetables, as well as retaining a pony shed on the property.

The Hospitallers had been residing in St. Joseph College in Toronto until late August and then travelled to Kingston. They still didn't have a permanent residence in St. Catharines and were

far from establishing the hospital in the City. The Dawson sisters refused to move from their home, which was to be the convent, because they were unable to find another suitable residence.

The Superior in Kingston was insistent that the Hospitallers live permanently in St. Catharines so they could gain control over the situation. They moved into St. Joseph Convent on Church Street with the Sisters of St. Joseph until they could find their own permanent accommodation. They hoped it would be very soon.

Back to the task at hand, Mr. Woods recommended that both the Dawson and Conroy properties would be needed for the hospital as well as either the Fifield residence at 157 Ontario Street which adjoined the Conroy property or the Hamilton K. Woodruff home almost directly across the street from the proposed hospital site.

Albert Fifield, when approached, said he would consider selling but was very concerned about the availability of suitable accommodation for his family elsewhere in St. Catharines. He did however, offer the Hospitallers first right of refusal if and when he did finally decide to sell.

Mother Mary Immaculate had the opportunity to tour the Fifield home and said it would have made an excellent convent. When she had first inspected the Conroy property back in November 1945, she had placed a small statue of St. Joseph on the lawn of the Fifield residence with the confidence the patron saint would eventually deliver this very desirable property to the Religious Hospitallers of St. Joseph. It was finally purchased by the Hotel Dieu in 1967.

The Woodruff home across the street was occupied by the 76-year-old widow of Hamilton K. Woodruff, a prominent citizen. It contained 23 rooms and was so large that Senator Bench was convinced it would be extremely difficult to sell it for residential use because of its massive size and lack of property around the building.

All of this speculation was to no avail for Mrs. Woodruff was not interested in selling. She was in very good health and wished to remain in the mansion until her death, in spite of her family's concern for her well-being, alone in such a large residence. The Religious Hospitallers would have to wait for this property.

The sale of the Dawson home was finally completed in August with the three elderly sisters agreeing to vacate by October 15, at the very latest. When the day arrived the Dawsons requested an extension until January 1947 since they had been unable to acquire the bungalow they wished to purchase.

The nuns had no choice but to move in with the Dawson sisters. They had already remained with the St. Joseph Sister four months and it was time they had their own quarters. They moved in just before Christmas. The Religious Hospitallers took over three rooms with the understanding that no money would change hands until the Religious Sisters were in full possession of the property.

It was a peculiar arrangement with the Dawsons preparing and eating their meals first, then the nuns taking their turn in the kitchen. It took some major adjustments for both parties. The Dawsons were used to privacy in their own home and the Religious Hospitallers were familiar with Community living with 40 or 50 others and sleeping in a corridor with 10 or 15 Sisters. In the Dawson home they were rather lonely and nervous.

The Dawsons had been in the habit of keeping one of their brother's hats on the banister, so they would not appear to be alone and unprotected in the house to anyone who might arrive at the door. Nuns of course could not display a man's hat but Mother Mary Immaculate did take a cane to her room in case it was needed. Fortunately the occasion never arose. They were able to get strong bolts on the doors later, which did much to alleviate their anxiety.

The Religious Hospitallers were able to attend Mass daily and this helped to lift their spirits. They walked each morning at 6 a.m. to the Carmelite Convent on Yates Street, until their home was later renovated to accommodate their own chapel. The Carmelite Sisters worked with the elderly in the city, as they still do in 1982.

The sale of the Conroy property had been completed as well and the Religious Hospitallers were now the landlords of the Leonard St. John Apartments. They were to be responsible for the heating of the building, lighting in the corridors, basement, the water bill



Leonard St. John Apartments

and the janitor's apartment. The rents from the five remaining tenants were very low due to the rundown condition of the building and did not come close to covering the basic maintenance costs. As well they had their own heat, electricity and water bills in the Dawson home, the telephone bill, food, clothing and travel expenses. The highest rent was \$30.00 and this was only after some pressure was applied for an increase.

These were very lean days. Sister St. Catherine Brennan and Sister Callaghan maintained an on-going rivalry to see who could prepare the best meals at the lowest cost. Mother Mary Immaculate recalled one particular day they walked to the downtown market and Sister Callaghan, who favoured onions in everything, did the purchasing for the day — one Spanish onion, all their meagre purse could afford.

Shortly after moving permanently to St. Catharines the Sisters were honoured at a Welcoming Party organized by the Catholic Women's League. The food had been provided by the Misses O'Mara, aunts of Bishop John O'Mara in Thunder Bay. Miss Loretta Sneath, president of the CWL and Mrs. Dean Macdonald welcomed the guests and made the introductions.

A few months earlier, Miss Sneath had written to the Religious Hospitallers offering the services of the CWL's sewing group to make any items required for the new hospital. This was the embryo of the Hotel Dieu Hospital Auxiliary, which was organized officially in 1950.

Dean Cullinane transferred

Dean Michael Cullinane, the key man in partnership with Senator J.J. Bench who had first initiated action for a second hospital in the city, was transferred to St. Cecilia's Parish in Toronto in November, 1946. He was elevated to the position of Domestic Prelate in April, 1947 and assumed the title Monsignor.

On May 26 at the Collegiate auditorium in St. Catharines, more than 1,000 parishioners and clergy gathered to honour Msgr. Cullinane. The program was under the chairmanship of Rev. Bernard Belanger of St. Catherine's Church.

Msgr. Cullinane was ushered into the auditorium by a guard of honor of the Knights of Columbus Fourth Degree members, as the girl's choir of St. Catherine's school and the sodality under the direction of Clarence Colton, sang: "Vivant, Pastor Bonus".

There were representatives from the three separate schools in St. Catherine's parish, James Urlocker, St. Nicholas; Marilyn Sullivan, St. John's and Barbara Meyers, St. Catherine's. Mr. Urlocker presented, on behalf of the school children of the parish, a spiritual offering of Masses, Communion and prayers.

Miss Loretta Sneath, president of the CWL presented the Monsignor with a cheque, a gift of the parishioners. James Lee, president of the Holy Name Society, read an address of appreciation to the guest of honour on behalf of the parishioners.

There were numerous other representatives of parish societies who added their congratulations to Msgr. Cullinane and greetings on behalf of the citizens of St. Catharines were expressed by Mayor Macdonald.

The Monsignor replied to those present telling the audience that, "You are the most wonderful people in Canada and the most charming people I ever knew."

Dean Alfred E. McQuillen was assigned to St. Catharines as the new replacement and shortly after his arrival became involved in the effort to build the Hotel Dieu Hospital.

The behind-the-scenes work was starting to make progress and there was growing talk around the city about the possibility of a second hospital.

Some members of the community were negative about the Hotel Dieu proposal and publicly stated their support for expansion plans for the General Hospital instead. Editorials in The Standard cited arguments against the need for a second institution and supported the General's plans fully.

After a conference with Cardinal McGuigan, at which time the Cardinal restated his offer for financial support, and with the matter now progressed to the point where the actual erection of the structure should be taken under consideration, Senator Bench felt it was time to establish a formal citizen's advisory group.

A meeting was called for December 27, 1946 at the Hotel Leonard. Present were Dean McQuillen, Senator Bench, H.J. Carmichael, CMG, Conroy Manufacturing Company Ltd.; T.J. Cook, McKinnon Industries Ltd.; R.H. Davis, Atlas Steel; Dr. H.G. Fox, Q.C. Litt.D., Lightning Fastener Co. Ltd.; J.H. Gardner, Gardner Construction Co. Ltd., Welland; J.W. Primeau, Hayes Steel Products Ltd. and Mr. Stauffer, Thompson Products Ltd., representing most of the major industries in the area.

The make-up of the committee, with a mix of Catholic and non-Catholic members, was a deliberate effort to project a non-denominational image and to reflect the policy of the future hospital, as well as to gain a wider support base for the endeavor and have access to the most experienced and knowledgeable members of the business and professional community.

At the meeting, Senator Bench reviewed the events of the last 15 months for the benefit of those not previously involved. When finished, he gave each person the opportunity to state his opinions of the proposal.

Each in turn agreed there was a definite need for improved hospital conditions in the City. Each also felt it mandatory that any plan formulated should be done with the co-operation of the Board of Governors of the General Hospital.

It was decided to formalize an Advisory Board for the Hotel Dieu Hospital before anything else could be done. Mr. Carmichael was elected chairman, Dr. Fox, vice-chairman and Mr. Primeau, secretary. The group also decided there should be representation from the Municipal

Council of the City of St. Catharines, Lincoln County Council, Lincoln County Medical Association and a representative of Labour.

The newly-formed Advisory Board also agreed to arrange a meeting with the General Hospital. A sub-committee of Dr. Fox, Mr. Gardner, Mr. Stauffer and Dean McQuillen was chosen to consider the building plans prepared by the architect for the new hospital.

The chairman of the Advisory Board, Mr. Carmichael, had been suggested by Senator Bench himself. Senator Bench would frequently be required in Ottawa and the group needed someone on the local scene to lead them.

Mr. Carmichael had recently returned from Ottawa where he held the prestigious post of Co-ordinator of Production and Chairman of the Joint American-Canadian War Production Board. He was an excellent choice for the position according to Mr. Stauffer, who stated,

"To start the hospital the commitment had been made with Senator Bench and the Sisters and other citizens in the City. What was really needed to head up the hospital movement was a board chairman type, someone with national stature, political connections and financial know-how, someone who would be able to really get the job done . . . and Harry Carmichael fit the bill perfectly," he explained.

On January 2, 1947 the Advisory Board of the Hotel Dieu met with the Board of Governors of the St. Catharines General Hospital to officially advise it of the undertaking of the Religious Hospitallers of St. Joseph to establish a second hospital in the City.

The Advisory Board recommended that a joint committee be formed, with three representatives from each body, to discuss the plans for a joint campaign for funds and to study the building scheme of each, to avoid any duplication of services. The six members of this new sub-committee would be Dr. Fox, Mr. Stauffer and Senator Bench representing the Hotel Dieu and Lt. Col. J. Ivan McSloy, C. Bruce Hill and Murton Seymour for the General Hospital.

Mr. Carmichael was away at the time of the joint meeting but on his return took over for Senator Bench who would be in Ottawa for the next several months concerning legislation to



Right Reverend Alfred E. McQuillen

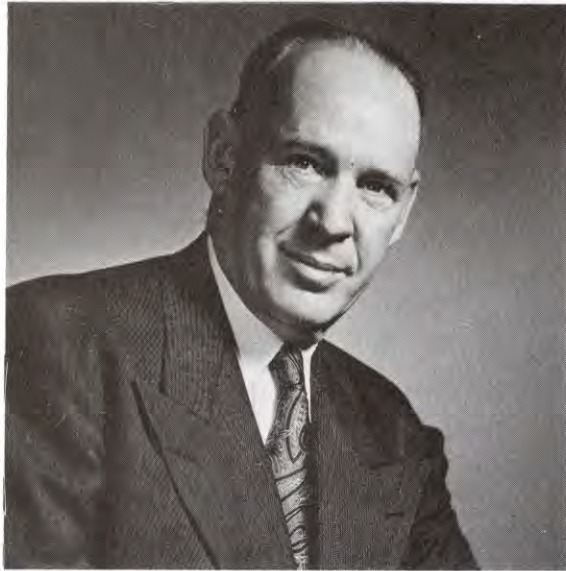
Alfred E. McQuillen born August 12, 1896 was ordained June 10, 1922. He came to St. Catharines in 1946 after the transfer of Dean Cullinane to Toronto. He was named Domestic Prelate November 19, 1947, Vicar-General in November, 1958 and Protonotary Apostolic on September 25, 1962.

Monsignor McQuillen took an active interest in the Hotel Dieu Hospital and it was at his urging that the Religious Hospitallers decided to start on the smaller scale of a Maternity Hospital.

As part of the funeral service at Monsignor McQuillen's death on November 11, 1967, fellow priests prepared a tribute which applauded his contribution to the Church and the community. He was described as a man of prayer, outstanding for his service to his fellow man and completely dedicated to his pastoral duties.

Monsignor McQuillen had been a scholar all his life and read widely and well up to the time of his death. He also had a keen sense of humour, laughing heartily at a well-told story, and his own tales and jokes which were numerous and amusing and related in language which was hilarious.

He was an ardent sports fan with his favourites being baseball, boxing and hockey. All his life he was a student of these sporting activities and could spin yarns by the hour of his experiences and associations with those sports as well as with the many celebrities he knew over the years.



Harry J. Carmichael CMG

Born in 1892 in New Haven, Conn., Harry J. Carmichael was educated at Lovell School and later at New Haven High School, where his passion was sports of all kinds. His first job was with Sargeant and Co., a New Haven hardware manufacturing firm, where he demoted himself from a white collar position to a \$3.50 a week job in the factory to 'learn the business from the bottom up'.

In 1912 Mr. Carmichael came to St. Catharines not because he was after a better job but simply because he was offered the position of captain of the McKinnon Industries baseball team. They found a job for him at the plant so he could be on the team. He started as a 30-cent an hour pattern maker, advanced into supervisory positions to eventually become President and General Manager in 1929 of the McKinnon operation in the city. He later was transferred to Oshawa as a Vice-President and General Manager of General Motors of Canada.

In 1941 Mr. Carmichael was appointed Assistant Chairman of the Wartime Requirements Board and in 1942 was named Canadian Chairman of the United States-Canada Joint War Production and Planning Committee, a post he held until 1949. He was also Chairman of the Industrial Defense Board under the Department of National Defense. In 1943 King George VI made him a Companion of the Most Distinguished Order of St. Michael and St. George. He was also awarded the United States Medal of Freedom (Bronze Palm) in 1948 in recognition of his work during the war.

allow the production and sale of margarine in Canada.

The January 3 issue of The Standard carried the first formal announcement of the plans of the Religious Hospitallers to build their hospital. The press release was issued by the Advisory Board.

One role of the Board was to find out exactly what financial arrangement could be made with Cardinal McGuigan. This proved to be difficult since documentation about the original terms had been misplaced. The Sisters were adamant that the loan was to be interest free for a time and the Cardinal's office was not sure that was the way it had been stated. Eventually they

He belonged to many clubs and organizations such as the Canadian Club of New York, the Buffalo Athletic Club, the Granite Club of Toronto, the Rideau Club of Ottawa, the St. Catharines Club, the St. Catharines Golf Club and the Niagara District Baseball Association.

In addition to his association with GM, Mr. Carmichael held other positions with a number of firms and corporations including vice-president of Conroy Manufacturing Ltd. of St. Catharines and directorships of the Bank of Toronto, Argus Corporation, Massey-Harris Ltd., the Polymer Corporation, Foster Wheeler Ltd., Buffalo Ankerite Gold Mines and Abitibi Power and Paper.

A member of the Automotive Engineers of Canada, he also had served as the president of the Victoria Order of Nurses, the Boy Scouts Association of St. Catharines, the St. Catharines and District Chamber of Commerce, and on the boards of Ridley College and the Executive Council in Ottawa.

Mr. Carmichael had an incredible career and those who knew him well said his success was due to an ability to immediately grasp a problem and offer a solution, combined with an innate ability to manage people. He was Senator Bench's choice as Chairman of the Advisory Board for the Hotel Dieu Hospital, a position which he held until he retired in 1968 and moved to Toronto. The Hotel Dieu Hospital is indebted to Mr. Carmichael for his strong leadership and impressive accomplishments throughout his involvement. The Carmichael Wing was named in his honour.

Mr. Carmichael passed away at the age of 88 in October, 1979 and was buried in Victoria Lawn Cemetery, St. Catharines following a funeral mass at Our Lady of Perpetual Help, Toronto.

did come to an agreement.

Mother Mary Immaculate was busy working on some of the legal matters, she had a seal made and supplied to Mr. Keogh. The Hospitallers needed to organize themselves better in the civil sense by enacting a borrowing by-law, banking resolutions and a formal resolution was required appointing the Advisory Board officially, and defining its powers specifically.

This lay Advisory Board was the first one of its kind in the St. Joseph Province of the Religious Hospitallers, in fact probably in the whole Order and Mother Mary Immaculate was not without her concerns about the situation.

Things quickly came to a head when a letter was received from Mr. Woods by Mother Mary Immaculate. The newly formed Board had requested some changes to the building plans which had been previously agreed upon by the Sisters and the architect. They wanted the inclusion of a board room to allow total privacy for Board meetings and consulted directly with the architect, bypassing Mother Mary Immaculate with their request.

This would not have been an unreasonable suggestion if the Board had the opportunity for input at the initial drawing stage rather than after the second set of drawings had been completed. Changes would now be expensive and time-consuming and the particular request the Board was making would require the surveyor to re-examine the property dividing lines.

As well as resenting the Advisory Board for seeming to overrule the Sisters' ideas, after all the Hospitallers had over 20 years experience in the hospital field, Mother Mary Immaculate also considered her authority challenged. She was especially concerned about having to commit future members of the Religious Hospitallers to conditions they might not be able to accept. She wrote to Senator Bench and poured it all out in the letter, hoping he would have a solution.

Senator Bench, in his reply, stated that not only did he agree with the Board's suggestion for a board room, but also cautioned her about the role of such a group. He pointed out such men, the majority of whom were non-Catholic, were not doing this for the love of the Sisters and were all top-ranking executives with extremely

heavy demands on their time.

He suggested that one could not possibly ask such men to freely give their time and expertise to such a cause, to raise \$1.5 million for the hospital and then expect them to follow blindly along without any say in how the money should be allocated.

The Senator continued by advising Mother Mary Immaculate not to consider the Board as merely a fund-raising body but as a necessary and welcome advisory group whose relationship with the Sisters must be nurtured and cultivated.

He also reminded her, that although he was familiar with the work of the Religious Hospitallers and a few others in the community might also be aware of their reputation, the Sisters were still going on recommendations alone at this stage and must make sure they were able to instill confidence in their own abilities to this extremely important group of citizens.

Mother Mary Immaculate gracefully accepted the Senator's advice and as it has turned out, the Sisters' Community and the Advisory Board developed into a smoothly functioning and effective partnership continuing into the present, with very few conflicts over the years.

The representatives of the two hospital boards met again on January 19, focusing on funding. The Hotel Dieu delegation wanted to launch a joint fund-raising drive as they had outlined at the previous meeting, but the General Hospital had already applied for provincial government grants and chose to wait until a decision was received.

Also, the General Hospital representatives stated they preferred applying for grants from the municipalities which could be recovered from the ratepayers by the communities themselves rather than taking on the much larger and more demanding endeavor of collecting private donations.

It was agreed to have another meeting once the decision regarding the grants for the General was known. The Hotel Dieu Board, shortly after that meeting, decided to approach the Department of Health themselves, just to acquaint that body with their plans, paving the way for future considerations.

Dean McQuillen had suggested numerous times, since joining the Advisory Board, that the Sisters should consider starting with a smaller maternity hospital rather than the full scale unit, since they were experiencing so many roadblocks and negative reactions. The other members agreed this might be a wise move. It would give the Sisters a way to earn a living wage and would allow the citizens of St. Catharines the opportunity to get to know them and their work.

Mother Mary Immaculate, Sister St. Catherine Brennan and Sister Veronica Callaghan had remained adamant that they had come this far and would not give up or compromise, but all the delays and disappointments made them consider the suggestion to start small, a little more seriously than they had before.

The Sisters were beginning to soften to the idea, but just could not imagine trying to care for the sick in the small three-story, run-down Dawson home and firmly rejected the idea in that context. They did concede that if a property could be acquired which would be more suitable, such as the Woodruff home, they would reconsider the idea.

It was June 1947 and the Sisters were preparing to travel to Kingston for retreat. On the eve of their departure, the Hospitallers telephoned Dean McQuillen to inform him of their decision regarding the maternity hospital. He was delighted and immediately contacted Senator Bench.

The Dean had said he would call the Sisters back that evening and finally, long past midnight, the phone rang and they were given the message to proceed to Kingston as planned and to await there for further directives.

While in Eastern Ontario, Mother Mary Immaculate, Sister Callaghan and Sister Loretta Gaffney, a medical technology student in Ottawa then (she later joined the Hotel Dieu staff in St. Catharines and was the researcher for this history) attended the Marian Congress, on the occasion of the Centenary of the Archdiocese of Ottawa.

In attendance also was Mother Audet from Sorel, Que. who spent a great deal of time in earnest discussion with Mother Mary Immaculate, offering encouragement to start small

in St. Catharines. Mother Audet suggested a maternity hospital was an excellent beginning and thus instilled confidence in Mother Mary Immaculate to work toward that goal.

The day the retreat was over, the Sisters received the message to return to St. Catharines. They could pick up the key to the Woodruff mansion at the offices of the law firm to inspect the building for suitability.



Woodruff Mansion

Mother Mary Immaculate remembered that day well. She later wrote, *"It was exciting dashing through the four stories of that building finding a place for the delivery room, a labour room, utility and sterilizing room, laboratory, office, kitchen, staff dining room, laundry, nursery and of course the patients, which would all be located on the second floor. Mrs. Woodruff's master bedroom would accommodate eight ward beds."*

The building was very well suited to the purpose. It would require the installation of an outside elevator and dumb-waiter for serving patient trays which would cost an estimated \$25,000. Dean McQuillen estimated the expenditures for the building renovations, furnishings, patients' operating rooms, laboratory and kitchen would be approximately \$125,000 plus a working capital of \$25,000.

The plan was to eventually have all the equipment moved to the new Hotel Dieu Hospital,

once it was built. The maternity hospital was to be just a starting point.

Mr. Carmichael arranged to have the Hon. Russell T. Kelly, Ontario minister of Health, survey the property with the architect to obtain approval from the Department of Health for the maternity hospital, before purchasing the property.

In July it was learned that another party was interested in this particular building. The Red Cross Society of Lincoln County, under the chairmanship of Mr. Seymour, wished to convert the residence into a school for nurses' aids for the General Hospital.

Mrs. Woodruff finally made a decision in favour of the Religious Hospitallers' offer to purchase, but there was a catch. Since one of Mrs. Woodruff's heirs was not of age, the matter would have to be decided by the Supreme Court of Ontario. The offer had been accepted August 21, but the decision from the court would not be heard until the 15th of September.

Senator Bench cautioned Mother Mary Immaculate to keep the news to herself, so there would be no possibility of another restrictive by-law or other problems until the court's decision was heard.

On September 2, a new Superior was elected in Kingston, Mother Gertrude Donovan and on the 15th the sale of the Woodruff property was approved by the court. The maternity hospital would become a reality.

When it came time for the closing of the sale, Dean McQuillen needed some funds. He would be using parish money and wanted to make sure everything was done properly. A formal agreement between the Religious Hospitallers of St. Joseph and the Archdiocese of Toronto under Cardinal McGuigan was drawn up by the law firm Bench, Keogh, Rogers and Grass and signed October 21, 1947.

The contract stated there would be an immediate advance of \$50,600 to cover the purchases of the Dawson, Conroy, Durham and Woodruff properties. There would be other advances as they were required to the sum of another one hundred and fifteen thousand dollars.

The Sisters were to establish, operate, equip and maintain a public hospital in St.

Catharines and to repay the loan in regular installments. From 1948 to 1952 there would be no interest charges; two percent from 1953 to 1957 and three percent from 1958 to 1967, when it would be paid off. They would be able to repay earlier if possible, with no notice or bonus payment required.

If, for any reason, the Religious Hospitallers defaulted on payment or ceased to operate the hospital, all properties, equipment, furniture, chattels, fixtures and machinery would belong to the Roman Catholic Episcopal Corporation for the Archdiocese of Toronto in Canada.

On November 19, 1947, Dean McQuillen was named Domestic Prelate, a distinguished honour for one of the members of the Hotel Dieu Advisory Board. He would use the title Monsignor.

Untimely Death

On December 9, 1947, the news of the death of Senator Joseph Bench was received. He was only 42 years old, had been married less than two years and had just become a father only two months earlier.

His death also left his and Msgr. Cullinane's brainchild in mid-development, although in very capable hands. It seemed so disappointing to everyone that so fine a man must be gone so soon and not able to see the culmination of his shared dreams and efforts. It would still be six years before the Hotel Dieu Hospital was officially opened.

Senator Bench's funeral was one of the most widely attended, ever, at the local parish with many nationally distinguished people in attendance and 15 clergy taking part in the rites led by the Most. Rev. J. McNally, Archbishop of Halifax.

Mr. Stauffer remarked that *"I was at their wedding, christening of their baby and a pall bearer at his funeral all within about 18 months, it was a shame."*

Even with the shadow of Senator Bench's recent passing putting a damper on everyone's spirits, the Hospitallers and the Advisory Board members pushed forward.

The announcement of the Federal Government's budget in 1947 brought with it a

provision of \$13 million available for maintenance and capital costs for hospitals. This was to be distributed to the provinces, on a population basis, with as much as one-third of the cost of the construction provided and the individual provinces were required to match the amount to a maximum of \$1,000 per bed.

There was a need for twice as many hospital beds as then existed in Ontario and these funds were designed to stimulate a massive building program. The timing was perfect for St. Catharines.

This was part of a ten-year plan which listed St. Catharines as needing 500 beds within 12 years in comparison with the 325 available in 1947. The population was expected to increase from 65,000 to about 90,000 in that time period. The guideline used by the province was 5.5 beds per 1,000 population served.

The impact of this plan may be illustrated by citing the amounts spent on hospital construction throughout Canada in 1945 at \$22.3 million in comparison with \$117 million in 1954.

Additional aid was given by the federal authorities by exempting hospital equipment and materials used for the construction of hospitals from sales tax.

In January 1948 the Department of Health approved the plans submitted by the Hotel Dieu Advisory Board. This had been one of the last concerns of Senator Bench before his death.

Also in January, Mr. Seymour announced the plans for expansion of the General Hospital, the result of an extensive two-year study by Stone and Webster, consulting engineers.

The plans called for a \$1.75 million investment for renovations and expansion to the present facilities as well as new construction in a southerly and easterly direction from the existing hospital.

There was much organizational work regarding the maternity hospital. The Hospitallers needed a constitution, by-laws, accounting procedures and a myriad of other details accomplished.

Some names were added to the Advisory Board; Mr. Widdicombe who had negotiated with Mr. Keogh for the Durham property; Cecil Secord,

the representative of the Lincoln County Council; and Dr. George Sparrow of the Canadian Medical Association, a specialist in obstetrics and gynecology.

On May 15, another joint meeting between the Hotel Dieu and General Hospital representatives, was held. Mr. Carmichael presented a unified plan which would require each group to submit building proposals to a joint committee comprised of representatives from City Council, County Council and the Provincial Department of Health.

This special committee would examine each submission and, after consideration, make a decision on where the funding should be used. Both groups would accept the committee's decision as final.

The General Hospital Board of Governors rejected the idea but the Hotel Dieu Advisory Board decided to prepare and present a submission to City Council on their own.

Hotel Dieu Council Submission

Mr. Carmichael delivered the proposal to the August 3, 1948 session of City Council.

The submission stressed the need for a decision on how the city could best be served, by the building of a new hospital or by the expansion of the existing hospital to over 300 beds. With the expansion plan, Mr. Carmichael stated, there was the possibility of a reduced quality of care due to the unwieldy size of the institution.

The report indicated there was an urgent need for 125 additional beds and that it was unwise to have only one hospital for a community this size. Other cities, 12 of them, were listed which were served by two health care facilities, all of them much smaller than St. Catharines including Brockville, Chatham, Peterborough and Sault Ste. Marie.

Mr. Carmichael also quoted well-respected, knowledgeable and 'hard-headed' businessmen who supported their point of view, including W.A. Wecker, president of General Motors of Canada and the late Wallace Campbell, who, at the time consulted, was the President of the Ford Motor Company.

"Mr. Campbell advised me he knew of no greater tragedy than having any community at the mercy of one hospital, be it a general hospital or

any other type. He informed me, that while the City of Windsor had two hospitals, the General and the Hotel Dieu, he personally was responsible for the Salvation Army Hospital being started, so there would be more economical service in that community," Mr. Carmichael related.

He went on to explain that it could be dangerous to have only one hospital. If there was a disaster or an epidemic in the one existing unit, the community would be in dire straits. Also, with the population increasing at the rate it was and the expansion of local industries, it was imperative to have two smaller units, both capable of providing efficient health care services.

The report also contained background information about the Religious Hospitallers' other hospitals and he recounted some of the 300 year history of the Religious Order in Canada.

He provided cost comparisons from the operations of the Hotel Dieu and General Hospitals in Kingston and the St. Catharines General Hospital over the period from 1941 to 1945. These were taken from the annual reports of the Department of Health, which were readily available for verification.

The comparisons showed that the average daily cost for the five-year period for the Hotel Dieu Kingston, serving an average 52,646 patient days was \$3.46; the Kingston General serving 97,630 was \$4.53 and the St. Catharines General serving an average 47,755 patient days was \$4.72.

Another plus was the fact the salaries for the nuns were turned over to the hospital for debt reduction, operating and maintenance expenses.

The qualifications of Mr. Woods, the architect were presented and last but not least the actual building plans for the Hotel Dieu Hospital and a funding scheme were revealed.

The Advisory Board planned to ask the City Council and the Lincoln County Council for \$500,000; the Provincial Government grants would be for \$1,000 per bed for a total of \$125,000 and Federal Government funding would provide another \$125,000 making a \$750,000 total.

The Board was hoping to raise the balance of the funds by public subscription

amounting to \$250,000 and with a bond issue or a bank loan of an equal amount. They had been assured at banks and the bond houses that money could be available at approximately a three percent interest rate. This would cover the \$1.25 million price tag.

When discussion about the hospital had first begun the figure quoted had been \$500,000 for a 100-bed hospital. Two years later, the cost of the 125-bed facility had risen considerably.

On August 7, just four days after the address to City Council, the General Hospital issued a press release outlining the findings of Dr. Malcolm T. MacEachern, Director of the American College of Surgeons, based in Chicago, Ill.

Dr. MacEachern, a Canadian by birth and a former administrator of the Vancouver General Hospital was the author of a very popular text 'Hospital Management' which attracted more attention and enhanced the credibility to the General's position.

He was against the establishment of a second hospital in St. Catharines recommending instead the immediate expansion of the General to accommodate chronic and incurable beds on the present site.

As well, Dr. MacEachern suggested the provision of 70 maternity beds and a psychiatric ward. He stated the City could not support two hospitals since neither would be able to reach its full maturity and both might possibly become mediocre in future years.

The announcement of the plans for the Hotel Dieu Hospital and the information the Advisory Board would be requesting local funding, was a direct threat to the General's own financial well-being, since they also counted on money from these same municipal sources.

The Board of Governors of the General printed pamphlets and passed them door-to-door explaining why there was no need for a second hospital. There was much controversy throughout the community, with even members of the same family and close friends choosing sides. Many of these hard feelings took years to overcome.

General's Council Submission

On September 13, the General Hospital made their formal submission to Council, printed in a booklet form. Arthur A. Schmon, chairman of

the ways and means committee for the hospital, made the presentation.

The committee of City Council was familiar with the General's plans but had requested a modification because they felt it was far too ambitious an undertaking to be completed in one year. The Council also wanted a statement of funding requirements.

The plans now called for a total of 372 patient beds in the new hospital addition and the rehabilitated building which would include 70 chronic beds and 20 isolation beds.

They planned to build a two-storey wing immediately between the present hospital building and the proposed one, then to construct the first storey of a nurses' residence to provide for 45 chronic or active beds within six months of the date of approval.

The financing would be provided from the Federal and Provincial government grants for \$604,000; from the City for \$700,000; \$200,000 from other municipalities and an additional \$350,000 from donations and a public campaign. Mr. Schmon explained that \$200,000 of this additional \$350,000 was already on hand or had been promised. The grand total was \$1,854,000.

Mr. Schmon also commented on the Hotel Dieu's submission made to Council a few weeks before. He pointed out they had been able to quote only one doctor, "A Dr. Merrill, who was alleged to have said that it was the experience of the American College of Surgeons, that hospitals should not exceed 300 beds due to the loss of the element of personal management", he read from the Dieu's report.

He continued by relating the advice of Dr. MacEachern, the Director of the association to which Dr. Merrill belonged. The MacEachern-Farish report had clearly stated that "It would be uneconomic to build and support two hospitals with all their necessary adjunct facilities when the requisite number of new beds can be provided in addition to the present institution utilizing the existing adjunct facilities."

The natural result of approving two hospitals would be the tendency for both to be poor in quality and, since the costs would spiral, it would fall back on the shoulders of the taxpayers and patients to cover the deficits.

Mr. Schmon summed up by saying that if the Hotel Dieu wished to proceed with the building of their 125-bed hospital with their own funds, as the Religious Hospitallers had done in other communities, that would satisfy the immediate need for more beds and would be acceptable to the Board of Governors at the General Hospital. However, the General still intended to pursue their expansion plans and were very much against a second hospital if it meant there would be a request for public funding from the Dieu.

"We believe it to be a mistake to provide available money and to destroy the possibility of a medical centre as has been described in the MacEachern-Farish Report and approved by the Board of Governors and their architects", Mr. Schmon stressed to the Council members.

It would be up to the St. Catharines City Council to decide who should start construction. Both groups nervously awaited a decision.

In spite of all the opposition to the second hospital, the Religious Hospitallers still persevered. They were feverishly preparing for the official opening of the Maternity Hospital, which would be held October 3, 1948.

They decided to hold an Open House for the public about one week before the actual opening. This would allow the citizens to inspect the renovations of the mansion which had transformed the former residence into a well-planned health care facility.

The hospital was designed to be inviting and homey with pastels on the walls and cheerful chintzes at the windows. They were set up for 24 patients with three labour beds on the three floors. There was a two-way intercom system, a very modern laundry in the basement and general efficiency throughout.

The Open House received extensive coverage in The Standard which reported favourably and the general public seemed very impressed. It was time to open the doors.

The first patient was Mrs. John Coon of 12 Henrietta Street. The hospital, which was comfortable and well run, was soon popular with the expectant mothers in the community, as well as the doctors specializing in obstetrics.

Irene Langley, then a young nurse, remembers that it was a very small and personal

hospital with even late night snacks for patients. The Sisters were very concerned with the emotional as well as the physical well-being of their charges.



Dr. Harry F. Quinlan

Dr. Harry Quinlan recalls one occasion shortly after the hospital opened when he arrived about 2:00 a.m. for a delivery. He was weaving slightly, from sheer exhaustion, with his clothes wrinkled and his tie askew. The nuns refused to let him in at first because they thought he had been drinking.

The Order of the Religious Hospitallers of St. Joseph had been cloistered until just a few years before but the Sisters were quickly becoming more worldly as they coped with the day-to-day events of 'modern' society.

On one very exciting occasion, Dr. Allan Brown, Chief of Pediatrics at Sick Children's Hospital in Toronto came to tour the Maternity Hospital in St. Catharines. The nuns and nursing staff were thrilled when he told them he was very impressed with all aspects of the facility. That was very high praise indeed from a knowledgeable professional.

While caught up in the daily activity of caring for new mothers and infants, it was never far from the Sisters' thoughts that the City Council would soon be making a decision.

The ball was quite squarely in the Council's court and there was intense pressure, from both groups and the community as a whole, to

make the 'right' decision. The Standard published an editorial in the September 21, 1948 edition explaining the General's submission to Council and stating their endorsement.

On October 18, the Hotel Dieu made a second submission explaining their plan in further detail and finally on October 27, 1948 the Council was ready to announce their decision.

Council had decided to leave it up to the citizens of St. Catharines to make the decision and set the date of January 1, 1949 for a referendum vote, tied in with the municipal elections.

Both groups immediately launched massive promotional campaigns to further their individual causes. Each used flyers, newspaper advertisements and radio time.

The Hotel Dieu was urging support for both proposals while the General still felt there should only be one hospital in St. Catharines.

An editorial in The Standard on November 30 offered highlights of both plans, offering a small portion to the Hotel Dieu one and stating near the conclusion that the General Hospital should have the first claim on public money.

Callie Bench, widow of the late Senator Bench, gathered a petition of mothers who, with their new-born babies, had been patients at the Hotel Dieu Maternity Unit in St. Catharines. The petition was published in The Standard and paid for by those who had signed in conjunction with the Mothers' Association Guild of Hotel Dieu, in support of more hospital beds for St. Catharines.

Dr. Fox reported on the financing facts of the hospitals on CKTB Radio and Rex Stimers, a very popular and colorful local sportscaster interviewed Mr. Carmichael for the Hotel Dieu and Mr. Hill and Ald. A.I. Wallis on the Board of Governors of the General.

On December 1, the General Hospital invited about 250 persons to a large rally at the Leonard Hotel to announce the formation of a Hospital Council. It would be comprised of about 100 residents and would be chaired by Mr. Cook of McKinnon Industries.

This group would meet quarterly to advise the Board of Governors of the General on hospital matters which were the concern of the whole community. The first priority though would

be to provide a big push for the General's request for funds, to be decided by the voting on New Year's Day.

A second meeting was held on December 15. The members were praised for involving themselves in such important community affairs and were told this newly formed Hospital Council would provide a nucleus for future governors for the General, as vacancies occurred. Eleven committees were formed that evening and plans were made for one final thrust to attract votes in favour of the by-law.

January 1, 1949

When the day finally arrived, St. Catharines was in the midst of one of the worst snowstorms in the winter, a situation which often guarantees a record low turnout at the polls.

Much to the surprise and delight of everyone concerned, it was just the opposite. A total of 7,408 voters, representing 37.5 percent of those eligible to cast ballots, struggled through the inclement weather. The year before only 31.5 percent had voted in the municipal election.

It was a full municipal election, with the big news of the day the announcement that Richard M. Robertson would be the new mayor, defeating John Smith for the position. Many others were only interested in hearing about the hospital by-laws.

Mother Mary Immaculate and the other Religious Hospitallers were anxiously huddled around the radio, which had been borrowed from one of the patients, waiting to hear the outcome. This could shape their whole future. One can imagine their hushed conversation, while they struggled to remain optimistic as the possibility of defeat loomed over them.

Imagine what defeat would have meant to the three founders, Mother Mary Immaculate (Kennedy), Sister St. Catherine Brennan and Sister Veronica Callaghan. After all those years of pushing forward with their faith and shared determination, what would they do if all their hopes and plans were now quashed by the citizens of the community they had worked so hard to serve?

Mr. Carmichael, on the scene at election headquarters, was well aware of how anxious the Sisters were to hear the outcome. As soon as

the counting was complete enough to indicate the outcome, he headed for the convent, plowing through the accumulation of snow hampering his progress.

All dignity set aside for the moment, there were great cheers of delight from the Religious Hospitallers as Mr. Carmichael announced, "*Victory is Ours.*" A collective sigh of relief could almost be heard from anyone connected with either of the hospitals, since both by-laws had been successful.

The official count for the Hotel Dieu Hospital by-law was 2,928 for and 1,651 against; for the General Hospital by-law 3,177 voters were in favor with 1,379 against, thus both carried.

With the by-law passed the City promised financial aid to the Hotel Dieu; \$25,000 annually for the next five years and \$20,000 for each of the next fifteen. Lincoln County promised \$6,000 for each year from 1950 to 1968.

In the Monday, January 3 edition of The Standard, an editorial praised the citizens of St. Catharines for their extra effort to reach the polls in spite of unpleasant weather conditions. It applauded the community for passing both by-laws and stated in the summary paragraph; —

"It is difficult to put the proper stress on the importance of the two hospital measures. Posterity, indeed, will benefit, and the community as a whole will be outstanding for the services to be rendered here by the two institutions, the General Hospital and the Hotel Dieu."

When the initial euphoria of the voting outcome dispersed and reality took hold once more, the Hospitallers were left with the daily operations of the Maternity Hospital as well as all the preparation for the new Hotel Dieu Hospital.

The duty rosters for 1949 for the Religious Hospitallers were enough to make anyone exhausted just reading them and now they would have to push themselves even more, especially Mother Mary Immaculate.

Now that the hospital was a certainty, Mr. Woods would have to start once more on the building plans. There had been so many changes since they had been prepared two years before that they required extensive up-dating.

The new hospital would service the citizens of St. Catharines, Grantham Township,

Thorold, Louth Township and the surrounding district and would have the 125-beds as originally designed.

It would be a full six-storeys with two basement levels, including complete medical, surgical, maternity, nursery and pediatric departments with a full laboratory, clinical, therapeutic, x-ray, out-patients and emergency facilities.

The cost would be approximately \$2.5 million, now one and one half times as much as was originally planned to be spent.

The drawings allowed for future expansion of another 100-beds without an increase in facilities such as operating rooms, laboratories, kitchen, heating and laundry departments.

In late 1949 there was an organizational change for the Religious Hospitallers. A number of Canadian and American monasteries would unite under one Generalate with their Mother House at Kingston, Ontario.

A newly-erected religious Institute would be officially known as the Religious Hospitallers of St. Joseph of Kingston. Mother Cecilia Murray of St. Bernard's Hospital, Chicago, Ill. would become the first Mother General.

The English-speaking Communities had petitioned the Holy See for permission to unite, as a similar French-speaking Hotel Dieu Sisters union had been approved the previous year.

After the Generalate was formed, the first Sister to come to St. Catharines was Sister Verna Windle of Cornwall who would assist in the nursery.

United Hospitals Campaign

The City of St. Catharines proclaimed the week of November 21 to 26 United Hospitals Campaign Week, the official kick-off of an effort to raise a minimum of \$635,000 to finance construction costs for the two hospitals.

Mr. Carmichael and Mr. Hill were the co-chairmen with B.D. Hull as the campaign manager. Mr. Stauffer was the 'man who got things done' as chairman of the building campaign for the Hotel Dieu and Louis J. Cahill of the Niagara Editorial Bureau, formed in 1946, was instrumental in providing public relations support and counsel.

The Boards of the two hospitals con-

tained most of the leaders of the city's industry and business. These men wielded their influence and persuasive powers effectively providing the spark for the campaign which ignited spontaneously and gained momentum at a fast and satisfying pace.

The first announcement of the campaign was actually made by members of Labour in the community. Three days prior to the actual starting date, four major industries announced donations in the form of direct grants from company funds on an approximate basis of \$30.00 per employee.

Mr. Primeau of Hayes Steel Products Ltd., Merritton pledged \$34,500; Mr. Schmon, Ontario Paper Co. Ltd., Thorold \$32,000; George Macnoe, Foster Wheeler Ltd. \$10,000 and Canadian Comstock Ltd., the city's newest industry under Charles Rothgeb donated \$9,750 to the United Campaign.

Employees throughout the community were asked to donate one hour's pay per day for a 16-month period, or its equivalent, and most complied. Donations were tax deductible which was an additional incentive.

E.J.H. Vanstone, Manager of the Bank of Toronto volunteered as campaign treasurer and virtually every chartered accountant in the entire district offered their services without remuneration to conduct a complete audit of the campaign funds.

After only one week, fifty percent of the goal was reached, a total of \$301,215. When the campaign was officially over at the end of the year, the auditors discovered it had cost just slightly over \$8,000 for support staff, advertising and promotion for the campaign, in comparison to an estimated \$35,000 if they had relied on outside financial management.

The effort, which raised a total of \$755,901 with over \$600,000 from industry and industrial employees, had caught the attention and the imagination of people in all walks of life. Even the students at the St. Catharines Collegiate sponsored a 'Hallway of Dimes' promotion, encouraging everyone who entered the school to add to the winding ribbon of coins in the corridor.

Over 2,000 individuals and corporations had contributed, with The Standard and Radio

Station CKTB being very supportive. The largest single contribution had come from McKinnon Industries; \$51,000 from the employees and \$102,000 from the company which accounted for 24.5 percent of the campaign's objective.

Work on the hospital project continued with the bids for the excavation and the laying of the foundation considered in July 1950. The Ontario Construction Company's tender of \$43,754 was accepted.

The Religious Hospitallers were exceptionally busy in the Maternity Hospital, so busy in fact that the Silver Jubilee of Sister St. Catherine went by without the usual large celebration befitting such an important milestone. They just could not spare the time and Sister St. Catherine herself insisted the others should not go to any extra bother.

Veronica Callaghan recalls one occasion when it was completely filled at the Maternity Hospital, with cots in the corridors and even one in the doctor's lounge. There was one expectant mother downstairs waiting to get in but there was absolutely no place left. Sister Callaghan went to tell her that all she could possibly offer would be two chairs so she could put her feet up. The woman quickly replied that she would take them and as it turned out she was the first one in the crowd to have her baby.

The Hospitallers were still living in the Dawson home, but it would soon be necessary for them to move because the property would be needed for the new hospital. They were searching for a suitable convent, when the former Orphan's Home at 172 Ontario Street was advertised for sale. The Home which adjoined the Maternity Hospital, had been condemned as unsafe in April 1949 and was now vacant.

Mr. Keogh immediately made an offer to purchase, but after the first advertisement appeared in the newspaper, an objection was lodged by Maud C. Merritt and Thomas R. Merritt, the executors of the estate of the late Mr. and Mrs. Thomas Merritt.

The deceased couple had donated the deed for the land, on which the home now stood, to an association known as the Ladies' Christian Association in 1877 to build an orphanage. In 1882, the name was changed to the



The Protestant Orphan's Home

Protestant Home of St. Catharines, by a special Act of Parliament.

The executors claimed that the property should now revert back to the estate since it, "had ceased to be carried on for the purpose for which it was given in 1877."

At a special meeting of the Board of the Home on September 21, 1950 it was decided to authorize the sale of the property to the Religious Hospitallers, in spite of the protest by the Merritts. This proved unacceptable to the executors of the Merritt estate who pursued the matter into court.

The decision was not rendered until January 17, 1951, four months later. Justice King in the weekly court at Osgoode Hall, Toronto ruled that the Merritt estate had no claim to the land and none to the proceeds of the sale. The money was to be paid to the court until application was made for its disposition.

The Hospitallers planned to use the house for their residence which would be more convenient to the Maternity Hospital than the Dawson home was, as well as more comfortable.

The Dawson home was situated on approximately one acre where the Emergency driveway for the Hotel Dieu Hospital is in 1982 and the orphanage was where the parking lot is across the street beside the Medical Arts Building.

Before the nuns actually moved into their new home, Mr. Conroy of the Conroy Manufacturing Company made many improvements to

the property as a tribute to Msgr. Cullinane, one of the co-founders of the hospital movement. Mr. Conroy also commissioned a bust made of the Monsignor, which he later presented to Mother Mary Immaculate.

The Sisters planned to eventually use the home as a nurses' residence therefore making them eligible for a Provincial grant of \$31,000 toward the \$32,500 purchase price.

Auxiliary Formed

A sewing group, convened by Miss Loretta Sneath, had been working for the Hospitallers since 1947, even before the opening of the Maternity Hospital. In 1950, when a formal association was organized, the sewing group became one of the three original committees, as well as Gift Shop and Membership Committees.

The first meeting of the St. Catharines Hotel Dieu Hospital Auxiliary was a garden party at the home of Callie Bench. Mrs. Bench was elected the first president of the newly organized group. Over \$1,000 was raised that day indicating the strong support the ladies in the community were willing to give. In the first year there were 259 members.

At the first general meeting held November 3 it was decided, in honour of Jeanne Mance who established the Hotel Dieu in Montreal, the Jeanne Mance crest would be used as their symbol. Volunteers would wear cherry red smocks with the double blue insignia.

Their first headquarters was in a room in the basement of the Maternity Hospital. Here the Sewing Committee, under Miss Sneath, continued to make new linens, gowns, and repair numerous other articles.

The Gift Shop had originally been started by the Religious Hospitallers in the Maternity Hospital, prior to the formation of the Auxiliary, with volunteers donating their time to make items which could be sold. The Auxiliary now assumed the management of the shop with Mrs. Frank Phelan as the first convener.

The Membership Committee chaired by Mrs. Harry Carmichael worked hard to recruit more volunteers and in the next few years the Auxiliary formed other committees as needs became apparent.



Mrs. Callie Bench

One of the most popular committees was the Baby Alumni. New mothers enrolled their infants for \$1.00 which entitled them to a certificate and regular birthday cards. Mrs. E.J. Calnan was the convener.

The Library Committee convened by Miss Ruth Sheehan a librarian, organized and catalogued the books and set up a loan system. The St. Catharines University Women's Club later donated the money to purchase a cart to take books around to the patients. Mrs. W. F. Addison was the convener of the Sacristy Committee when it was formed to make linens for the chapel and its altars as well as some of the vestements. The members raised money for their work by dressing dolls and selling them.

Other committees included a Layette Committee convened by Mrs. V. Baker and the Social Committee under the guidance of Mrs. T. E. Boyne.

At the end of 1950, with the work progressing on the foundation of the new hospital, the contract for the construction of the building was awarded to the Moir Construction Company for a \$772,000 cost estimate.

1951 flew by with hard work the major activity. Always in need of more help, the

Hospitallers were pleased to welcome Sister Anne Gallagher of Kingston as Sacristan and Portress of the Convent.

It was an exceptionally busy year with the day-to-day details of the Maternity Hospital, as well as the rising of the new hospital across the street, demanding an almost super-human effort from Mother Mary Immaculate and the Sisters.

Mr. Stauffer remembers there were a myriad of details to be handled and even when he was duck hunting near Pancours on Lake St. Clair, a mile away from a telephone, out in the duck blinds in the middle of the weeds, Mother Mary Immaculate still managed to track him down. A messenger was sent out to bring him back to the camp so he could return her phone call.

This was not the only occasion that Mother Mary Immaculate had called her Board members when they were needed immediately. Once she had called Mr. Carmichael in Nassau and Mr. Stauffer also tells of being in a Thompson Products board meeting in Cleveland and on another occasion in conference in Madison, Wisc. when the telephone was brought to the table with the message that Mother Mary Immaculate was on the line.

In the fall the renovations were completed on the former Orphan's home and the nuns were able to move Thanksgiving weekend into the convent which would be their home for the next few years.

The costs of the new hospital were forever compounding. On the final day of 1951, the Religious Hospitallers were able to reach an agreement with the Toronto Archdiocese for another loan. A total of \$100,000 was received, half as an outright donation and the balance to be repaid.

In February, 1952 Mother Mary Immaculate addressed those attending the annual Ladies' Night of the Monsignor Morris Assembly of the Fourth Degree Knights of Columbus.

This was a rather unusual occasion since nuns would not normally be allowed to attend such an event and most certainly would not consider being the guest speaker. However, the hospital's Superior-Administrator did take advantage

of the occasion to review the progress up to that time, to thank the Knights of Columbus for all their past support and to urge them to become and remain informed about the hospital, so they could fulfill a public relations function as well as raise much appreciated funds.

A cheque was presented to Mother Mary Immaculate and Sister Gravelle by the Knights, the first installment towards the entire cost of equipping the emergency room at the hospital.

Cornerstone Laid

Sunday afternoon, May 18, 1952 on the anniversary of the arrival of Jeanne Mance in Montreal, the cornerstone of the Hotel Dieu Hospital was laid by His Eminence James C. Cardinal McGuigan.

More than 1,000 people attended this important historical occasion. Msgr. McQuillen opened with a prayer, Dr. Fox introduced the guest speaker the Hon. Charles Daley, who was thanked by Mr. Stauffer. Mr. Carmichael said a few words, Mr. Keogh read the contents of the cornerstone box and Mr. Woods made the presentation of the trowel.

Another speaker was very well-received, C. Bruce Hill of the Board of Governors of the St. Catharines General Hospital wished them success and said he looked forward to close co-operation between the two institutions. Mr. Hill said the new hospital was not *"just a pile of steel, brick, mortar, but a monument to the ingenuity, perseverance, courage and unselfishness of those citizens who served it."* Welcome sentiments from an unexpected quarter.

There was also much praise for Senator Bench, Msgr. Cullinane the co-founders and Mother Mary Immaculate (Kennedy), Sister St. Catherine Brennan and Sister Veronica Callaghan.

In attendance that day as well were Sister Jordan, Assistant Superior in Kingston and Sister Loretta Gaffney.

In June the Hospital Auxiliary held a Fiesta, an exceptionally successful fund-raising event which was held annually from 1952 to 1964. Huge crowds were attracted for the extravaganza each year with numerous husbands of the Auxiliary members, volunteering their time and tools to set up stages, install electrical work

and man the bingo.

The Auxiliary was steadily expanding. A Ways and Means Committee under Mrs. W. F. Butcher and a House Committee under Mrs. Jessie Hawthorne had been formed in 1951 as well as an Advertising Committee chaired by Miss Madeline Hynes. A Public Relations Committee, the first one under Mrs. P. H. Sullivan and Newsletter Committees were started, sometimes functioning together and sometimes under separate convenors. Mrs. Louis J. Cahill in particular was one member who was responsible for good press coverage and an informed public over the years. Mrs. Helen Phelan was the first convenor of a Telephone Committee formed in 1952.

Mother Mary Immaculate ill

Mother Mary Immaculate, exhausted from the stress and strain, anxiety and frustration of the past several years of hard labour and troubled times, finally succumbed in July.

She collapsed right out on the road crossing Ontario Street between the Maternity Hospital and the new construction site. She was very ill and would require major surgery, which was performed at the Hotel Dieu in Kingston.

Mother Mary Immaculate had literally been everywhere throughout the years and many had become aware of her special talents and administrative abilities.

Kit Carson, private secretary to Mr. Lamson, the City Engineer remarked to Sister Gaffney when she was researching this history that, *"Mother Mary Immaculate knew more about what's going on down there than all the men that are in this thing."*

Mr. Vanstone, manager of the Bank of Toronto, said that *"She knows where every brick is and probably knows the composition of the mortar as well."*

All during the construction, Mother Mary Immaculate had acted as an overseer of the work. Many staff and residents in the area remember seeing the nun in her black habit walking the scaffolding high up in the air, in the early morning or after dinner, checking on the progress.

Every Friday afternoon around 2:30 p.m., Mother Mary Immaculate would have a meeting

with the construction foremen and tour the site, riding up the outside elevator with the men, to compare the list of planned work for the week with that actually accomplished.

She was knowledgeable about the theories and terminology and could communicate effectively with the experts, thus earning their respect and allegiance.

This involvement, of course, was over and above all her usual administrative and supervisory duties at the Maternity Hospital and all the planning and decision-making necessary for the infinite array of details for the new hospital. All of this effort had certainly benefitted the hospitals but had really taken its toll on Mother Mary Immaculate. She would have to rest and recover.

Sister Jordan, who had attended the cornerstone ceremony a few weeks before, was named as the new Superior-Administrator, arriving July 31, 1952. She was a graduate of the Kingston Hotel Dieu and a native of the Napanee, Ont. area.

Sister Gravelle remained Assistant Superior, a position she had held since 1948; Sister Callaghan became the Second Councillor and Sister Mary Immaculate assumed reduced duties as Bursar and Assistant Administrator.

A happy event for the nuns in August was the entrance of Sheila Boase, a native of St. Catharines, to the Novitiate in Kingston. She was a 1951 graduate of St. Michael's Hospital in Toronto and would later spend some time in St. Catharines at the Hotel Dieu.

In the spring of 1953 the English speaking Generalate of the Religious Hospitallers formed in 1949 became known as St. Joseph Province, one of three such in the Generalate based in Montreal. Mother Berthe Thibault was the Superior General. Mother Cecilia Murray became the first Provincial of St. Joseph Province.

A few days later on March 27, the Religious Hospitallers and the citizens of St. Catharines were saddened by the news of the death of Msgr. Michael Cullinane.

Neither of the two men who had spearheaded the movement for the Hospital, Msgr. Cullinane nor Senator Bench had lived to attend the official opening.



The Vollmer Residence

The property at 113 Yates Street owned by the widow of George F. Vollmer was purchased to make way for the construction.

The building plans called for an extension northward on Yates Street to provide a rear service entrance. A petition, signed by residents of the narrow and very busy street, was presented to City Council in protest. They were concerned that the service entrance would cause an increase in traffic which would totally disrupt the residential area.

The petition, presented by F. E. Heatherington, was supported by E. L. Dodington, R. M. Schmon and Dr. R. B. Robinson. Sixty-two people had signed the request, asking for a 'stop-then-go' light to discourage drivers from scooting down Yates and up Adam Streets to miss the traffic lights on Ontario Street.

The Council, clearly divided over the issue after a number of weeks of discussion, finally decided to allow Yates Street north of Adam Street to be graded, stoned and oiled for the use of the service entrance.

Four aldermen, C. Peter Maclean, Romaine K. Ross, Harry Robinson and T. R. Begora recorded their votes against the motion and Mayor John Franklin refrained from voting since he was the City's representative on the Hotel Dieu Advisory Board.

With the construction of the building pro-

List of the contents of the Cornerstone Box

Cornerstone blessed and laid by His Eminence James Cardinal McGuigan on Sunday, May 18 A.D. 1952.

1. *One of each of the Canadian Coins presently in circulation consisting of Silver Dollar, Fifty Cent Piece, Twenty-Five Cent Piece, Ten Cent Piece, Five Cent Piece and One Cent Piece.*
2. *Copy of the Evening Standard on Saturday, May 17th, 1952.*
3. *History of the Religious Hospitallers of St. Joseph of Hotel Dieu, and Souvenir of the First Centenary in 1945 of the Hotel Dieu Hospital at Kingston, Ontario.*
4. *Pamphlet used in the campaign for the approval by the voters of the City of St. Catharines of the Hospital By-law.*
5. *Pamphlet used in the United Hospital Campaign.*
6. *Copies of By-laws and Agreements between the Hotel Dieu Sisters and the City of St. Catharines and the County of Lincoln.*
7. *Report of the Hotel Dieu Maternity Hospital.*
8. *Photograph of the Hotel Dieu Maternity Hospital.*
9. *Two photographs of the Hotel Dieu Hospital.*
10. *Copy of the programme of today's proceedings.*
11. *Religious articles.*
12. *Names of the original members of the advisory board.*
13. *List of important dates in the organization of the Hotel Dieu Hospital in St. Catharines.*



Sister Catherine Jordan RHSJ

Born December 30, 1895, Catherine Jordan was educated at rural schools in Richmond, Lennox and Addington County. She entered the Order of the Religious Hospitallers of St. Joseph on December 8, 1921 and made her profession February 12, 1927.

As a graduate of St. Joseph's School of Nursing, Kingston, Sister Jordan served as Medical Surgical Supervisor at Hotel Dieu Kingston in two separate periods from 1926 - 1938 and from 1941 - 1952. During the interim period she was the Mistress of Novices.

Sister Mary Immaculate's illness and her need for a slower pace left the opening of Superior-Administrator at Hotel Dieu, St. Catharines which Sister Jordan ably filled from 1952 - 1958 when she was transferred to Hotel Dieu Hospital, Cornwall as Assistant Superior. She remained in that capacity until 1970 when an illness made work impractical. Sister Jordan died July 15, 1971 of cancer.

Well-thought-of for her quiet, calm and gentle manner, Sister Catherine Jordan was appreciated by patients for her compassion and respected by medical staff for her modest but assured professionalism.

gressing steadily, there was still the worry of where the money would come from to purchase the furnishing and equipment.

The Hotel Dieu Advisory Board announced a massive fund-raising drive which was officially launched on the 20th of April. Their goal was set at \$300,000 to cover the items necessary for an efficient hospital.

The General Hospital had been successful in raising \$200,000 the previous year in a similar drive.

The Advisory Board really put their backs into this effort with members attending dozens of community gatherings to promote the cause. They were important and influential men and were able to pull the right strings. The city threw itself into the campaign as a result.

The unions were major supporters including the St. Catharines Trade and Labour Council (AFL-CLC); St. Catharines and District Labour Council (CIO-CCL) and several independent unions and employee groups.

The Canadian Steelworkers of Foster Wheeler Division, Conroy Manufacturing Company and McKinnon Columbus Chain; the Shop Committee at Lightning Fastener Company and Thompson Products Employee Association all offered their hard-earned dollars to equip the hospital. The donations averaged an amount equal to five hours work deducted over a period of five months.

Service Clubs also participated. The very first cheque from a city service organization was presented by vice-president of the St. Catharines Optimist Club, Joe Reid. Mr. Reid in 1982 is serving his community as a Federal Member of Parliament.

There were hundreds of individual donations with lists regularly published in The Standard naming the sponsors and the amounts ranging from one dollar to thousands.

The Advisory Board members themselves gave generous amounts as well as their hours of volunteer time and expertise.

The Hospital Auxiliary, with the assistance of virtually every service club in the city, raised enough funds at their enormous Indoor Fantasy to completely furnish the recovery room of the hospital.

The recovery room was a new phenomenon for hospitals. There was much promotion so the public would be aware of how these pledges would be used. Prior to the introduction of the recovery room, surgical patients were taken immediately back to their own rooms, but now in this specially created environment, they could be watched more closely and would not upset other patients and visitors by their anaesthetized state.

The fund-raising campaign was a resounding success, with almost half of the goal reached only one month after the official start had been announced at local church services.

A total of \$331,798 was raised with \$65,319.34 from firms and large contributors; \$12,779.52 from employee payroll deductions and \$8,695.15 from the general canvas.

This well-supported effort not only raised more money than was expected, it also spread a good feeling throughout the community about the Hotel Dieu Hospital, the Religious Hospitallers of St. Joseph, the staff and the volunteers for they all shared a common goal, excellence in health care for the St. Catharines and area community.

In May 1953 there was a third loan from the Archdiocese of Toronto for \$200,000 and a donation of \$4,867.29 applied to the loan. This brought the balance to \$245,132.71, five years interest free and three percent after then on the \$50,000 starting January 1, 1957.

In the spring of 1952 the first Medical Advisory Board in St. Catharines was formed with Dr. John Sheahan as the first president.

Dr. Sheahan was well-known for his work with tuberculosis patients and largely responsible for the establishment of the first Niagara district sanatorium. When he first came to the city in 1898 there was no facility for TB cases so Dr. Sheahan treated them in tents in his garden to isolate them from others who might become infected.

In 1911 Dr. Sheahan became the first supervisor of a 20-bed TB hospital in the old Collier homestead and remained in charge until 1927. He was appointed by the Council of the College of Physicians and Surgeons as their representative on the Medical Council of Canada in 1945 to 1949 and was made a life member of



Dr. John Sheahan

the Ontario Medical Association in 1948. He also had served as president of the Ontario College of Physicians and Surgeons in 1949.

Dr. Sheahan was a natural choice for president of this new formed board with his natural leadership ability and years of experience making him well-respected within the medical community.

This new Board initiated regulations for a closed staff under the guidance of Dr. R.B. Robinson, Chief of Surgery. Each doctor would be judged on his individual knowledge and performance and a decision would be made about whether to allow him surgical privileges in the new hospital.

Applications were sent to all doctors in the community with the announcement the Hotel Dieu would be opening in the fall.

In August 1952 with the official opening of the hospital rapidly approaching, three nursing Sisters came from Kingston to join the local community. Sister Margaret Tierney became the Surgical Supervisor, Sister Marie Gordon, the Director of Nursing and Supervisor of Medical Records and Sister St. Peter (Mary McParland) the Medical Supervisor.

Official Opening

The official ceremony of the Opening of the Hotel Dieu Hospital St. Catharines was celebrated on September 10, 1953, a beautiful late

summer day, especially ordered for the occasion.

Federal Minister of Health Paul Martin cut the ribbon. There were numerous other dignitaries and citizens attending this long-awaited occasion. It was just over nine years since the Religious Hospitallers had first been approached to consider taking the mission.

The main address was delivered by the Hon. McKinnon Phillips, M.D., the Provincial Minister of Health. Dr. W.H. McMillan, M.P. for Welland; Harry Cavers, M.P.; Mayor John Franklin; S.G. Bartlett, Warden of Lincoln County and Msgr. Callaghan of Toronto were all in attendance as well as all members of the Sisters Community and the Advisory Board.

The new hospital boasted the latest in architectural ingenuity and the most modern equipment and furnishings available. It was constructed on a 10-floor level plan, with six visible from the main entrance on Ontario Street and the other four sloping down toward the old Welland Canal.

In the lowest level was the water-softening equipment, above that the heating plant, then the sub-basement with numerous spacious storage rooms and utility quarters.

The basement which was almost entirely above-ground contained many of the hospital's service departments, the huge kitchen, pharmacy stores and laboratories, out-patients and admitting rooms.

On the main level were the hospital administration offices including a main reception area, cashier's office, a doctor's lounge and library, records office and a gift shop operated by the Auxiliary which would soon open a snack bar adjacent to the large cafeteria for the staff. A solarium was in behind the cafeteria. Just off the main hallway a chapel was still under construction. Also a Clergy Room was provided for representatives of all faiths to use when visiting patients. Mother Mary Immaculate was ahead of her time with the idea of the Clergy Room.

Second floor housed the 16-bed pediatric wing including a playroom with special toy chests. The remainder of second floor, all of third and part of the fourth floor contained wards, semi-private and private rooms.

Fourth floor also housed the maternity wards, the delivery room and the nursery. There

were four labour rooms with a total of five beds and 42 bassinets were in the glass-panelled nursery.

Fifth floor was devoted entirely to surgical, X-ray and laboratory facilities. The hospital's air-conditioning plant was on sixth and was engineered to eliminate the rattling of windows throughout the many individual rooms and wards. The plant built-up sufficient pressure inside the building to press against windows and doors which might be under pressure from the outside atmosphere.

The top floor also contained a spacious meeting and lecture rooms for doctors and nurses and a smaller area for food preparation with a dumb-waiter which travelled six floors below to the kitchen. An intercom system connected the main kitchen and the office of the hospital dietician with every service room throughout the facility.

All the gadgets and the latest of equipment dazzled the dignitaries, guests, press and staff alike. The Hotel Dieu administration and Board members were justifiably proud.

When fully operational there would be a staff of ten Sisters and 65 lay nurses. There would be 21 private rooms, 42 semi-private and 32 ward beds, as well as special accommodation of various types.

With this impressive building finally opened, it was the end of an era with the closing of the Maternity Hospital and the beginning of a new chapter, The Growth Years.

It was the culmination of a dream first conceived by Senator J.J. Bench and Dean Michael Cullinane in 1944 and later shared by Mother Mary Immaculate (Kennedy), and so many others who would now be able to take great satisfaction in the goal fulfilled.



1953 Hotel Dieu Advisory Board

Chairman - H.J. Carmichael, C.M.G.
Vice chairman - H.G. Fox, Q.C., Litt.D.
Secretary - Doran Hallett
Rt. Rev. A.E. McQuillen, D.P.V.F.
Mayor A.C. John Franklin
George A. Stauffer
Frank S. Murphy
J.L.G. Keogh, Q.C.
J.W. Primeau
Harry F. Quinlan, M.D.
Cecil Secord
Miss Ina Larkin
Leonard Leo
Miss Loretta Sneath
Rev. Mother Superior Mary Immaculate
Rev. Sister Elizabeth Gravelle
Rev. Sister Veronica Callaghan



Opposite page: — The original Hotel Dieu Hospital opened in 1953.

Left: — Dr. Michael Sabia, Dr. Nicholas Hill and Dr. Cecil B. Shaver, Administrator at the Niagara Peninsula Sanatorium are shown at the Official Opening Ceremonies of the Hotel Dieu Hospital September 10, 1953.



The Growth Years

1953 - 1962

Six days after the official opening ceremonies were held, the patients at the Maternity Hospital were transferred across the street to the new unit with the aid of the fire department ambulances and orderlies. There were 24 mothers and 27 babies. The last baby to be born in the Maternity Hospital was Cathy Darte (Mrs. Manfred Haubrok) to Mary Darte (Mrs. G. Osgoode Darte).

The first born in the new hospital was a boy born to a Mrs. Mary Davidson delivered by D. A. E. Conley. The first medical patient was Father William O'Brien, assistant priest at St. Catherine of Alexandria Parish and Sister St. Margaret Mary (Hunt) was the first surgical patient.

First Days Exciting

Jim Kish, director of plant maintenance remembers his first day at work in the new hospital. He had never worked in a hospital before, although he was skilled in the general field, so it took some adjustment. On his first afternoon, there was to be a cesarian section, needing the suction and vacuum pumps which were hooked up downstairs. There was a problem with the voltage and when the motor was started, it went up in smoke. The staff was in a tizzy because the whole sub-basement was covered in smoke and there was no way to continue safely with the birth upstairs. Mr. Kish was able to contact a retired hydro engineer who brought a converter. They placed it down by the kitchen with 100 feet of electrical cord running through the window into the caseroom and ingeniously provided a solution to the crisis.

Just two days after the patients had been transferred from the Maternity Hospital, there was an event which instilled panic in many. Smoke was sighted pouring from a basement window and every piece of fire equipment in the city rushed to the scene with visions of the \$2.5 million structure reduced to a smokey rubble.

Sister Mary Immaculate herself, crawled on hands and knees to find

the source of the fire. It turned out to be an overloaded incinerator and only minor damage was suffered.

Another occasion illustrating once more Sister Mary Immaculate's familiarity with her institution was recounted by Dr. Evans. There was water dripping through the ceiling in the record room and the maintenance men were searching the blueprints to find the source of the problem. Sister marched into the room to inform them that of course it was the toilet in room 202 and to hurry up and fix it.

The Medical Advisory Committee which had been formed a few months prior to the opening of the hospital automatically became the first Board. Dr. John Sheahan was Chairman, Dr. J.L. Poirier, Chief of Medicine; Dr. R.B. Robinson, Chief of Surgery; Dr. G.R. Sparrow, Chief of Obstetrics and Gynecology and Dr. A.P. LaPierre, Chief of Pediatrics.

The department heads were Dr. Harold Cameron, Anaesthesia; Dr. C.W. Gillen, Radiology; Dr. H.D. Steele, Pathology and Gordon Smith, Phm. B., Pharmacy.

One of the first duties of the new board was to draw up the list for surgical privileges. The members made their decisions from application forms which were turned into the chairman of the credentials committee. Each doctor's qualifications and experience were thoroughly reviewed.

Full medical privileges were only granted to those qualified surgeons and senior men who had been practicing in the area for several years. Intermediate and minor privileges were granted to those lacking suitable qualifications and experience. Many of the younger doctors who were not qualified were hurt and angry. They reciprocated by refusing to admit patients to any service. The hospital experienced a marked decrease in the number of admissions particularly in surgical and obstetrical departments. When the controversy was

dispelled over a period of adjustment time, the numbers of admissions reversed with those two departments becoming exceptionally busy.

With the building across the street empty of furnishings, equipment, staff and patients, it was time to consider another use for it. Renovations were planned which would convert it to offices for 12 doctors and the Victorian Order of Nurses.

Thousands of dollars had been received by the Hotel Dieu Hospital organizers prior to the opening in response to the 'Furnish your Hospital Campaign' and there was still more to come.

Members of the Hospital Auxiliary, now 600 strong, and numerous other groups were very generous. The St. Catherine of Alexandria subdivision of the Catholic Women's League furnished the snack bar in the memory of the late Msgr. Cullinane. The snack bar itself was run by a committee of the Auxiliary chaired by Miss Marie Bench. There were 64 volunteer workers to serve the doctors, nurses, visitors, patients and the general public.

The St. Catharines Council of the Knights of Columbus pledged \$15,000 and the National group contributed another \$1,000. The Msgr. Morris Assembly, Fourth Degree Knights of Columbus had already given the first installment towards their \$5,000 total. There were numerous other donations to furnish the chapel. A plaque inside the door pays tribute to these individuals.

The first mass was celebrated in the hospital chapel on December 23, 1953 with Msgr. McQuillen officiating.

A Remembrance Committee of the Hospital Auxiliary was formed that year to remember all those members who were ill or bereaved by sending cards suitable to the occasion. A mass was offered for those who died or flowers were sent to those celebrating special anniversaries and letters would go out if special honours had been achieved. The Religious Sisters were also suitably remembered.

The hospital settled into a more even routine in 1954. In August, Sister Marie Gordon, Director of Nurses was transferred to St. George Hospital in Chicago and was replaced by Mrs. Eleanor Cunningham. Sister Sheila Boase, who had

pronounced her first vows on August 22, was assigned as Night Supervisor.

The date October 15, 1954 was one which will be remembered by many in the city. Mr. Stauffer, commenting on the remarkable Sister Mary Immaculate, told this story.

She had been insisting that the workmen hurry to install the hospital's emergency power generator but no one except Mr. Stauffer seemed to feel the urgency which Sister Mary Immaculate did.

It was finally completed on the 14th and the very next day Hurricane Hazel ripped through a central corridor of the Niagara Peninsula lifting pigs and barns in Port Dalhousie and destroying buildings and damaging properties throughout the area just north of the Hotel Dieu Hospital.

Mr. Stauffer was on the Queen Elizabeth Highway returning from a meeting in Toronto. The roads were flooded making passage very difficult. He drove up Ontario Street with great trepidation, but was exhilarated when he saw that the Hotel Dieu was blazing with light and bustling with normal activity, although it was pitch black throughout the neighbouring areas.

He rushed in asking Sister Mary Immaculate how she could have possibly known. Her immediate and characteristic reply was. "*God helps those who help themselves.*"

November brought a visit from the Provincial Superior, Mother Gertrude Borden. She succeeded Mother Cecilia Murray who had died April 18. Mother Borden had immediately started to put her 'house in order' and was making visits to all the communities. It was St. Catharines turn.

She didn't have too much to say while on her inspection, but she did spend time in every department in the hospital. On her return home by train, Mother Borden composed a long letter outlining all her suggestions for improvement addressed to Mother Jordan.

First, she suggested that the Sisters move out of the Michael Cullinane Nurses' Residence, as the Orphan's Home had been renamed. They could move to the third floor of the hospital in the unused Chaplain's Suite. It had been necessary for one or two of the Sisters to remain in the hospital at night, on call for the various services, so the Community was continually split.

This move would allow them to be together and leave the residence available for those members of the graduate nurses' staff who wished to remain there.

Mother Borden continued that she was impressed with the wonderful organization and insight into the beautiful and modern hospital but was very concerned over their extensive debt load. They had not received part of their government funding as expected and their debts were very high. Sister Mary Immaculate, Bursar, was paying small amounts to each creditor, hoping to keep them at bay until something could be done.

The overhead was much too high, wrote Mother Borden. The facility was ideal, but at the present time they could not really afford it. She was also concerned that no one other than Sister Mary Immaculate was really well-informed about the dealings of the hospital. Many items had not been documented and since it had been Sister Mary Immaculate in her former capacity as Superior-Administrator who had conducted most of the negotiations, the facts and figures were in her head.

Not wishing only to criticize, Mother Borden offered some constructive suggestions, recommending that the administrative staff be cut by one third; the nursing service by six to ten; and the physical plant and the dietary department by one each. With such a competent dietary supervisor as Sister Margaret Mary, some of the professional services of that department could surely be reduced. She also suggested fewer part-time workers in some of the other departments such as radiology, pathology and a reduction in staff in the pharmacy. The Hospitallers should also lock up some rooms which weren't really needed and ask some of the benefactors to allow their donations to be used to reduce the capital debt rather than to purchase specific items.

The Sisters went over and over the staff lists and Mother Borden's suggestions hour after hour trying to comply, but it was just not possible. Although all of it made sense as far as business was concerned, it was difficult to carry out in a hospital situation.

Dr. Harvey Agnew in his book 'Canadian Hospitals, 1920-70' explained their dilemma, "*Hospital trustees with corporate experience have*

found that many features of operating a business cannot be applied to hospitals. If a line of shoes did not prove profitable, it was easy to discontinue making or stocking them; a hospital, however, could not discontinue its public wards or its out-patient department because they operated at a loss."

The Hotel Dieu didn't have enough money to cover all those salaries but they couldn't leave patients to fend for themselves. The welfare of the patient had to be always the foremost consideration.

Some of the pressure was temporarily alleviated with the receipt of \$29,000 from Toronto for 29 extra beds and the news another \$37,000 for the out-patients construction would be forthcoming.

The Sisters and the Board were still hoping to receive the \$27,000 grant which had been awarded to the Maternity Hospital and deducted from the construction grant for the new hospital.

So far they had been able to pay \$100,000 on the million dollar loan and another \$50,000 would be due in December as well as \$18,000 in interest. The City of St. Catharines would be giving \$24,000 and the Lincoln County Council another \$6,000. The \$38,000 balance would have to come from their own resources.

The possibility of another loan was investigated but their bank manager was not encouraging. The hospital already had an extensive debt and the interest rate would not be as attractive as it had been previously. Mother Jordan even discussed with Mother Borden the possibility of the Community in Kingston borrowing money, giving it to St. Catharines and then the St. Catharines community would repay Kingston, who would in turn repay the bank. That idea did not attract much support.

Mr. Carmichael was working very hard to gather the remainder of the pledges but much of the money would not be received until 1955 and 1956. Also, the Hospital bank account had an overdraft and none of the funds in the pledge account or the savings account could be used until this was covered.

Financial demands were closing in on the Hotel Dieu. The Moir Construction Company, impatient for the \$25,000 balance still owing them,

were threatening legal action and other creditors were also becoming insistent.

The due date for the loan payment was very close but money was still short. Mr. Carmichael, after questioning the Religious Hospitallers extensively about the possibility of another loan, was able to raise the \$18,000 to cover the interest payment.

Also, on one of his regular trips to Toronto, Mr. Carmichael took it upon himself, without the knowledge of the Sisters Community, to approach Father Fulton of the Chancery office. He requested a grant from the Morrow Foundation, but since only one \$25,000 grant per year could be awarded and this had already been done, he negotiated a loan instead. Father Fulton (now Bishop T. Fulton of St. Catharines Diocese) agreed to provide the money to Mr. Carmichael which he accepted in the name of the Religious Hospitallers. The terms were set at four percent interest due half-yearly and monthly payments of \$2,000. The Sisters had no choice but to agree.

Mr. Carmichael also raised funds to cover the overdraft at the bank which released the campaign funds and the savings account. They now could relax a bit about the money problems and concentrate on staff and some internal problems.

There was a lack of discipline and much friction among the nursing staff. The doctors were losing patience because the quality of nursing care was deteriorating and there were a number of instances of misunderstood or miscarried orders.

In December Mrs. Cunningham offered her resignation and was replaced by Sister Audrey Mantle who became the Director of Nursing and later Supervisor of Maternity. Sister St. Catherine Brennan left for Kingston and Sister Loretta Gaffney started as Supervisor of the Laboratory. Sister Boase was transferred to Kingston.

There were also other changes made to alleviate the payroll commitments. Fourteen nurses were laid off, four aids, three housekeeping staff, one dietician and one office person as well.

Two substantial amounts of money were received through the efforts of Mr. Carmichael in March 1955 from the Atkinson Foundation and the Morrow Foundation to completely cover the

cost of equipping the radiology department and there was to be more coming from the provincial government.

Admissions Increase

In the spring of 1955 the number of admissions in the maternity and obstetrical departments started to climb with the influx of many new doctors into the city. Doctors J.M. Brown, Dales Black, C.R.S. Mackenzie, J.N. Wood, D. Playfair and R. Clow all brought many new patients into the hospital.

In June, Howard Steele, pathologist left for a teaching post at the University of Saskatchewan and was replaced by Dr. John Vaughn, but not until six months later. In the interim, Dr. Lorne Whittaker and Dr. Donald Mason of the St. Catharines General put in many hours picking up the slack of the temporary vacancy.

Sister Josephine Kerwin came to St. Catharines as Supervisor of the laundry and convent housekeeper. The Community room for the Sisters was the present administrator's office. This close proximity to the patients was not a good practice since they always seemed to be at work and lacked time for prayer and solitude. It was also a very hot summer and Sister St. Margaret Mary (Hunt), a victim of the extreme temperatures and humidity, collapsed. She developed Bell's Palsy and was sent to St. Michael's Hospital in Toronto for six weeks until she was gradually able to resume the demanding duties of the dietary department, her post since 1948.

The Hospital Auxiliary after a very successful Fiesta, their annual fund-raising extravaganza, were able to purchase a cottage for the Sisters' use, located at 800 Firelane Road in Port Dalhousie. The keys were presented to Mother Jordan by Miss Loretta Sneath. This haven did much for the comfort of the Hospitallers providing a place for rest and relaxation.

The Program Committee of the Auxiliary was first organized in 1955. The first conveners Mrs. Louis J. Cahill, Miss Helen T. Simm and Mrs. J. Cassidy began the Valentine Pot Luck Supper. For meetings, they organized panel discussions by members and doctors in charge of departments. There were also tours, speakers, musicals and

sing-songs at Christmas to keep Auxiliary members interested in attending. The three-fold goal was business-education-social for every meeting.

Sister Mary Immaculate transferred

August brought a number of new assignments including one for Sister Mary Immaculate, the original Superior-Administrator who had first arrived in St. Catharines in 1945 and struggled to build the Hotel Dieu. She was now needed in Cornwall. They were experiencing financial problems and were in need of some expert financial organization. She would be the new Bursar.

Sister Callaghan moved into the Bursar's and Assistant Administrator's positions in St. Catharines. Sister Mantle went to Cornwall as Assistant to the Director of Nursing Education but she would return to the city later to continue her contribution to the Hotel Dieu. Sister Gallagher was off to Cornwall as well.

Sister St. Peter left for Kingston and Sister Jeanne Mance (Rosalie Cobey) arrived from Kingston as the new Supervisor on Maternity. The Community also welcomed Sister St. Oswald and Sister St. Ignatius.

In 1956, the nursing staff was demanding more money, reflecting the changing times when women were becoming better educated and more outspoken. The Boards of the Hotel Dieu and the General decided to have a joint meeting to discuss the possibility of increasing per diem rates in order to raise the extra funds required.

The Hospital Auxiliary was so active that year that they decided to form one decorating committee which could look after all the functions and fund-raising projects. This group became very organized under their convenor, Mrs. T. Nixon.

One of the highlights for the younger patients at the Hotel Dieu in 1956 was a visit by the St. Catharines Tee Pees, Junior A Hockey Team with captain Brian Cullen and team mates. These young men were heroes to the children and the visit cheered them considerably. Mr. Cullen is a member of the Advisory Board in 1982.

In January, 1957 the Hospitallers toured the Richard Robertson home at 151 Ontario

Street which was under consideration as a new convent. Mr. Robertson, the owner, had been elected Mayor in the same election on New Year's Day, 1949, that had provided the public support of the Hotel Dieu construction and the expansion at the General.

On the 10th, word was received of the death of Superior General Mother Thibault, in office only three years. Six months later Sister Marie de la Ferre, her former assistant, became the new Superior General.

National Hospital Day

On May 12, the Hotel Dieu opened its doors to about 250 interested citizens on the occasion of National Hospital Day. The purpose was to allow the citizens in communities across Canada to know and understand their local hospitals better.

The promotion began early in the day with special messages on the patients' trays and Mother Jordan addressing the patients and staff on the intercom.

Citizens visited in the afternoon, with Auxiliary members conducting tours including the new wing. There were films, exhibits of hospital procedures including how an exchange blood transfusion is performed on newborns and equipment such as Stryker beds for burn victims and new resuscitators.

The main thrust of the event centered around the laboratory with Dr. Vaughn and Sister Gaffney co-hosting. This was an excellent opportunity to 'shown off' their modern equipment.

Dr. Vaughn left the Hotel Dieu shortly after this to accept an appointment at Baylor University, Huston, Texas. He was replaced by Dr. Alistair Moodie of Ottawa as the pathologist.

August brought the annual work orders with Sister Elizabeth Gravelle, Assistant Superior for the past nine years, sent to St. Joseph Provincial House as Assistant to the Superior, Sister Mary of Sacred Heart. Sister St. Oswald was assigned to St. George Hospital in Chicago with Sister Gaffney moving to her position as Second Councillor and Director of Nursing. Sister Mary McDonald arrived from Kingston as the new Assistant to the Superior.



The Robertson Residence

The hospital was able to buy the Robertson property which the Sisters had toured in January. The purchase price of \$50,000 had been successfully negotiated by Mr. Carmichael.

With the purchase of the new residence 12 beds were released on the third floor for patients. After extensive renovations were completed, grants would be received from the federal and provincial governments to help cover costs.

In November, Dr. John Sheehan, chairman of the medical advisory board received a high papal honor from Pope Pius XII. He was named a Knight of St. Gregory in a ceremony in St. Michael's Cathedral, Toronto, in recognition of his outstanding citizenship, of his service to the medical profession and to the Roman Catholic Church.

A Volunteer Services committee was formed by the Hospital Auxiliary in January, 1958 at the request of the Religious Hospitallers. The members under convenor, Mrs. A.E. Fifield helped in X-ray, laboratory, admitting, out-patient departments and assisted nurses in taking patients to and from departments and floors.

Later the Sisters also requested volunteers to deliver flowers, letters and messages from the front desk to patients. These committees became known as In-Service and Messenger Service.

Thorold Auxiliary Formed

The Thorold Branch of the Hotel Dieu Women's Auxiliary was formed in February, 1958

with the first meeting at the home of Mrs. Joseph Pennacchiotti. Miss Helen Sim, President of the Auxiliary had suggested the formation of the separate group to accommodate the members of the town. The bus schedules had been changed making it difficult for many to attend meetings and there were others who just could not get to St. Catharines at all. Having their own local branch would alleviate these problems.

Miss Sim outlined the officers they could have, how they would function as a branch and the possible projects which could be undertaken, then presided for the election of officers. The president was Miss Frances McKenny; first vice-president, Mrs. D. McGrann; second vice-president, Miss Margaret Galvin; third vice-president, Mrs. P. Syrotiuk; secretary, Mrs. Mary Kiddick; treasurer, Miss W. Sullivan; corresponding secretary, Miss J. Sinnett, and councillors, Mrs. Giovanni Pennacchiotti, Mrs. P. Dillon, Miss Marjorie Lynch, Mrs. J. Broderick, Mrs. Joseph Pennacchiotti and Mrs. T. Longo.

A new Administrator-Superior was assigned to St. Catharines in August, Mother Mary Murphy becoming the third one to serve in this capacity. Mother Jordan was transferred to Cornwall, where Mother Mary Murphy had formerly served as the Assistant Superior. Mother Jordan left knowing the hospital was in good shape, it had been awarded another three year full-accreditation certificate just a few weeks before.

The Sisters thoroughly enjoyed their new residence, the former Robertson home, but it was very inconvenient to have to walk outside and over to the hospital constantly, especially during the night hours and inclement weather. It was decided to construct an overhead walkway between the house and the hospital at a cost of \$12,000. Although this seemed like a large sum at the time, it has paid itself back many times over in terms of safety and convenience over the years.

Diocese of St. Catharines

On October 9, 1958, Pope Pius XII named Bishop Thomas McCarthy, Bishop of Nelson, B.C. as the first bishop of the newly created Diocese of St. Catharines.

The event was celebrated on November

30 with numerous high-ranking religious guests including Mother Marie de la Ferre, Superior General; her assistant, mother Rose Anne Tetrault; Mother Gertrude Donovan, Assistant Provincial and Sister Mary of the Sacred Heart, Superior at Amherstview.

Msgr. McQuillen was named as the first Vicar General of the St. Catharines Diocese. He sponsored a dinner at the St. Joseph convent for all the religious of the Diocese which was followed by a reception held at the Merritton Community Centre attended by priests, religious sisters and laity in honour of Bishop McCarthy.

Two days prior, on the 28th of the month, a new Pope was elected. Cardinal Angelo Guiseppe Roncalli, Patriarch of Venice, became Pope John XXIII.

The year 1958 brought new freedom for the Religious Hospitallers. Permission was received to buy a car for \$3,500 and Sister Callaghan would start driving lessons in the spring. Some of the other members of the staff remember that she was a 'terror' when she finally set out behind the wheel.

This vehicle was a blessing for the Sisters since they didn't have to rely so much on the generosity and availability of the Transportation Committee of the Auxiliary, although the members were always co-operative and willing. Mrs. Robert J. Aiken in particular had been a tremendous asset. A member of the Baptist church and active in the St. Catharines General Hospital Auxiliary, Mrs. Aiken had made a special effort to make the Sisters welcome and introduce them to the ladies of the community. She was a cheerful and helpful companion over the years and her friendship was greatly appreciated.

Ontario Hospital Insurance Plan

With the start of the new year, came the announcement of a plan to provide compulsory government-sponsored medical insurance. To quote a section from Dr. Agnew in his book *Canadian Hospitals 1920-70*, "For some years the medical profession exhibited mixed sentiments respecting health insurance. Many doctors believed there were great dangers of third-party interference with the close relationship of patient and physician. Others swore they would only work on



Sister Mary Murphy, RHSJ

Mary Louisa Murphy was born January 1, 1911 in Deloro Village, Marmora Township, Ontario and was educated in schools in the area. Upon her graduation from St. Joseph School of Nursing in Kingston, she entered the Religious Hospitallers of St. Joseph Religious Order on June 3, 1932.

Sister Mary Murphy has held a variety of positions throughout her career including medical and surgical nurse, Assistant Administrator and Provincial Bursar at the Provincial House as well as positions at the Hotel Dieu Hospitals in Kingston and Cornwall. She graduated from the College of Pharmacy, University of Toronto in 1941 and worked as a pharmacist in Kingston and Cornwall.

From 1958 - 1964, Sister Mary Murphy was the Superior-Administrator of Hotel Dieu, St. Catharines. During her tenure she dealt with a myriad of issues including the introduction of OHIP, the first lay Assistant Administrator, computers, a laboratory training program and the planning and supervision of the \$1,500,000 addition and renovation program which was officially opened in 1962.

From 1964 - 1968 she was Supervisor of Medical and Pediatrics at Cornwall HDH and Administrator from 1965 - 1976. Since returning from a Sabbatical year at St. Paul University, Ottawa, she has served as Secretary for the Provincial Superior at Amherstview from 1977 to the present.

Sister Mary Murphy has consistently performed as an organized, confident and productive professional with a strong faith and commitment.



Most Reverend Thomas McCarthy
Bishop of St. Catharines Diocese 1958-1978

Thomas McCarthy born in Godderidge, Ontario in 1905 was educated in local schools and attended Assumption College in Windsor. He studied philosophy and theology at St. Peter's Seminary in London and did graduate work at Anglicum in Rome and the University of Western Ontario, London.

Ordained in London May 25, 1929 Father McCarthy held a number of positions until his appointment as Bishop of Nelson, B.C. in 1955. He had been the first Rector at King's College, London and taught for a number of years in the Seminary.

In 1958, as one of the last acts of His Holiness Pope Pius XII, he was named the first Bishop of the newly created Diocese of St. Catharines.

Bishop McCarthy took an active interest in the community and was a strong supporter of Catholic education. He provided strong leadership and a level influence during the 20 years he served as Bishop of St. Catharines Diocese. He retired in 1978 but still regularly reads mass at St. Alfred's Church.

a fee-for-service basis and were wary of having to take orders regarding medical treatment from a bureaucratic organization, perhaps under non-medical direction. Still others feared lower incomes and political promotions. Certain obvious failures of the British system of medical insurance were cited endlessly as inevitable faults of any health insurance scheme."

There were both advantages and disadvantages to Ontario's plan. Many patients did not worry about keeping their payments up-to-date or were very careless about their certificate which had to be presented on admission for any hospital care. There was a problem with collection of money, but the hospitals could not refuse treatment even though they may never be paid.

The new system changed the method of preparation of the patients' accounts from a unit of service charge to the all-inclusive daily rate and the term 'differential' came into use.

The standard ward rate for each hospital was established by the Commission and was based on a prepared budget for the year. The differential was the difference paid over the standard ward rate for semi-private or private accommodation. Without this differential coverage a fee was requested payable seven days in advance, \$21.00 for semi-private and \$42.00 for private. If residents were not covered by the health insurance plan they had to pay seven days multiplied by the daily rate on admission, although the hospital could not refuse them if the money was not there.

One of the biggest problems was the influx of people to the hospital for treatment. Many, who had not visited a doctor for years because of the cost, were now paying into the plan and were determined to get their money's worth. This trend put a great strain on the resources of the hospitals. The medical profession had the the difficult task of trying to screen patients applying for hospital care, the wards were overcrowded and the staff becoming increasingly overworked.

In March the local council of the Religious Hospitallers held a meeting to consider the feasibility of an addition to the 172-bed hospital. An Agnew-Peckham study completed shortly before, noted the population was increas-

ing at the rate of 4,000 per year and that by 1960 there would be the need for 275 hospital beds and 40 bassinets. The report recommended that the Hotel Dieu provide an additional 125 beds and the General 150 beds. The Sisters' Council decided to proceed.

They wrote to the Ministry of Health seeking approval for an additional 159 beds with 32 to be assigned for chronically ill patients. Four months later they received a written reply approving the plan.

The forty hour work week was introduced for nursing staff that spring which required an increase in staff to provide the same high level of health care as in the past. This, of course, meant increased payroll as well.

In August Mother Elizabeth MacPherson, the Superior in Kingston was named Provincial Superior replacing Mother Borden. Mother MacPherson would later take her place as Administrator in St. Catharines.

The next month, Sister St. Mary Magdalen (Smith) joined the staff.

Doran Hallett resigned as secretary of the Lay Advisory Board a position he held since 1948. He had also served as secretary of the Building Committee and had spent countless hours preparing minutes of various meetings and other related duties.



Alfred T. Story

First Lay Assistant Hired

On November 15, 1959, Alfred T. Story became assistant administrator. With the in-

creased demands which were being made on the hospital with all the details required by the Ontario Hospital Services Commission and the proposed expansion plans, the decision was made to create this new position.

The Hotel Dieu, St. Catharines, was the first religious institution in the province to engage a lay assistant. Mr. Story, a native of Owen Sound and a graduate in hospital organization and management, had previously been the accountant and office manager of the Owen Sound General and Marine Hospital and most recently administrator of Guelph General Hospital.

A report issued by the Hotel Dieu in January, 1960 showed there was pressure in every department of the hospital. However, they were able to provide 24-hour emergency service, an innovation introduced in the fall of the previous year with Dr. Daniel Evans, Dr. Donald Ballyk and Dr. Frank Coholan rotating their services.

The fully equipped physio-therapy department which had doubled in size was now fully operational. Official figures showed an average occupancy rate of 87.1 percent overall in the hospital but some departments were operating as high as 106 percent. The recommended figure was a maximum of 80 percent.

The average length of stay was down to only 7.7 days compared with a provincial average of 10 days because of the increasingly overcrowded conditions, especially in the special services divisions, radiology, laboratory and operating rooms. There was a desperate need for increased facilities.

Approval had been received for the expansion but there had to be careful planning and execution and there was always the cost factors to be taken into consideration.

A Joint Hospital Meeting was held January 13, 1960 with Arthur Schmon, C. Bruce Hill and Donald Gilpin (Bud) Wilmott representing the General Hospital and Mr. Carmichael, Mr. Stauffer and Jack Barbeau for the Dieu. They reached an agreement of planned expansion of hospital facilities within the community, which would be subject to approval by the Commission as well as local municipal and county governments, which was forthcoming.

Tenders were called for in April. The new wing at the Hotel Dieu would be south of the present structure, and west from behind the convent towards Yates Street. There would be a ground floor and five other floors for an initial addition of 125 beds as well as space which would later bring it up to 172. Provision would also be made for an expanded laboratory, operating rooms and other services. The architect would be Chester Woods, who designed the original hospital structure opened seven years before. The contractors were Newman Bros. Ltd., St. Catharines and J.P. Keith Associates of Montreal were the consulting engineers.

The new facilities would increase the number of operating rooms from four to seven, double the X-ray units from two to four; add six more laundry machines for a total of 14 as well as make extensive changes in admitting and emergency.

Instead of two admitting rooms with 440 sq. ft. there would be three with 1,100 sq. ft. The emergency would still feature two operating rooms but would have two fracture rooms and a recovery room.

The 1,000 sq. ft. pharmacy would be increased by 300 sq. ft. to two rooms and there would be two pharmacists instead of one. There were also changes in the power plant and related services.

The addition would be financed with \$520,000 from government construction grants; \$300,000 from City and County funds and \$180,000 from public contributions. There would also be \$500,000 in alterations to the existing facilities.

In February, Dr. William Deadman, pathologist of the Hamilton General Hospital, representing the Canadian Medical Association, announced that the Hotel Dieu was approved as a location for a laboratory technicians training program. It would be an 18-month course featuring lectures, demonstrations, and direct practical instruction for registered technologists. Sister Gaffney would be in charge. The standards for the school were decided by the CMA and the Canadian Society of Laboratory Technologists.

National Hospital Week in May brought the focus of the community on the major expan-

sions of both hospitals and provided the opportunity to illustrate the detailed plans and the dire necessity for the extra facilities.



Chaplin Residence

Extra property would be needed for the proposed expansion so the Chaplin home at 149 Ontario Street was purchased and subsequently torn down to provide increased parking space.

During the summer of 1960 there was an intensive study done regarding the methods of mechanizing the accounting and statistical systems of the hospital to increase efficiency and accuracy without an increase in staff size.

Mr. Story, Sister Callaghan and Sister Gaffney visited a centre in Adrian, Michigan to observe computer use first-hand. A system was later set up in conjunction with the Ontario Hospital Services Commission which would utilize the IBM Data Centre in Hamilton and later the King Street outlet in St. Catharines. It was able to accommodate laboratory and pharmacy statistics and costs, labour distribution, payroll, general ledger program, accounts payable and X-ray statistics.

Sister Veronica Callaghan was transferred in June to Cornwall as Superior Administrator, the last of the three founders to leave St. Catharines. Sister Aileen Byrnes, Director of the School of Nursing in Cornwall replaced her as Bursar.

Due to continued erosion of the shoreline of the property housing the Sisters' cottage, they were forced to sell it. It had been

presented by the Hospital Auxiliary in August, 1956 purchased for the cost of \$3,900 and now commanded a price of only \$4,000 because of the obvious problems.

September 15, 1960 brought the official announcement of the coming amalgamation for the City of St. Catharines, Grantham, Merritton and Port Dalhousie. The new city spread over 17,000 acres and boasted an 82,500 population.

The four communities had grown into each other and it had been increasingly difficult to distinguish the municipal boundaries. It was very confusing because in numerous cases a family worked in one town but possibly lived in another or sent their children to school in a different one.

There were great inequalities in municipal services as well with some well taken care of and others barely able to pave the streets. The post-war years growth which had precipitated the building of a second hospital in St. Catharines also indicated some governmental reorganization to cope with the expanded population.

The Ontario Municipal Board recommended amalgamation, but Merritton was totally against the idea. After exhausting all avenues of appeal, Merritton finally announced that it would *"work and co-operate to make the new city a better place in which to live."*

The new city officially came into being on Sunday, January 1, 1961 with its' birth overshadowed by celebrations of the New Year and the largest municipal election campaign in the area. To be elected were a mayor and 12 alderman, two to be elected from each of the six city wards. There was also a 12-member board of education, two members to be elected from each of the six wards, a public utilities commission and a water-works commission, each to consist of four elected members.

There were a number of staff changes at the Dieu in early 1961. Sister St. Margaret Mary (Hunt) was transferred to St. Joseph Provincial House and was replaced by Sister St. Augustine (Eva Underhill) as Sacristan.

Two of the senior medical men, Dr. George Sparrow, Chief of Obstetrics and Dr. Armand Lapierre, Chief of Pediatrics stepped down from their posts. The duties were assumed

by Dr. Eric O'Neill and Dr. John Dobson respectively. Drs. Sparrow and Lapierre had been influential in setting up the first medical staff organization and made an important contribution to the hospital.

In April the Religious Hospitaliers were given permission to take a free day each week for rest and relaxation from the heavy nursing and hospital duties. They had been granted a half-day in 1957 and were first allowed two week annual vacations in 1949.

There were four graduates in the first graduating class from the Laboratory Technologists course, Vilma Hefler, Anela Gigulis, Teresa Klenewski and Margaret Smythe. Bishop McCarthy was on hand for the May 18 ceremonies at which Mrs. Klenewski was awarded the proficiency prize donated by the Auxiliary.

In July the lab was transferred from the fifth floor of the 1953 wing to greatly enlarged quarters on the ground floor of the new one. A positive feature was the specially designed classroom for teaching. The second work shift in the lab service began shortly after the move.

Major renovations then started in the operating room suite and central service. Co-operation between the Dieu and the General allowed admission of surgical patients to the General while the operating area was under renovation.

Sister Mary of the Angels (Jeannette Currier) and Sister Rita McDermid were assigned to the hospital during that summer and became very popular with staff and patients alike.

Towards the end of the season, the \$1.5 million addition was all but complete with work progressing at a furious pace throughout. All five floors in the nearly-completed structure were identical in layout, patient accommodation and equipment. The basement was different, being set aside for lab facilities.

On the top level there was a connector to join the old and the new floors. The whole plan was designed with the future in mind and provision was made in the new building for a further addition to bring the hospital's capacity to an eventual 600 beds.

At corridor junctions concrete blocks rather than bricks were used so that if and when

another wing was added, they could be easily removed and the corridors could extend to the new area.

Each new floor accommodated 32 patient beds in wards, semi-private and private categories as well as waiting rooms, kitchens, nursing stations and doctors' conference rooms.

With this increase in services there would be a companion need for an expanded power supply. A new 300 h.p. KW diesel engine replaced the 75 h.p. KW one to provide a total emergency electrical coverage to all essential services. As well, a new 125 ton air-conditioning unit was installed on the sixth floor.

A new boiler was added to make a total of three, as well as a water softener and water consumption was increased from 8,000 to 11,000 gallons. The horsepower capacity of the hospital was doubled with the addition of the new boiler. They provided heat, hot water and steam for the sterilizers, for distilled water and cooking usage.

These additions to the physical properties of the power plant meant also an increase in maintenance and engineering staff.

Every room in the new area was individually temperature-controlled and every bedside had access to oxygen and suction equipment. The first floor was supposed to remain an unfinished shell which could eventually be used for another 32 beds, but it was decided to finish and decorate it immediately, and then lock it up until the Commission, the Hotel Dieu and the General could mutually agree that it should be opened.

Two rooms were allotted for an eye, ear, nose and throat facility as well as numerous other changes throughout the whole hospital. It was planned to have everything done in about two months, to cause as little disruption as possible.

On October 23, the nursing unit of 3C opened to receive its first patient, Gordon M. Smith, who suffered a heart attack while visiting his brother-in-law Rex Stimers, prominent local sportscaster. Sister McDermid was the supervisor and Mrs. Helen Berndt the head nurse.

The Hospital Auxiliary, always an integral part of the hospital, was especially important for their fund-raising methods to furnish the new addition. Over the ten years of their existence they

had raised nearly \$200,000 for equipment and since September, 1959 the 300-strong group had paid for purchases totalling \$10,000. In 1961 they pledged to raise over \$40,000 to be raised in the next three years from their annual Fiestas, Christmas Tea and Bake Sale as well as the profits from the Snack Bar and hospital Gift Shop.

The Auxiliary helped to lower the debenture debt incurred by paying all the bills since the hospital had no building fund and chose not to run another public subscription appeal as they had done in 1949 and 1953.

In 1961 a local program was initiated by Sister Gaffney and Sister McDermid to help boost the ranks of the Religious Hospitallers. The program, basically provided an opportunity for young women to learn what the religious life was all about, in particular the work of the Hospitallers. Mrs. Aiken gave a generous donation to be used for slides which would illustrate the life and work of the nuns. The extra space in the vacant 1C unit was used for yearly retreats for interested young women. Sister Gaffney also accomplished another first that year by publishing a hospital bulletin.

In November the newly decorated and enlarged Snack Bar was opened. Mrs. Kathleen Butcher and Mrs. Esther Boase were co-convenors. There were glass panelled doors and air-conditioning in the more comfortable and inviting area.

1961 was a year of progress and great strides in hospital improvement but there were some sad moments as well. On September 28, Sister Elizabeth Gravelle passed away. She had first come to St. Catharines in 1948 at the age of 72 as assistant to Mother Mary Immaculate. On the 27th, Dr. John Sheahan died at the Hotel Dieu, at the age of ninety. He had a long and distinguished career practicing for 63 years before he finally retired in December 1959, after suffering a stroke. Dr. Sheahan was the first president of the medical staff when the hospital opened.

Official Opening of the New Wing

Mayor Ivan Buchanan had the honour of snipping the ribbon to officially open the new addition and renovation of the hospital on January 30, 1962. The guest speaker was Rt. Rev. J.G. Fullerton, vice-chairman of the Ontario Hospital

Services Commission with Rev. Thomas J. McCarthy, Bishop of St. Catharines Diocese thanking all those who contributed to the cost of the extension.

An invitation was placed in the local newspaper announcing a Public Opening in the evening to the numerous individuals and groups who had assisted the hospital over the years.

The construction was completed in less than 18 months providing an additional 54,000 square feet of space. With this increased capacity there was the need for more staff. Trained per-

sonnel were brought in from England, Scotland, Ireland, the Phillipines and all parts of Canada totalling approximately one hundred and fifty-five.

With the larger and more modern facilities, improved efficiency and capabilities, the Hotel Dieu could concentrate more fully on quality of health care.

The trend was toward specialization and the cost of health care was rising rapidly, it was time to cut a more defined path in their 'Developing Years'.



Photograph taken from Yates Street behind the Sisters' Residence at 151 Ontario Street showing the construction of the new wing. W.E. Shore photo.



Opposite page: – Artist's conception of the Hotel Dieu Hospital with the completed addition.

Top left: – Bishop McCarthy, Mr. Carmichael, Father Fullerton, John Smith, a former Mayor and Msgr. John O'Mara at the Opening of C-Wing in 1962.



The Developing Years 1962 - 1972

The decade from 1962 to 1972 brought a time of increased prosperity as well as the accompanying problems of selfish pursuits and over indulgence. The generation gap was the big catchphrase of the day indicating the lack of communication among young people and their elders or any symbols of authority, secular or religious.

Even in the Religious Hospitallers of St. Joseph, since all outside influences are reflected in any religious community, had their share of discontent. There were often Sisters ranging in age from their early twenties to those who had reached their eighties, this disparity creating some uncomfortable situations.

Some religious chose to leave their profession of faith behind during this period of upheaval, but many others chose to stay with their beliefs strengthened, as a result of the serious introspection and evaluation each must have experienced.

After the official opening in January, 1962 of the expanded hospital facilities, everyone was very busy and the hospital hummed along at the peak of efficiency. Dr. Evans recalled that when the operating rooms were re-done it made a big difference, *"We still had a nun at each floor and we have never reached such a peak of efficiency as at that time."*

But even with all the hours of labour required, there was still some time for leisure activities, a necessary break from the stress of constantly serving. In July the staff presented the Hospitallers with a patio in the enclosed garden at the convent. The nursing assistants donated the garden furniture for the area. The appreciative Sisters reciprocated by entertaining the full complement of the hospital at an afternoon coffee party.

This was indicative of the close relationship between the staff and the nuns. Dr. Evans explained that, *"There was a tremendous loyalty from the lay*

staff due a lot from the Sisters who were here initially, there was a family spirit carried through at the Dieu."

In the fall Sister Gaffney left for a course at the University of Ottawa and was replaced as supervisor of the lab by Mrs. Renate Behrens. Sister Aileen Byrnes returned to Cornwall as Superior and Administrator with Sister Gertrude Donovan of Kingston arriving in St. Catharines as the Bursar. She had been the Superior at Kingston when the suggestion for a St. Catharines mission was first introduced.

Sister Jeanne Mance (Cobey) took over Sister Gaffney's post as first councillor and Sister Florence Nowlan came in as Supervisor on 4C and provided liaison between administration and the laboratory. Sister Anne Doyle, a recent graduate from Kingston was assigned as Assistant Supervisor on second floor and 2C in the new wing, two demanding medical units.

October 1962 was the opening of the Vatican II Council convened by Pope John XXIII, a world-wide event with great and far-reaching significance. There were five sessions overall from 1962 to 1965 with the first one being attended by more than 2,400 Roman Catholic Bishops, a number of theologians and scriptural scholars, and some forty observers from other Christian churches.

Thirty-six general working meetings were held at St. Peter's Basilica under the revolving presidency of ten cardinals. During two months of deliberations, more than 1,100 priests expressed their views in speeches and writings on five projects concerning the liturgy, the sources of the New Testament book of Revelation, mass-communications media, the unity of the Church, and the nature of the Church.

The Community Wing of the General Hospital was officially opened on

November 23, 1962 with Mr. Carmichael representing the Hotel Dieu Hospital. The wing had cost more than \$4.75 million and increased the bed capacity to 497 with 40 bassinets.

January, 1963 brought the opening of the skyway over the Welland Canal which allowed the route to be a gateway from the United States with entry from Niagara Falls and Buffalo. Traffic of course increased and the Niagara area became much more accessible to tourists and more attractive to those considering residing here or locating new industries where transportation is a major consideration.

Mr. Carmichael received two special honours in 1963, in January the Order of Malta, Knight of Magistral Grace was conferred on him. The Order of Malta was founded as the Hospital of St. John of Jerusalem in 1089 to care for the sick and the poor. In June, Assumption University, Windsor presented Mr. Carmichael with an Honorary Degree of Doctor of Science and Business Administration. He received the degree in the company of Prime Minister Lester B. Pearson and Rev. Vincent J. Guinan of the University of St. Thomas, Huston, Tex., a former president of Assumption University.

The Hospital Auxiliary, ever mindful of how important is praise, especially to the volunteer worker, formed a Past Presidents Committee to honour them as well as properly utilize their knowledge and experience gained while in office. Mrs. W. Poirier, president for 1962-63 invited all past presidents to join. Mrs. Bench declined as well as Mrs. Calnan who resided in Toronto. Mrs. I. Shea was deceased. The name of the group was changed the next year to the Advisory Board.

Father Mervyn Fernbach joined the hospital as its first resident chaplain in July. A kindly, prayerful man, he was able to provide comfort and solace during times of suffering and at the hour of death, to patients and their families.

Sister Rita Wood became a member of the Religious Hospitallers Community during 1963.

Sister Mary Murphy in her Annual Report for the year stated the staff at Hotel Dieu

was now at 520 and its' financial loss had been decreased by \$10,419 from the previous year. A new development which allowed for medical coverage for physiotherapy and X-ray services by the federal government had resulted in an increase of 61.4 percent in those departments.

This was Sister Mary Murphy's final report for Hotel Dieu, St. Catharines. She was to be transferred to Cornwall HDH as Supervisor of Medical and Pediatrics.

Sister Audrey Mantle, Assistant Superior and Director of Nursing Service in Chatham, N.B. would be the new Superior and Administrator. Sister Mantle was dynamic, aggressive and very good for the Hotel Dieu at this time. Acting with the natural fine public relations instincts which she possesses, Sister Mantle was the first Administrator at Hotel Dieu to meet with Carey Robinson, Administrator of the St. Catharines General Hospital. The two institutions naturally had many common concerns which open discussion and shared opinions could help resolve.

Dr. Evans recalled that she was also very good with the medical staff and Mr. Stauffer compared her favourably to Mother Mary Immaculate.

"Sister Mantle was like her in terms of energy and enthusiasm. The problems in this era were more political and Sister Mantle was an excellent person for dealing with outside people, outside forces and the government," he explained.

Other changes took Sister Rita Wood to the Dominican Republic with another former Hotel Dieu person, Sister Mary of the Assumption to establish the first mission of St. Joseph Province of the Religious Hospitallers. Sister Jeanne Mance (Cobey) left for Ottawa to complete her degree in nursing and Sister Anna Doyle replaced her as second councillor.

Sister Mabel Morrison and Sister Theresa Shannon joined the St. Catharines staff. Sister Shannon had worked as a staff nurse on the third floor in 1955 and 1956 prior to joining the Religious Hospitallers.

Parking, the perennial problem, became a burden in 1964 with the increased patient census creating extra strain on the meagre facilities. The Michael Cullinane Nurses' Residence, the former Orphans' Home at 170 Ontario

Street, was demolished to make way for the controlled parking lot while provision for doctors and staff was made in the western and southern lots.

Two properties were purchased from LeRoy Peart, his residence at 147 Ontario Street to be used as a nurses' residence and the Yorel Apartments at 104 Yates Street. (Yorel was LeRoy spelled backwards.)

The Advisory Board and Mr. Carmichael in particular, felt very strongly about having the property available for future expansion and possible additions to the hospital. When an apartment building was built just down the street from the hospital, the Board members agreed it would be practical to prevent anyone else from building similar structures by purchasing as much property surrounding the hospital as finances would allow, as they became available. In certain circumstances a property owner would be approached by a member of the property committee if the lot was needed for a specific purpose.

In 1964, the Auxiliary formed a Memorial Book Committee with Mrs. F. Colton, convenor and Mrs. P. Holmes, co-convenor. A book and stand were purchased and placed in the hospital rotunda.

When an Auxiliary member or friend wished to pay a lasting tribute to a loved one upon a special occasion or at the time of death, a donation would be made and the name engraved in the Book and card sent. The donations were tax deductible and the money in the fund was allowed to accumulate until there was enough to purchase a specific piece of hospital equipment.

An important community development in 1964 was the official opening of Brock University. A committee known as the Niagara District Joint Committee on Higher Education had been formed in 1958 to determine the educational needs in the Niagara Peninsula. The survey resulted in a second group, the Brock University Founders Committee chaired by the late Arthur Schmon, a former chairman of the Board of Governors of the St. Catharines General Hospital.

The campus would be built in two phases, one on a 500 acre site above the escarpment in south St. Catharines and a building was purchased on Glenridge Avenue below the escarpment which would be renovated to accom-

modate 500 students, on an interim basis. The initial enrollment was one hundred and forty-two.

As part of an up-date in nursing education in Ontario, a new provincial plan was introduced in July 1965. There would be three years of training with two years at school and the final year in internship at a hospital.

The program was to become regional in scope with the Mack School of Nursing at the General as the teaching centre for four hospitals where students would receive their clinical training. The hospitals included the General, Niagara Peninsula Sanatorium, Welland County Hospital and the Port Colborne General. The Hotel Dieu became involved in 1968.

August brought the usual staff changes with Sister Mary McDonald transferred to Cornwall after eight years at the Dieu. Sister Jeanne Mance returned from a year of study to the post of co-ordinator of staff development. Sister Gaffney, away studying for three years, returned as Assistant to Sister Mantle and served as Medical Supervisor of 4C, 2C, second and pediatrics. Sister Annette Valade became the Second Councillor and Surgical Supervisor on third, 3C and 5C.

The hospital received another three year accreditation reflecting their continued high level of excellence in the health care field.

Simulated Emergency Exercise

A mock disaster, an explosion and fire in a chemical factory, which was to have occurred during a tour of the facility by high school students, tested the readiness and availability of emergency treatment and beds in both city hospitals.

Close to 80 victims were rushed to one of two units where they were tagged and examined by a team of doctors and nurses in the receiving area before being disbursed to the various departments for further treatment.

The exercise was sponsored by the Emergency Measures Organization and the Emergency Health Services Branch of the Provincial Department of Health. Sister Gaffney was in charge at the Dieu. There were approximately 80 doctors, nurses and other personnel in each hos-

pital to work during the exercise as well as volunteers from the Red Cross Home Nursing Class, the Rovers, Scouts, the EMO rescue units, the YMCA and several senior high school students to portray the victims who were realistically created by 20 trained casualty simulators.

Observers were on hand from various parts of Ontario and New York State as well as representatives of hospitals in Lincoln, Haldimand, Welland counties, Toronto and Hamilton to view the procedure, and later prepare evaluation reports for the Dieu and the General.

Candystripers Group Formed

This group, open to girls and boys from 14 to 20 years of age, was formed November 7, 1965. It started with 25 members and within one year had tripled. They functioned as part of the Hospital Auxiliary under convenor Mrs. V. Snider and were trained by the Religious Hospitaliers and the Director of Volunteers. The candystripers formed their own executive to help organize and keep the group cohesive.

These young people with their energy and ready smiles put a ray of sunshine into the patients' lives and did much to alleviate the busy professionals by bolstering spirits and by performing errands and important small jobs.

In the latter part of the year, there was much focus on the regulations of nursing homes in the community and the suffering of ailing, elderly citizens lacking proper medical care.

The City Council updated the governing regulations for the homes, each was to provide one washroom for every five instead of eight residents and the temperature was to remain at a minimum of 72 degrees rather than the previous 68 degrees. The storage of oxygen, use of matches and night inspection would be covered and nursing homes would now have to give notice of death of a resident to a coroner.

The nursing services would have to be under the supervision of a registered nurse and homes with 50 beds or more would have to keep a registered nurse on duty at all times.

It seemed though, that in spite of these new regulations, there would continue to be problems. Just a couple of weeks after Council's announcement, a local nursing home was raided by



Sister Audrey Mantle R.H.S.J.

Born May 10, 1921 in Deloro, Ont. Audrey Mantle was educated in the local public and high schools and entered the St. Joseph School of Nursing, Kingston in 1939, graduating in 1942. She entered the Religious Hospitaliers of St. Joseph on December 8, 1945.

Sister Audrey Mantle's educational and professional accomplishments are too extensive to list in their entirety; suffice to say that she has held numerous important positions in many locations throughout St. Joseph's Province and beyond.

She served in St. Catharines for two separate periods; from 1954 - 1956 as Director of Nursing Service and Obstetrics Supervisor and from 1964 - 1971 as Administrator. Sister Mantle achieved numerous commendable goals throughout her time here but two highlights were the introduction of the Mediklik program for chemically drug dependent youths and the narration of a training film at Hotel Dieu to be used across the province in dealing with drug-related problems. Hotel Dieu, St. Catharines was chosen because it had the best program of its kind in the province.

Sister Mantle has been continually praised for her dynamism, organization and management skills and friendly, warm manner. She is a great public relations person with her finger on the pulse of the community, keeping its demands met while also anticipating and reacting to its needs.

She ultimately left St. Catharines in March 1971 for the Macdonnell Memorial Hospital, Cornwall. Sister Mantle currently is Co-ordinator of Health Care Philosophy Program for St. Joseph Province which entails travelling to each of the 14 institutions. Her purpose is to instruct volunteers and staff members alike on the interpretation and implementation of the seven point Philosophy of Health Care of the Province. (pg. 74)

the head of the St. Catharines Lincoln Health Unit, backed by policemen. They found five elderly residents crowded into an attic which could at best provide space for only two beds.

It seemed every home in Lincoln County including six within this city were licensed for more beds than allowed by municipal by-laws. At the same time, a 32-bed wing built specifically to provide care for the chronically ill was sitting vacant at the Hotel Dieu because the Ontario Hospital Services Commission had not given the permission to open up the area. As well, government-approved chronic patient beds at the Niagara Peninsula Sanatorium were being used for other purposes.

The nursing homes were operated for profit and were not closely regulated. Also they were not capable of providing for long-term extensive health care for the chronically ill because they lacked the numbers of qualified staff.

The Commission would cover care for the chronically sick but would not cover 'custodial' care for those suffering from conditions such as alcoholism or psychiatric disorders. The family physician was the one to make the distinction.

All of this put a difficult burden on hospitals because the Commission paid \$29 per day for an active treatment patient but only \$12 per day for the care of the chronic patients who would be there for longer stays and would require extensive outlay on the part of the institution. The hospitals, however, could not possibly turn patients away. They had a moral obligation as well as a legal requirement to provide care when needed.

Lincoln County Hospital Planning Council

This council for the City of St. Catharines was established in 1966 with Mr. Carmichael as the first chairman. C. Bruce Hill represented the General and Dr. Shaver, the Shaver Hospital. John Pennachetti, another Advisory Board member later replaced Mr. Carmichael on the council and is the only charter member still involved in 1982.

This body was to co-ordinate the facilities and services offered in the three local hospitals and to avoid duplication in hospital services.

Over the ensuing years the council

changed names and format to the Niagara Peninsula Hospital Planning Council in 1968, the Niagara Peninsula District Council in 1971 and in May, 1975 by Order-in-Council to the Niagara District Health Council with Richard E. Dwor as the first chairman.

During 1966 the use of computers at the Dieu was expanded to include the payroll system. The method worked well and when measured in 1970, it was recorded that the computerization was costing an average of only \$15,000 per year and there had been no need to increase staff which would have increased costs substantially.

Sister Loretta Kelly came to the hospital in October as a staff nurse and Father Francis Thompson was named as a resident chaplain. This month also produced the announcement of the separate incorporation of the Religious Hospitaliers from the Hotel Dieu Hospital. Their Act of Incorporation, drawn up in 1947, had become increasingly out-of-date and at the urging of their legal counsel, Mr. Keogh, new documents were prepared, separating the two entities.

1967, Centennial Year, was a special time for citizens all across Canada. The Hospital Auxiliary chose this time to hold their first Annual Awards night for their membership. The event, held on May 8, began with a tree-planting ceremony placing a red magnolia in the front lawn. Due to heavy rain, the ceremony was held in the rotunda of the hospital with Sister Mantle, Sister Gaffney, Mr. Story and Mrs. W.F. Butcher heading outside for a brief period to turn the sod.

Following the tree-planting there was a Sherry Party in the Sisters' refectory. The Centennial Dinner was in the solarium and the cafeteria with members' husbands as special guests. A brief meeting followed the dinner with Mrs. Butcher and Mrs. Darte, first vice-president and Awards Committee chairman addressing the 200 in attendance.

Brief citations were read upon presentation of the Local Life Memberships to a number of members; Mrs. J.J. Bench, Mrs. H.J. Calnan, Mrs. W. Poirier, Mrs. H.J. Carmichael, Miss Marie Bench, Mrs. R.J. Aiken and Mrs. Joseph Pennacchietti.

Awards were presented in memorium to those deceased, Mrs. F. Phelan, Mrs. M. Enwright, Mrs. George O. Darte, Mrs. W.F. Addison, Mrs. A.B. Todd, Mrs. Basil Howe, Mrs. G. Jones, Mrs. Ivan Shea, Mrs. James Conway and Mrs. R. Fitzpatrick.

Mrs. Harry Hallett had been awarded the first volunteer pin ever in 1966 while she was ill in hospital, a few weeks before she died, by Mrs. Howard Tracey, president. Numerous others received pins at the Awards ceremony. Certificates of Appreciation were sent to a number of non-members who had served faithfully in the Auxiliary Volunteer Services.

The highest award that an Auxiliary could give for outstanding service over a period of time was a Provincial Life Membership awarded by the Ontario Hospital Association. In 1967 three names were submitted for consideration with the presentations being made to Miss Helen T. Sim, B.A., Mrs. Louis J. Cahill and Mrs. H.W. Tracey at the dinner of the 42nd Annual Convention of the Ontario Hospital Auxiliaries Association in November.

During the spring Sister Gaffney attended a week long workshop at Geneva Park on Lake Couchiching sponsored by the Alcohol and Drug Addiction Research Centre, Toronto to become more informed about the increasing alcohol and drug-related problems which were having an effect on St. Catharines as well as numerous other locales. There were some rumblings about what would be the Detoxification Centre which would open eight years later.

There also were some changes around the hospital; the pediatrics area was remodelled to include an intensive care area in the ward next to the newly created nurses' station. The playroom was decorated with paintings of the sun and moon on the ceiling, for the benefit of the small-fry patients, under the direction of Dr. Peter McMains, Chief of Pediatrics.

The children enjoyed regular visits from the Columbian Squires, the junior affiliation of the Knights of Columbus. These young men were energetic and cheerful and helped to provide loving attention for the sick youngsters.

The hospital was busier that year with the influx of psychiatric patients from the General

who were being temporarily housed at the Dieu while there were some changes made at their own facility.

In April 1967 John Conroy died just before his 78th birthday. Mr. Conroy was a well-known city industrialist who owned the Conroy Manufacturing Company until the previous year when it had been sold to Kelsey-Hayes Ltd. Mr. Carmichael had been his partner for a number of years.

Mr. Conroy had donated the first land to be used for the Hotel Dieu Hospital as well as being an enthusiastic supporter of Ridley College and the Lincoln County Humane Society.

In keeping with the Advisory Board's continued effort to keep the avenues open for expansion four properties were acquired. A red brick home to the north of the hospital at 159 Ontario Street owned by Frederick Tortorella, a dentist was purchased and subsequently torn down to make room for doctors' parking and visitors to their offices.

Two properties were purchased from the estate of Stanley A. Smith, 145 Ontario Street which contained two apartments, and a small house located at 102 Yates Street.

At the death of R. Hanright, president of Hanright & Co. Ltd., consulting engineers, the property at 107 Yates Street became available. Mr. Hanright and Mr. Carmichael had made a gentlemen's agreement that the hospital would have the first opportunity to purchase the land. A week after the death the executors received an offer to purchase from a local architect, but Mr. Hanright's son-in-law was aware of the verbal agreement between his father-in-law and Mr. Carmichael. After discussion, the building was purchased by the Hotel Dieu and leased to the architectural firm.

Sister Mantle, as chairman of the Order's Habit Change Committee, engaged Louis Berai, a local couturier who provided a sampling of habits of more modern design for the Religious Hospitallers for consideration, including one called a fatigue suit. The nuns had worn the same basic habit for over 300 years.

The one accepted by the committee was

similar to the original habit, but featured a shorter skirt, narrower collar and a headdress set further back on the head.

This modification of the Religious Hospitallers' clothing was all part of the changes made as a result of a renewal mandate by the Vatican II Council. Each religious order and each individual member of that order, was encouraged to go back and take a look at their roots and the beginning, which for the Religious Hospitallers of St. Joseph was back to 1636.

They were directed to study the charism of those who first founded the Order, Jerome le Royer de la Dauversière in this instance, and to gain strength and purpose from the effort.

It was a matter of blending the more modern outlook in some ways, while still keeping touch with the more traditional roots, to help maintain balance in the reality of the current times.



Sister Annette Valade
Superior 1968-1971

There was also an organizational change at the hospital; the separation of the responsibilities of the Superior and the Administrator. Sister Annette Valade was named Superior serving as the head of the Sisters' Governing Board and Sister Audrey Mantle would remain as Administrator only, responsible to the Sisters' Governing Board and reporting to the Advisory Board.

Specific guidelines were developed to better define the roles.

There would also be a change in titles. All nuns would in future be referred to as Sister regardless of their rank. Former Mother Superiors for instance would now be addressed as Sister to allow for increased simplicity.

Carmichael Wing Named

On May 10, 1968, a special dinner was held in the hospital cafeteria to honour Harry J. Carmichael, who was retiring as Chairman of the Advisory Board. He would be moving permanently to Toronto to take a position with Argus Corporation. Mr. Carmichael had worked in Toronto and Oshawa for a number of years.

To show appreciation for his numerous years of strong leadership, the 160-bed south wing opened in 1962, was officially named the Carmichael Wing.

Dr. Harold G. Fox, Q.C., Litt.D. became the new chairman of the Advisory Board. It was Dr. Fox who presented the scroll to Mr. Carmichael from the hospital and Sister Mantle presented a blessing from Pope Paul VI in the form of a certificate.

Dr. Fox, a distinguished and scholarly gentleman was a lawyer and leading authority on international patent and trademark law. He had first joined the Advisory Board in 1946 as a founding member.

The Advisory Board approved the purchase of two properties; dormant hydro land adjacent to the Old Welland Canal, two and one-half acres to be used only for future parking, and the former Fifield residence at 157 Ontario Street purchased from Omar Crabtree which would be used for doctors' offices and the MDS laboratory. The building is located immediately north of the hospital and is now referred to as the Annex.

Metrification was introduced at the Dieu in 1968 at a total cost of \$3,000 for the conversion. Ross Ransom, pharmacist was the chairman of the hospital's six-member sub-committee. Also the Hotel Dieu was among the first hospitals in the province to adopt audio metric testing to discover hearing problems in infants.



Dr. Harold G. Fox Q.C., Litt.D.

Born in Toronto in 1896, Harold G. Fox graduated from the University of Toronto and Osgoode Hall, being called to the bar in 1919. He practised law in that city and was a patent lawyer for the Lightening Fastener Co. before taking up residence in St. Catharines in 1927 as General Manager of the firm. He held that position until 1948.

Dr. Fox was named a King's Counsel in 1937 and received his Doctor of Philosophy degree in 1940. He was "Mr. Patents, Trademarks and Copyrights" in Canada, publishing numerous volumes on the subjects, and writing definitive explanations for encyclopaedias. He was an honorary lecturer of industrial property in the faculty of law, University of Toronto.

Dr. Fox served as a President of the St. Catharines and District Chamber of Commerce and the first President of the Niagara Industrial Relations Institute. He was also a Past President of the Patent Institute of Canada. He belonged to the St. Catharines Club, the University Club of Toronto, Albany Club of Toronto and the Arts and Letters Club of Toronto as well as the Athenaeum Club of London.

Dr. Fox was a charter member of the Hotel Dieu Advisory Board and served as chairman from May 1968 until his death in October 1970. Dr. and Mrs. Fox had been vacationing on the Isle of Wight when he was taken ill. He was 74 years old.

Dr. Fox was a very knowledgeable professional man while still remaining involved and caring about his community. He contributed his time and expertise selflessly to the Hotel Dieu Hospital and in appreciation the Coronary Intensive Care Unit was named "The Dr. Harold G. Fox Memorial Unit."

A Home Care Program was introduced in November in the city by the Victorian Order of Nurses with the co-operation of the Dieu's medical staff.

The Lincoln County Hospital Planning Council evolved in 1968 into the Niagara Peninsula Hospital Planning Council, representing the 10 hospitals in the Region as well as the other health care delivery agencies in the peninsula. The expanded membership would provide a forum for increased communication among the facilities as well as decreased duplication of facilities and services.

Unions were introduced at the Dieu in 1968 with the Canadian Union of Public Employees (CUPE) being certified as the bargaining agent for 250 of the staff. They would be known as Local 1097 which would include nursing assistants, maintenance workers, kitchen staff, orderlies and would exclude office workers and registered nurses.

The first executive were Lucy Nicholson, president; Eleanor Cronkwright and Allison Williamson, vice-presidents; Joan Anne Bryant, recording secretary and Michael Boyle as secretary-treasurer.

Lucy Nicholson in 1982 is on a leave of absence from the Hotel Dieu to serve as President of the Ontario division of CUPE and also holds the position of General Vice-President of the National Division.

Local 772 of the International Union of Operating Engineers would represent the 10 stationary engineers on staff.

In 1969 Father Edward Pythian succeeded Father Thompson as resident chaplain.

Dealing with the drug problem

Group therapy sessions were sponsored by the Hotel Dieu's social work department, in co-operation with the local branch of the Addiction Research Foundation of Ontario, with weekly sessions beginning in January, 1969. The program was aimed at young people with drug problems and was operating with eight youngsters after only two weeks in operation. The average age was seventeen.

About 150 cases of drug abuse had been treated at the hospital in the emergency ward in

the previous year indicating a need for more in-depth treatment methods.

With this particular program, a drug abuser received treatment in the hospital while the social service department confidentially investigated the patient's history to familiarize consultants with the patients problems. An invitation would then be extended to the individual to attend the regular group therapy sessions.

Dr. Murray Robertson, staff consultant for dependencies and Joan Morrison, a social worker, ran the program with assistance from Dr. H. Thomas and Dr. G. Alvarez, part-time consultants. But it was Sister Mantle who really pushed for something to be done for these 'kids', she was determined that she was going to help them in any way possible.

The group also worked in close contact with the provincial department of Family and Social Services and the Children's Aid Society, who were involved with youngsters under 16 years of age.

Since the emergency staff were the ones who often dealt with these patients, an in-service training program was started to educate them on how to care for, understand and treat them as well as to provide medical care. Sister Mantle was very supportive of these efforts and in the words of Dr. Robertson, "She was willing to stand on her head for these youngsters, if that was what was necessary".

The drug abuse problem was large with statistics estimating that about 10 percent of drug users in Canada were located within the Niagara Region. After one year of participation, the consultants in the Hotel Dieu program estimated that 75 percent of their original 16 participants had benefitted from the group therapy sessions and had been able to make the transition back into a normal work and home situation.

Although this was obviously on the right track, there was still the lack of a detoxification centre or psychiatric unit at the Dieu or a rehabilitation centre or youth hostel within the city. There was no place to send a drug user who might need a place to stay with closer supervision, other than the active treatment wards, which was just not always possible or desirable.

Reacting quickly to this need, once defin-

ed, Sister Mantle spearheaded the establishment of a free medical clinic providing confidential health care for youths who were unable to benefit from the existing services.

Open two nights a week in the evening, the hospital provided a large volunteer staff including doctors, nurses, social workers, students and other lay persons to deal with cases of hepatitis, venereal disease, drugs, alcohol and even one case of tuberculosis.

The program was run by a board of directors functioning independently through contributions from organizations and individuals and was not actually part of the hospital's medical services.

The clinic, in liaison with social and health agencies and other city youth projects through its board members, worked to integrate patients into existing agencies rather than isolate them. Although it was a different group from the drug therapy sessions already established, the two programs were planned to complement one another.

Award-winning film produced

The Alcohol and Drug Addiction Foundation of Ontario, at the request of the Canadian Hospital Association and the Ontario Medical Association, made a film to be used for training in other hospitals and organizations on how to deal with patients affected with hallucinatory drugs. Entitled "Treatment of Acute Psychotic Reactions Due to Psycho-Active Drugs", the production would be duplicated and distributed to hospital associations across the province. Sister Mantle was the narrator.

Hotel Dieu was chosen for the filming because it was judged the best program of its kind in the province and the city was relatively small. The foundation hoped to convince hospitals in smaller communities that such programs could be successful.

During a five day period, the crew shot footage of real drug emergencies at the hospital and staged shots of other segments in the program. The film followed the progress of a patient arriving on a 'bad trip', being examined, treated with tranquilizers and finally being 'talked down' by friends and volunteer workers. This was

followed by footage of Joan Morrison leading a group therapy session.

The over-riding message in the 17-minute presentation was that the procedure was relatively simple and did not require a fully professional staff. The major commitment was of time in 'talking down' a patient on a trip.

Two meetings were held in 1969 with the Ontario Hospitals Service Commission about starting Intensive Care and Coronary Care units (ICU/CCU) as well as expanding the physiotherapy department.

Oral surgeons were allowed to operate at the Dieu for the first time that year.

There were some problems experienced with the requirement of doctors to provide history and medical reports within a 72-hour time period of admittance to the hospital. Some were becoming lax and it was necessary to remove their privileges for seven days. It was exceptionally important that all medical records be kept current for the patients' welfare and the overall efficiency of the hospital. The rebellion was short-lived, and with a few disciplinary actions, the delinquents once more complied.

Another edict was passed regarding the dress, code of the Religious Hospitallers. They would now have the option to stay in habits, wear a modified version or switch completely to contemporary dress. It was strictly a personal decision which resulted in many of the older members keeping their habits. Those who did change to contemporary dress found it greatly to their advantage, making acceptance by the general public much easier since they weren't so obviously identified. The habit, while defining their role, also in certain instances appeared to make them difficult to approach. It was also very practical for someone with an active job to be less encumbered with the bulk of the habit.

A special honour was bestowed upon Sister Mantle in 1968, she was named chairman of the Catholic Hospital Conference of Ontario.

In January, 1970 the ambulance services for the area were moved to the Hotel Dieu from the fire departments which operated volunteer services in Merritton, Thorold and Port Dalhousie wards.

The OHSC was looking for improved services, better-trained personnel and better communications between ambulances from Grimsby to the Niagara River. A communications tower was erected at the Niagara Peninsula Sanatorium, hotlines were installed for the local and provincial police forces and radios were installed in the Hotel Dieu and General hospitals.

The minimum requirement for a position as an ambulance attendant was a valid St. John Ambulance Certificate. There was a short period of intensive training at Camp Borden with instruction from doctors, police, trained drivers and radio operators which were offered by the OHSC.

Jerry Bahr, hired as the new Ambulance Service Supervisor had previously been a medical attendant at Kitchener-Waterloo. Each of those hired were required to work in the hospital when they were not needed for the ambulance work.

There had been numerous changes over the years in the regional health care picture so the Niagara Peninsula Hospital Planning Council decided to hire the consulting firm Woods Gordon to provide an in-depth study of developments and examine what the future role of each of the ten institutions in the region should entail. Results would be available the next year.

At the Dieu as noted in a report from March, 1970, there was a decrease in out-patient and X-ray services and an increase of 489 in-patients. The general surgery was up 144 cases but Sister Mantle estimated that they would be down over 3,000 patient days by the end of the year. She was concerned by the drop in the occupancy rate of the medical-surgical beds and was interested to see what the role study results would recommend for her institution.

In May approval was received to develop intensive and coronary care units to a maximum cost of \$630,000. Tenders would be called. The contracts were awarded in the fall for an estimated \$697,697.53 cost. The firms were all local, R.J. Thomas, architect; Newman Bros. Ltd., general contractor; Blenkhorne and Sawle Ltd., mechanical contractors and Burnshawkins Electrical Contractors Ltd., electrical.

Chester Woods, Sr., the architect for both the original hospital construction and the ad-

dition in 1962 had died in February. Work would begin immediately with a target of June, 1971 for completion.

Dr. Alistair Moodie, pathologist tendered his resignation in May, 1970 to take a position in the Department of National Health and Welfare in Ottawa. Dr. Moodie had first come on staff in 1957 and had been instrumental in organizing the lab training program and in planning the excellent lab facilities in the Carmichael Wing.

A new union was formed at the Dieu when the employees in the boiler plant department voted to change their union from international to the Canadian Union of Operating Engineers. Changes in the act deleted the need for fourth class engineers so they were released from that capacity and remained instead on staff as maintenance men. This action was contested by the union, who appealed to the Ontario Labour Relations Board, but the objections were later withdrawn and work returned to normal.

In June, the office and clerical staff decided they wanted to join CUPE. Rather than go through protracted negotiations with the Labour Board, with the possibility of extensive delays and expense, the hospital extended a voluntary recognition to the staff concerned.

Now the only ones unorganized, with the obvious exception of the management and supervisors, were the technological staff. There was a movement underway sponsored by the Ontario Hospital Association to examine and possibly promote the principle of collective bargaining on a province-wide basis to prevent any further diversification and fragmentation of representation in facilities throughout the province.

In September a Medical-Moral Committee was formed with Dr. D. Donevan, Dr. E.P. O'Neill, Dr. P. McMMain, Father Gregory and Sister Mantle. Father E. Sheridan, S.J. would serve as a resource person.

The committee was organized to provide an intelligent and conscientious group who would be ready to react to major issues such as euthanasia, test-tube babies, life and death issues which would require cool heads and logical discussions.

Members of staff and the Advisory Board

alike were disappointed to hear that Sister Mantle would be transferred at the end of March to the Macdonell Memorial Hospital in Cornwall. She had provided dynamic and steady leadership in a time of great unrest and trials.

Everyone was very pleased to congratulate her in November when she became the first Religious Hospitaller of St. Joseph to be appointed to the Board of the Ontario Hospital Association.

Dr. Harold Fox, president of the Advisory Board died while on vacation with his wife on the Isle of Wight. First joining the Board in 1946, he had assumed the chairmanship in 1968. A special resolution was prepared by the Board members and presented to his widow as a tribute to his many years of dedicated service.

John T. Pennachetti of General Concrete became the new chairman. First joining the board in 1960, Mr. Pennachetti was also very active on the Niagara Peninsula Hospital Planning Council.

Late in the year the OHSC announced the cancellation of the third year in schools of nursing which had been served as an internship, a move which would affect hospital budgetting. Instead of having 20 nursing interns on staff at a cost of \$300 each per month, the hospitals would have instead 'beginning nurse practitioners' at approximately \$500 each.

In the first month of the new year, the Dieu was assessed as having one of the highest accident rates in the province by the Ontario Hospital Association. A Mr. Greaves from the Accident Prevention Committee was sent to investigate and offer suggestions for improvement.

The hospital co-operated fully and immediately started a number of educational programs on such practical procedures as 'how to lift properly'. All employees were required to attend the sessions and sign forms which became part of permanent personnel files.

There was a marked improvement within a short time with a 50 percent decrease in the number of accidents in the hospital by January, 1973.

An inhalation department was opened in 1971 by Robert James, an inhalation therapist

from Montreal. A technician, Dean Kyle was hired later in the year and by 1972 the service had expanded enough to warrant evening out-patient services. The department provided respiratory therapy treatments and pulmonary functions testing during the evening sessions.

The emergency department was increasingly busy. Working conditions were very trying because of the construction on the physiotherapy department, expected to be fully operational soon. For the time being they were required to cope with noise, dust, air hammers and no heat except the small amount which overflowed from the rest of the hospital.

There were some delays on the renovation, with strikes by suppliers, which would slow things down by about three months to September.

Staffing as well in the emergency department was difficult. In 1968 it had been decided that each doctor under 60 years of age would be asked to staff the area on a rotation basis. Now it was realized that many of those assigned were neglecting to take their shifts making it necessary to take disciplinary action.

Role Study results

In 1971 the Niagara Peninsula Hospital Planning Council's Role Study Report was completed by Woods Gordon. The 117-page report was released to each hospital in the region. A joint press release from Mr. Robinson, the General; Sister Mantle, Hotel Dieu and Dr. Shaver, Niagara Peninsula Sanatorium stated they would support the proposals in the study on the basis of a brief reading but would make no commitments until they could study the document more fully.

A special committee was established at the Dieu to study the recommendations in the Woods Gordon report, Mr. Stauffer, Alderman Mike Stirlski, Dr. Andrew Donnelly, Dr. M.L. Brosnan, Sister Valade and Mr. Story. Each department head was asked to report and submissions were received from individuals. There was a meeting of the board chairmen, administrators and chiefs of medical staff of the three St. Catharines hospitals.

From these sources the committee prepared their reaction to the study which estimated that, based on population and forecasts, the 2,271 hospital beds available currently would

become inadequate for future requirements. Another 200 would be needed by 1975 and 500 by 1985.

There was an imbalance in the bed count in St. Catharines with too many maternity wards and not enough psychiatric wards. The report suggested the future intergration of alternative care agencies into the over-all nursing picture and recommended there be more centralized services. These would include the establishment of a central analytical laboratory, use of computers for accounting and medical statistics, shared services in management and staff educational programs, sharing of staff for maintenance of electronic equipment and the establishment of a centralized micro-filming service.

Long-range plans should include consideration of a centralized laundry, sterilizing facilities, a major food preparation centre and manufacture of some pharmaceutical supplies.

The Hotel Dieu Role Study Committee separated the study into four distinct divisions, organization, future, shared services and education.

Under organization they recommended the appointment of an executive director capable of updating the role study and keeping it current complete with revised statistical and population data. As far as the future was concerned, the committee felt it was not possible to make definite commitments in 1971 for health care in five, 10 or 15 years because of the ever fluctuating trends consistently being encountered.

The study had stated there should be psychiatric services at the Dieu but the committee suggested any expansion would be more logical at the General since it already had the Norris Wing and the psychiatrists on staff. Splitting the facilities could cause confusion and extra expense.

Obstetrics should be housed at the General according to the study but the Hotel Dieu, especially the Religious Hospitaliers were naturally very upset with that recommendation. They had first started as a Maternity Unit in 1948, had just expanded their pediatric services in the past few years which was a companion area. They felt it was dangerous to have only one unit

in the city in case of a serious problem of infection.

The report continued by suggesting in future an emergency receiving unit be developed only at the General. Medical staff were very much against this and there was the legal question to be considered. The Hospital Act clearly stated, that ". . . no hospital shall refuse to admit any person in need of active treatment from sickness, disease or injury."

The committee suggested that both units continue as they were and take another look at the situation when the present facilities were outgrown.

The study said another department which should be assigned in future years to the General would be the coronary and intensive care units. With the brand new departments under construction at the Dieu, the department of medicine in particular stressed that the service should be part of each hospital and not be centralized.

The committee stated the shared services as outlined in the study should be examined more carefully but precedence of one item over another should be determined by majority wishes of the hospitals, not by individual hospital pressures. They further recommended the central laboratory services be one of the first areas to be studied.

The study suggested the active chest unit currently housed in the Niagara Peninsula Sanatorium be located at the General within five years and the "San" revert to a chronic unit. The three hospitals, on the other hand, were unanimous that the present active chronic chest units should be expanded at the San where the specialists were already on staff and that long-range plans for that facility include an in-patient rehabilitation centre.

The committee concluded that education should be dealt with by the Niagara Peninsula Hospital Planning Council as the need arose.

The major objection by the Hotel Dieu was the suggestion it should remain oriented toward family practice with internal medicine, general surgery and pediatric services stressed.

Mr. Keogh, ably summing up the general consensus of opinion commented that "To limit Hotel Dieu to the above specialties, would, it



John T. Pennachetti

John T. Pennachetti born October 23, 1924 in Thorold, Ontario was educated at local schools and attended executive courses at the University of Buffalo and the University of Western Ontario as well as in various locations with the Young Presidents' Organization. He and Mrs. Pennachetti have six children.

Mr. Pennachetti served from 1943-1945 in the Royal Canadian Corps of Engineers and the Royal Canadian Signal Corps. From 1945 he helped develop the family business into General Concrete Ltd., a diversified concrete products company. Positions he has held include President of General Concrete Ltd. from 1952-1974 and directorships of several corporations.

Business organization memberships include past-president of the National Concrete Products Association (Canadian), past-director of the National Concrete Masonry Association (North American), member of the Young Presidents' Association and the Ontario Economic Council.

His civic activities have included chairman of the Thorold Planning Board, vice-chairman of the Niagara District Health Council and memberships in the 4th Degree, Knights of Columbus, the Niagara Falls Club, the St. Catharines Club, the St. Catharines Golf Club and the building committees of Julia's Church, St. Catharines and Holy Rosary in Thorold.

Mr. Pennachetti remains an active member of the Lay Advisory Board and is to be commended for his valued contribution to the hospital as a volunteer.



Sister Dolores Kane R.H.S.J.

Sister Dolores Kane, R.H.S.J., B.S.N.Ed., M.Ed., R.N., an American by birth graduated from St. Bernard School of Nursing in 1948 and later continued her education at Loyola University, Chicago and St. Louis University, St. Louis. An intelligent, well-read student and educator, Sister Kane enjoys learning as well as sharing her extensive knowledge.

She has held a variety of supervisory positions at St. Bernard Hospital from 1952 - 1971 as well as teaching at the School of Nursing from 1949 - 1971. She then served as Assistant Administrator, St. Joseph Hospital, Hartford, Wisc. from Nov. 1970 to May 1971, when she came to Hotel Dieu, St. Catharines as Administrator.

During her period here, Sister Kane offered strong and determined leadership with the opening of the Pastoral Services department under Sister Mary Ann Higgins; a VD Control Clinic and the closing of obstetrics in the 25th anniversary year during the onslaught of provincial cutbacks in the health care system.

Transferred in November 1973 to St. Joseph Provincial House as Business Administrator, she remained there until July 1975 when she was appointed Administrator of Macdonnell Memorial Hospital, Cornwall, Ont. She also took on the extra capacity as Administrator of St. Joseph's Villa in the same city in June, 1979, a dual role which she continues to fill in 1982.

A very talented individual, Sister Dolores Kane also is an accomplished musician and writer whose articles have been published in a number of professional periodicals.

seems to me, place it in the permanent category of a small family hospital and considerably curtail its service to the community."

In April, 1971, the NPHPC was renamed the Niagara Peninsula Health Council with R.E. Dwor, a board member of the Port Colborne General Hospital, as the first chairman and Mr. Pennachetti as vice-chairman. The scope broadened to embrace other health care agencies such as the Public Health Unit, the VON and nursing homes to name some.

The next month a new Hotel Dieu Administrator was named, Sister Dolores Kane, previously the Assistant Administrator at the Hospitalers' facility in Hartford, Wisc. She was a multi-talented individual with a long list of accomplishments in the educational and professional fields.

Sister Kane put in motion new policies for almost every department. She introduced detailed job descriptions and concise operation manuals, instilling her sense of organization and control throughout the hospital. This documentation aided recorded keeping, one of the factors which helped the hospital's excellent accreditation rating.



**Sister Mary Ann Higgins
Superior 1971-1977, 1979-1981**

Pastoral services department

Sister Mary Ann Higgins, local Superior became the first co-ordinator of this new department approved by the Board of Directors and re-

cognized as a permanent, official department in its own right. The staff included a resident Chaplain, one full time Sister Visitor and the Co-ordinator. They would be guided by the philosophy of Matt. 25:36, "I was sick and you visited me."

The specific purpose of the department was to witness a deep concern for the overall welfare of each patient with the staff striving to provide for the spiritual needs of patients and therefore contribute to the hospital's comprehensive effort to care for the total person.

There were six basic objectives, "to assist in achieving a common aim that 'Health' may be restored and maintained by each patient; to integrate all religious ministry programs into the total patient care program; to serve all patients in charity and to treat each patient with dignity and respect; to promote a spirit of ecumenism, support and co-operation among different religions; to assist clergymen to meet the pastoral needs of sick parishioners and to serve as a centre of communications for the clergy in the geographic area served by this hospital."

The service helped to fulfill an important need for the sick and dying as well as their families and has continued to expand over the years to provide help where needed.

Sister Higgins in an address at an Administrator's Workshop in 1974 described the role of the Sister-Visitor in such a program.

"It is important to realize that the Sister freed for contact with patients is rapidly becoming one of the most vital and indispensable persons in our Catholic Hospitals as the number of Sisters grows smaller and the work of administrative personnel grows more complex. It is up to the Sister to provide an atmosphere in this technological age, which is humanized - not mechanized. The Sister comes to patients as a minister of Christ, a friend, a consoler, a representative of the Church and of her religious Community."

Father Gregory Denes became Chaplain at this time succeeding Father Edward Pythian now Roman Catholic Pastor at Port Dalhousie.

The opening of the intensive and coronary care unit (ICU/CCU) was officially

celebrated on September 9, 1971. It was dedicated to the memory of Dr. Harold Fox, late president of the Advisory Board, with a picture and inscription placed at the entrance to the unit.

Dr. James M. Brown would direct the unit with Sister Valade the Supervisor.

In November Sister Rosalie Cobey, Provincial Superior outlined the Philosophy of Health Care in the St. Joseph Province of the Religious Hospitallers.

They were also in the process of strengthening the hospital boards, therefore three Sisters from the local Community, Sister Keevil from Kingston and Sister Cobey the Provincial Superior would sit on the Board in St. Catharines.

On the 26th of the month, a VD Control Clinic opened at the Hotel Dieu with two distinct and separate programs. In one, the patients would be referred by doctors, receive treatment at no cost with the department of VD Control covering the expense. The contacts would be noted and investigated.

In the second one would be the Mediklik patients. The cost would be covered by the VD Control and the unit operated with the aim to convince the individual to bring in their contacts for treatment.

A branch of Extendicare, a privately-owned nursing home in St. Catharines on Pelham Road opened in November, 1971. Veronica Callaghan, one of the original founders of the Maternity Hospital, was the new facility's first administrator. She had previously been the administrator at the Mississauga branch.

The Advisory Board approved four property purchases in 1971 on Ontario and Adam Streets for possible future expansion; the Howard W. Taylor home at 143 Ontario Street, Alan G. MacKenzie home at 4 Adam Street, Peter Kornlyo residence at 139 Ontario Street and the house at 141 Ontario Street.

April 1, 1972

A significant date in the health care field, on this day the Ontario Hospital Services Commission ceased to exist as an independent body and went back under the wing of the Ministry of

Health. Frank Miller replaced Dr. Richard Potter as the Minister of Health in Ontario.

Hospitals, institutions and facilities in both the public and private sectors throughout Ontario became concerned about what the future would bring and it was not long before they entered an era of frantic streamlining, extensive monetary cutbacks and ingenious budgeting caused by changing government policies.

They had been launched into the Age of Restraint which would result in helter-skelter reactions, some bitterness and much hardship; but on the whole be eventually overcome with the dedication and versatility of talented and street-wise administrators and support staff within provincial hospitals.



Dr. James M. Brown
Director of the Intensive and Coronary Care Unit



Dr. Younghusband with two nurses in the Coronary and Intensive Care Unit opened in 1971 and dedicated to the memory of Dr. H.G. Fox, late Chairman of the Lay Advisory Board.



The Age of Restraint brings to mind cut-backs and related financial problems of the Hotel Dieu as well as other institutions throughout the province, but there were many positive events during 1972-1980 including the Opening of the Dialysis and ICU/CCU units and the celebrations of the 25th Anniversaries of the Hospital and the Auxiliary.

Opposite page: — Harry J. Carmichael cuts the ribbon to officially open the Dialysis Unit on November 29, 1974. From the left are Dr. W.F. Lumsden, Executive Director Personal Care Standards Division, Ministry of Health; John Campbell, Chairman of the Regional Municipality of Niagara; Sister Rosalie Cobey, Provincial Superior and Carey Robinson, Executive Director of the St. Catharines General Hospital.



Top Left: — Sister Carrier puts the finishing touch on the cake for the staff tea to celebrate the Hospital's 25 Anniversary in 1973. Admiring the creation are Sister Kane, left and Sister Higgins, centre. Standard Photo.

Bottom left: — The Hotel Dieu Hospital Auxiliary celebrate 25 years of service with an anniversary dinner in 1975. Preparing to blow out the 25 candles on the cake are from the left; Kathleen Butcher, a founding member; Helen Stewart, president; Sister Mary Immaculate, first Superior-Administrator; Catherine Kehoe, past president and Esther Boase, a founding member and its first treasurer.



The Age of Restraint 1972-1980

In early 1972 all hospitals in Ontario received notification of budget cuts, the closure of beds in some cases and the amalgamation of services in others. Rumours had abounded for quite some time and the Hotel Dieu had tried to anticipate what the future would bring, seeking ways to alleviate a possibly negative situation.

A consulting firm, Naus and Newlyn was hired to review the entire hospital operation, examining work study methods, department by department, job by job, which resulted in a complete revision of job classifications.

Each of the three unions in the hospital were requested to keep their demands within line and were warned that it might still be necessary for some employees to be let go. It was stressed by hospital administration that the alternative would be the closure of 40 beds and as many as 80 to 100 layoffs affecting all departments.

In spite of all these measures, when the letter arrived from the Ministry of Health, the Hotel Dieu was informed of substantial budget cuts and were advised that if it could not live within the proposed restrictions, then 39 beds should be closed.

The Ministry's guidelines stated that if a hospital did not have at least 2,000 deliveries annually, services would be centralized in one hospital for the community. In 1972 the Dieu records revealed it was at approximately 49 per cent capacity and was short the quota suggested.

In the past, there were regularly about 1,500 births at the Dieu and 2,000 at the General. Now the total for both hospitals was well below 2,000, even when combined. Basically this was because of increasingly effective birth control methods and the trend to limit families to one or two children and sometimes to have none at all.

Also affecting the figures was the quarantine placed on the Dieu dur-

ing the salmonella epidemic from August 20 to early October. All expectant mothers were instructed to go to the General because of the risk involved. This caused a substantial drop in patient days throughout the hospital and wreaked havoc with their carefully estimated budget. The restricted admissions resulted in the loss of 2,784 patient days, many people were isolated and tests had to be run on both staff and patients.

The question now was how long did the Hotel Dieu have before obstetrics would be closed and how would it deal with the budget problems. Time would tell.

Computers had been introduced into the hospital a few years previously, basically on a time rental method. The results had proven very satisfactory in respect to time and money savings.

In 1972, the Ontario Hospital Services Commission suggested a pilot project effort among five hospitals, Joseph Brant Hospital, Burlington; York General Hospital, Richmond Hill; Scarborough General Hospital, Peterborough Civic Hospital and the Hotel Dieu Hospital, St. Catharines.

The plan was to have programs redeveloped by a group, to make them flexible and applicable to a 40-bed hospital as well as to the larger and more complex 600-bed unit. When completed the Commission would make the standardized programs and equipment available to other facilities which would be able to easily adapt them for their own use.

In May 1972, Mrs. Pauline Marino joined the Hotel Dieu Staff as Administrative Secretary. She had formerly been executive secretary to Trevor Morgan, a prominent local lawyer.

The accreditation procedure was revised in 1972 as outlined in a letter from Dr. L.O. Bradley, Executive Director of the Canadian Council of Hospital Accreditation. Mr. Bradley wrote that accreditation was broadening and deep-

ing its program in every way. Team surveys would be increased and would be more in-depth. Comparisons would be made with past performances and with other hospitals. Also, in the future, surveys would look more carefully at appraisal of clinical care by the medical and nursing staff.

These changes would make accreditation more difficult to achieve but more desirable and more important when earned. The Dieu continued to rate an A-3 judgement which meant excellence in all departments and categories of the survey.

With the results in from the Naus Newlyn study some streamlining was achieved. Staffing was done by patient assessment categories rather than by numbers. This helped with some savings since relief nurses were called in rather than scheduling fully, although the full-time nurses were not enthusiastic about the situation.

The personnel department took over all the statistics and staff direction pertaining to physical examinations, chest X-rays and TB testing and other procedures relating to employee health, thus eliminating backlogs.

In August, 1972 the traditional transfer month, Sister Evelyn Quinn arrived in St. Catharines from Chatham, N.B. to assist in the Pastoral Services Department.

Miss Olive Shea resigned as accountant. She had served the hospital for 19 years since the opening in 1953.

1973-25th Anniversary Year

Although this should have been a time filled with pride and celebrations for the achievement of running a highly rated health care facility for a quarter century, the year was entered with caution and misgivings. There was a great concern about the maternity unit and of course any further directives which would be forthcoming from the Ministry of Health.

The New Year brought a directive from the Niagara Peninsula District Health Council advising all area hospital medical staffs to make a review of their various existing hospital services and to make recommendations to the Council by April 26. John Pennachetti was the chairman of the Role Study Committee of the Council.

Early in January a Special Committee, with representatives from the Divisions of Surgery of the Hotel Dieu Hospital and the St. Catharines General Hospital, was formed. Members included Drs. W.J. Orr, Chief of Surgery, St. Catharines General Hospital; J.D. Black, Chief of Surgery, Hotel Dieu Hospital; A. Donnelly, D. Evans, G.E. Martyn, E.J. Blair and M.J. Sabia, Chairman of the Special Committee.

The plan was to have a joint study done by the two hospitals, but after extensive discussion and prolonged debate, a Role Study Report was prepared by the hospitals individually. Part of the problem was that the General would be undergoing extensive renovations which would begin April 30 and this would make items such as the centralization of services very difficult to discuss. The meetings of the Special Committee held in January and their outcome were taken into consideration when the final report was prepared.

The Role Study document presented to the Health Council under the signature of Sister Kane, Administrator outlined the Hotel Dieu's position. Every hospital within the province was caught in this catch-22 dilemma. The Ministry of Health, although at no time had actually ordered beds closed, had told hospitals to cut costs and live within the specified guidelines or the result would be the closure of 40 beds. It was up to the individual hospitals to decide which should come first, the closure of beds which affects patients directly or efficient operation.

The General Hospital had chosen the closure of the 40 beds but the Dieu, with the aid of the Naus Newlyn Study which provided numerous practical suggestions for increased economy in operation, chose instead to absorb a \$250,000 budget cut on a 12-month basis and not close any beds.

One major savings had been realized with the reduction in work hours from 40 to 38-3/4 and the layover between shifts reduced from one-half to one-quarter hour.

Recommendations from the Hotel Dieu's study included; obstetrics be centralized at the St. Catharines General Hospital effective April 29, 1973; urology be centralized at the Hotel Dieu;

cardio-vascular surgery, neurological service, nuclear medicine and gynecology should be centralized at the General while eye and ear service be at the Dieu; nose and throat could also be included especially while renovations were underway at the General, and orthopedics should remain at both.

General surgery should continue at both facilities and be based on availability of beds and operative time. Psychiatric services should remain at the General and surgical pediatrics should remain at the Dieu with both hospitals retaining coronary and intensive care units. Each hospital should continue with active emergency departments. There were also other recommendations dealing with administrative and support services.

The decision to centralize obstetrics at the General was an unpopular one with the Hotel Dieu, however, it was a decision which had to be made. It was inevitable, since the birth rate had decreased so drastically and the moral issues involving obstetrics made the General the obvious choice to the majority in the City of St. Catharines.

In a similar situation in Cornwall, the Hotel Dieu kept the maternity unit with all abortions being performed at the General Hospital in that city, but that decision was unacceptable for St. Catharines in spite of extensive lobbying by the Hotel Dieu people.

The consideration which really helped to smooth ruffled feathers and disappointed reactions was the assignment of the urology department at the Dieu. Many felt this was really the lifesaver financially for the hospital over the next few years, as well as the importance of retaining the ICU and CCU units and an active emergency department. Without these departments, the Hotel Dieu stood an excellent chance of becoming a very large nursing home in a very short period of time.

The urologists in the city, Drs. A.D. Williams, D.C. Steele, A. Donnelly and G.E. Martyn had prepared a special report to be included with the Role Study. It contained the recommendation that all patients requiring primary urological care be treated at the Hotel Dieu with the adult patient care located on the fourth floor in the area to be vacated by obstetrics and the childrens' area to be part of the pediatric depart-

ment. The investigative and treatment facilities should be contained on the fourth floor. It was estimated that by consultation with specialists in the field of economics that the centralization of urological services would result in a reduced cost per patient day, with a reduced length of stay, a more efficient use of equipment and with a limited duplication of equipment.

Keeping the emergency department at both hospitals required some aggressive arguments on the part of the Hotel Dieu, including the reminder of existing legislation stating it was illegal, "for any hospital receiving Provincial Aid . . . to refuse to admit as a patient any person who from sickness, disease or injury or otherwise is in need of active treatment." This meant the Hotel Dieu must have staff ready at all times to treat any patient arriving at any time of the day.

A report from the medical staff departments recommended the emergency remain open and letters from physicians outlined their concern if the department were closed. The projection, in excess of 36,000 patients by the General and 20,000 by the Dieu for a 12-month period, could not be handled alone by either hospital without a major expansion program, and that was out of the question for the moment.

The General was notified of the Dieu's intention to close maternity on April 30, but a telephone call received from the Ministry of Health requested they rescind that decision.

The plan now was to keep maternity open until October 19 which would seriously affect the patient days and therefore the budgeting for the hospital. The obstetrical department would then be completely renovated and opened in January, 1974 as a surgical urology unit as recommended in the Role Study report.

Although the Role Study and the problems of cutbacks and related concerns seemed to be the overshadowing subject of the year, the hospital continued to function and other events of importance were taking place.

In February the first corneal transplant in St. Catharines was done at the Dieu by Dr. H.A. Tipler. In March, permission was obtained from the Ministry to open a Detoxication Centre in conjunction with, but apart from the hospital. The

plan was to utilize one of the properties acquired earlier for the non-medical unit. It was two years before the grand opening was celebrated.

Also in March, Birthright-St. Catharines opened an office in space donated by the Religious Hospitallers in the Medical Arts Building across the street from the hospital (the former Maternity Hospital).

Dr. Evans was particularly interested in this project and offered his help. It was he who drove some concerned citizens to Toronto to meet with Mrs. Louise Summerhill, founder of Birthright International. Noreen Smith, a nurse at the Greater Niagara Hospital, Niagara Falls was recruited to organize the local office for the Niagara area.

The organization, run strictly by volunteers, offers confidential counselling and support services to pregnant youngsters. They encourage the expectant mothers to give birth to their babies stressing that the fetus is a human being and deserves a chance at life.

Volunteers aid young girls in making the best decision, either keeping the baby and raising it themselves or giving it up to a loving family for adoption, a decision which affects both mother and child for the remainder of their lives.

Birthright also offers free pregnancy tests and help in other ways such as with maternity clothes from donations received. No records of contacts are kept by the office to ensure absolute confidentiality.

In May the Hotel Dieu Laboratory was chosen as a reference laboratory by the Ontario Medical Association for bilirubin and other testing. This was a very special announcement made to Mrs. Renate Behrens, lab supervisor and her staff.

Also in 1973, the home at 10 Adam Street was purchased from Dr. Oscar Stahl and 98 Yates Street from Mrs. K.E. Carson, widow of Stanley Carson.

The property at 160 Ontario Street adjacent to Park Towers Apartments was purchased. The building had previously been Ver-Mar Nursing home from 1967- 1970 and then Villa Marie Nursing Home from 1971. The MDS laboratory would move there in November from the

Fifield residence which would provide space for an expansion of administrative office space later in the year. A breezeway would be built to connect the hospital and the house.

The property at 29 Montebello was purchased from Margaret Alton to provide space for parking for the Medical Arts building.

On May 26, 1973 a dinner was held at the Niagara Club in honour of Dr. Charles Gillen, radiologist since the hospital opened in 1953. Dr. Gillen was presented with a scroll for his 20 years of dedicated service at the testimonial evening attended by 50 friends, colleagues and family. Upon his retirement, Dr. Gillen was replaced by Dr. Keith Wedderspoon.

Jubilee Celebration

As on any anniversary date, especially one celebrating a quarter of a century in existence, one tends to reminisce and recall nostalgically the time which has so swiftly passed. It was difficult to believe that it had been 25 years since the Maternity Hospital had opened its doors after the preparatory work by the three founding nuns, Mother Mary Immaculate (Kennedy), Sister St. Catherine Brennan and Veronica Callaghan, Senator Bench, Dean Cullinane and the Advisory Board members.

The Maternity Hospital opened October 4, 1948 with 28 beds, and the Hotel Dieu Hospital, September 10, 1953 with 125 beds. Now in 1973 the Dieu had 301 beds and a staff of 550.

A Mass of Thanksgiving was held in the hospital chapel led by Bishop McCarthy. This was followed by a reception and dinner at the Polish Legion on Vine Street.

John Pennachetti, chairman of the Advisory Board welcomed the guests and there were special greetings from Bishop McCarthy, Sister Cobey, Provincial Superior; Sister Mary Immaculate (Kennedy), foundress and first Superior-Administrator; H.J. Carmichael; John Campbell, Chairman Regional Municipality of Niagara; Mayor J.L. Reid, Q.C., City of St. Catharines; Dr. H.A. Tipler, F.R.C.S., vice-president of the Medical Advisory Committee and Sister



Sister Elizabeth MacPherson RHSJ

Born in Alexandria, Ontario Elizabeth MacPherson was educated in local schools, entered the Religious Hospitallers Order in 1937 and graduated from Hotel Dieu Kingston in 1941, where she continued to work. She served as Supervisor of Emergency Nursing and Radiology and from 1956-1959 as Chief Executive Officer.

From 1959-1965 Sister MacPherson served as Provincial Superior of St. Joseph Province and then as Administrator of Hotel Dieu Hospital in Chatham, N.B. until 1970. For the next three years Sister MacPherson was the Superior at St. Bernard Hospital, Chicago and then named Administrator of Hotel Dieu Hospital St. Catharines, a position she held until 1979.

During her six years here she had to deal with the continuing problems of budgetary gymnastics, bed closures and staff layoffs on the negative side but also was able to take satisfaction in the opening of the dialysis and the urology departments and the establishment of the detoxication centre for the city.

As the last Religious Hospitaller to serve as Administrator in St. Catharines, Sister MacPherson saw the close of an era. She has however remained active in local hospital affairs and currently serves as Chairman of the Sisters Governing Board in St. Catharines; Local Superior and Chairman of the Sisters' Governing Board at Hotel Dieu in Kingston and on the Boards of St. Bernard Hospital and Palos Community Hospital, both in Chicago.

Sister MacPherson is well-respected by her peers and staff and is described as a vibrant, strong and social person and an asset in any circumstance.

Higgins, President of the Board of Directors of the hospital.

Staff awards were presented by Sister Kane Administrator and Mr. Story, Assistant Administrator.

There was also a special Tea held at the hospital to include all the staff in the celebrations. A huge cake was baked for the occasion featuring a lighted fountain in the base. Sister Currier had decorated the creation.

In a surprise move by the Ministry of Health the date for the closing of the maternity unit was changed to September instead of October 19 as had been previously decided. This meant the hospital was celebrating its' anniversary at almost the same time it had to close the door on its' very beginnings.

Sister Kane Transferred

After just over two years in St. Catharines albeit a very stressful and active period of time, Sister Kane was transferred to Amherstview to serve as Business Manager in the Provincial Administration. The appointment was effective November 17, 1973.

Her replacement, Sister Elizabeth MacPherson was welcomed on December 10. Sister MacPherson had just finished a two year term as Superior at St. Bernard Hospital in the midst of a Chicago ghetto. Life was very different in the more conservative St. Catharines as well as the socialized scheme of health care which was not available in the United States.

On February 25, 1974 Mr. Pennachetti resigned as the Chairman of the Advisory Board although he wished to remain a member. His increasingly demanding involvement with the Niagara Peninsula District Health Council wasn't allowing enough time for both positions, his work and his family.

Mr. Keogh, a long-time member of the board and partner with the late Senator Bench in the Bench, Keogh, Rogers and Grass law firm, became the new chairman (profile on page 18).

Death of Cardinal McGuigan

James Cardinal McGuigan had been involved from the time he was first approached by Dean Cullinane in 1944. It was he who spoke with Archbishop O'Sullivan in Kingston about ap-

proaching the Religious Hospitallers of St. Joseph to open a mission in St. Catharines. He had been instrumental in the planning, financing and overall organization of the project and remained interested and involved throughout the years.

He passed away April 8, 1974 after a decade of failing health. In 1965 he had suffered a severe stroke from which he had never fully recovered.

The Funeral Mass on Easter Monday at St. Michael's Cathedral, Toronto was attended by numerous prominent friends and colleagues. An editorial in the Globe and Mail paid tribute to this extraordinary man who had served so well and guided so ably.

The recurring problem of staffing the emergency department with doctors came to a head in 1974. Only the St. Catharines General was providing 24-hour service in their emergency department and the local ambulance attendants wanted to change a standing rule that they take emergency cases to 'the nearest medical facility' since they had to wait for a doctor if they took a patient to the Hotel Dieu. The attendants were claiming this was a dangerous procedure because time was important in many emergency cases and waiting for a physician could waste precious minutes. There was a great deal of controversy over the matter.

St. Catharines Chief Coroner Dr. E.B. Penton publicly recommended the rule be changed to take victims to whichever hospital could handle the call. Dr. Penton, Donald Teasdale, a Ministry of Health official and several doctors in the city had been urging for the complete closure of the Hotel Dieu emergency, arguing it would be much cheaper and more efficient to have only the one at the General.

Sister MacPherson replied they were working to staff the department full time and had no intention of closing it. Dr. Evans, the Chief of Medicine at the Dieu, felt the closing of emergency would be the first step toward the conversion of the hospital into a nursing home. He was quoted in a Hamilton Spectator article published April 8, 1974 stating, "A hospital must have an emergency department to remain an active institution just as it must have a coronary facility or intensive care unit."

Dr. Evans had been working for years to convince doctors to stay overnight in the hospital as they did at the General. He also wanted interns to be allowed to practice in hospitals other than accredited teaching facilities as they had been previously. This would take care of the majority of the evening calls since the interns would live on the premises and could be available. Unfortunately the Ministry of Health did not see this as a reasonable suggestion and interns would remain only at teaching facilities.

The Dieu was able to provide 24-hour emergency service with the aid of a group of local doctors who shared a schedule in the evening hours. Starting August 1, 1974 doctors would live in from 1800 hours to 0700 hours.

A very important achievement, an eye clinic was opened at the hospital in 1974 with the aid of several eye specialists and the local Lions' Club under president Ray Muirhead.

That year there were some conflicts with the Workmen's Compensation Board. The hospital was assessed for a penalty payment of \$19,000 for the years 1970, 1971 and 1972. The high number and the cost of injuries were mainly sustained by the ambulance service personnel and the salmonella epidemic experience in 1972. The hospital had lost 1,027 days and 54 employees during that time due to the epidemic but the Compensation Board judged it the same as an injury. There was no penalty for 1973 and 1974 and by the next year there was a vast improvement.

The hospital was also expecting some depreciation funds worth about \$48,000 from the Ministry of Health but they were not received, causing more financial difficulties.

There were some prolonged negotiations with the unions before settlements could be reached in 1974 as well as a change in one of the unions. The Department of Labour ruled that the Registered Nurses Association of Ontario, since it represented both management and labour did not legally constitute a body suitable for collective bargaining. It was changed to the Ontario Nurses Association.

The Mustard Report

Prepared by Dr. R. Mustard of McMaster

University, Hamilton, the report proved very controversial in a number of areas, but one in particular. Dr. Mustard recommended "*the creation and establishment by statute of area health service management boards.*" These boards would have some responsibility for a logical grouping of facilities and administrative resources.

There was a general outcry from the public and a number of health professional groups. The idea was totally rejected because it was considered to represent the imposition of a new layer of management replacing what was seen to be the great community strength of the voluntary hospital boards.

A few groups did support the suggestion if it could be a voluntary choice rather than imposed. The Ministry, taking heed of the negative reactions, chose not to implement the new boards but chose instead to encourage and support the development of local mechanisms for achieving economics through co-operative activities under the leadership of the district health councils.

The Niagara Region already had the Niagara Peninsula District Health Council in place representing the area institutions.

In September of 1974 Alfred T. Story resigned as Assistant Administrator to accept a position as Chief Executive Officer at Etobicoke General Hospital, Rexdale, Ont. Mr. Story who had first come to Hotel Dieu in 1959 had been a pioneer serving as the first lay assistant in the Province of the Religious Hospitaliers of St. Joseph. He had been a very able and efficient assistant to Sister Mary Murphy, Sister Audrey Mantle, Sister Dolores Kane and Sister Elizabeth MacPherson, the hospital's Administrators during that time period. Mr. Story had seen incredible development of services and the institution with expansions, and then the onset of the restrictions which resulted in the closing of the maternity unit and the opening of urology. It was now time for him to move on.

Two months later Kerry Brimblecombe became the new assistant administrator. He was the former Director of Financial Services at the Peterborough Civic Hospital.

Dialysis Unit

On November 29, 1974 the dialysis unit first accepted patients, but the official opening ceremonies were not celebrated until January 29, 1975. The occasion was also to honor Harry J. Carmichael, first chairman of the Advisory Board. Sister Mary Immaculate, the first administrator of the hospital was on hand to pay tribute to Mr. Carmichael on behalf of the Religious Hospitaliers.

The official party for the opening ceremonies held at the Thistle Theatre, Brock University included John Campbell, Chairman of the Regional Municipality of Niagara; W.F. Lumsden, Executive Director, Personal Care Standard Division, Ministry of Health who cut the ribbon; Sister Cobey, Provincial Superior; Carey Robinson Executive Director, St. Catharines General Hospital; Sister MacPherson Administrator of the Hotel Dieu and Dr. Robert Manning, the Director of the Dialysis Unit.

There were numerous other dignitaries including local politicians, representatives from the Niagara Peninsula District Health Council, the Kidney Foundation, the Hospital Advisory Board and the Board of Directors as well as numerous medical professionals.

The dialysis unit with four beds and one acute room was actually a satellite unit of St. Joseph's Hospital, Hamilton. This was part of a regional program, the first of its kind in the province. A unit had been opened in Hamilton, January 1967 which was to serve an extensive area including all of Niagara and as far west as Kitchener. Dr. Arthur Shimazu, co-ordinator of that program believed in taking the care to the people, thus encouraged, along with others, the opening of the unit in St. Catharines.

Dr. Robert Manning was hired as the Director with his wife June Manning as the co-ordinator of the program. They first began with three other nurses and one technician, Rooney Luh. Dr. Manning recalls the first office as a box and a chair with everyone tripping over things in the hallway. Efficiency soon prevailed as they became more organized.

Major transplants were and still are done at the regional centre in St. Joseph's in Hamilton as well as care for major medical surgical

problems.

The unit began taking patients in varying stages of kidney failure. The new facility meant that people from the Niagara Region no longer had to travel for treatment. Initially there were three people on centre dialysis and 10 on home dialysis. By the following year the numbers were eight on centre and 15 on home dialysis, one on peritoneal centre, three on home peritoneal and one transplant making a total of twenty-eight. The staff had also increased by two nurses and another technician.

The major push had been to get as many patients as possible to take their treatment at home since patients generally had a much higher survival rate on the home program. Also the funds are less, at \$35,000 in hospital compared to \$12,000 at home, using current figures. Dialysis is a time-consuming procedure taking from four to six hours three times per week.

Current services of the Dialysis Unit include 9 beds in the hemo dialysis centre, six beds in the peritoneal centre plus the home centres, personalized delivery service to homes, spousal relief program and a nurse for the home dialysis program.

The Hospital Auxiliary members have been an important aspect of the program, providing the funds for necessary equipment. They pledged to raise \$45,000 for the dialysis unit which, with a major effort they were able to successfully complete by November 1975.

Detoxication Centre

In March 1975 Alcoholic Anonymous meetings were first held on the 6th floor of the hospital in the auditorium each Thursday with approximately 75 attending. There was a need for a rehabilitative program which was recognized by the Hotel Dieu.

They decided to open a detoxication centre but there were difficulties in finding a site and the funding. Later when a suitable location was chosen it had to be rezoned which meant meeting with City Council and the Ontario Municipal Board. There were also delays in obtaining a building permit and construction material due to strikes during the construction period.

The unit officially opened July 27, 1975 in



Stahl Residence

the former Dr. Oscar Stahl residence at 10 Adam Street. The facility, operating as a non-medical unit under Director Keith Hornibrook, could house up to 18 patients with drinking problems. All the staff were rehabilitated alcoholics themselves in order to be able to deal most effectively with the patients.

Patients must be inebriated to be admitted but will not be readmitted within 24 hours if they check out. Operating procedure is very basic; they strip and bath the patient, outfit him with night clothes and wash his own, check for medication with the patient's physician and then allow him to rest. A staff member sits with the patient to calm him down. The atmosphere is quiet and homelike and there are no social workers or doctors, nothing is forced.

Once a patient is able to take food he is encouraged to build up his potassium level. The average patient is 45 and the average length of stay about three days.

Currently there are over 300 in the AA program. The Manager of the Detox Centre is Fred Hughes who held the position of Assistant Manager when it first opened. The program is designed to meet the immediate needs of the problem drinkers and to steer them toward recovery. So far there is only a facility for men although the Hotel Dieu and others concerned about the situation are hoping to establish a similar centre for women in the near future.

Also in July, 1975 Sister Elizabeth Rouble was named the new Provincial Superior, the third Superior from Hotel Dieu Kingston to be named to the position. Sister Rouble would later become Superior at the Hotel Dieu Hospital, St. Catharines in 1981.

Auxiliary celebrates 25 years of service

Over 100 auxiliary faithfuls gathered in the hospital auditorium, November 23, 1975 in honour of their 25 years of dedicated volunteer efforts. The special guest for the evening was Sister Mary Immaculate, the first Administrator of the hospital. Sister Mary Ann Higgins represented Sister Elizabeth MacPherson, hospital Administrator and Rev. Michael Chigar, the new hospital Chaplain, also attended.

Auxiliary president, Helen Stewart officially turned over a cheque for \$22,000 to the hospital, the final installment of the \$45,000 pledged to provide special equipment for the dialysis unit which had been opened the previous January.

In the 25 years of the group's existence the Auxiliary had raised a total of \$475,534.47 from projects such as the Snack Bar, Gift Shop, annual Fiesta and penny sale, teas, fashion shows and card parties.

The Auxiliary used \$381,356.90 of the total to purchase equipment needed for hospital administration but mostly for the care and diagnostic treatment for the patients. The balance was used for Auxiliary needs such as equipping and upkeep of the snack bar, the gift shop, and the library.

Several past presidents attended the dinner including Mrs. Butcher, Mrs. Cahill, Mrs. Tracy, Mrs. Darte and Mrs. T.F. Kehoe, immediate past president.

One special highlight of the observance of their anniversary was the preparation of a "Resume of History 1950-1975" prepared by Miss Helen T. Sim, B.A. who was the official historian from 1955 to 1975. Miss Sim outlined the formation of each of the committees in detail and provided an up-to-date list of executive and convenors, an invaluable source for researchers and a very important document for the Auxiliary itself.

The Hospital Auxiliary officially formed in 1950 with a few volunteers and quickly mush-

roomed to over 600 in a very short time. This was a slower paced era before the advent of two-career families, the women's movement and single parent homes. Many women did not work outside the home and had more time to devote to volunteer activities. There are now less than 100 members of the Auxiliary but it is interesting to note that the number of actual hours of volunteer time have remained generally constant at about 10,000. It would seem that the fewer numbers are able to accomplish as much with the exception of the snack bar which has paid staff. At one time it was all volunteer which accounted for many people.

Kathleen Blakely, chairman of Volunteer Services for the past four years reports that new volunteers are still needed badly by several of the services. Current obligations include admitting, day care unit, dialysis unit, information, gift shop and tuck cart, library, messenger service, pediatrics, physiotherapy, social service, x-ray and florals.

They still have 24 knitters including two gentlemen who make items to be sold in the gift shop. Mrs. Pat Abrahms is the Volunteer Director for In-Service.

The candystriper program currently has only about 11 volunteers but they are vital to the hospital with their young, cheerful outlook and unbounding energy. Annual Recognition Nights are held to honour the candystripers and their parents. Awards are presented for numbers of hours volunteered and Certificates of Appreciation handed to those who are leaving the program. Also, bursaries are available for those wishing to pursue a medical career through the Hospital Auxiliary and the Margaret Fraser Memorial Award presented annually by the Ontario Hospital Auxiliary Association.

The Hospital Auxiliary functions as a vital organ of the overall hospital body especially in troubled financial times. There are always items which just cannot be covered by the carefully planned budgets and the volunteers work tirelessly to fill in these gaps. They have raised funds for items just too numerous to catalogue here ranging from \$21.38 for a wall clock for the Snack Bar to over \$46,000 for the Technicon SMA 6:60 for the dialysis unit. Up-to-date totals show they

have raised **\$742,949.51** since 1950 for the Hotel Dieu Hospital on a strictly volunteer basis.

A thank you and an appreciative salute is in order for all the individuals who have given of their time and shared their experience over the past years for the betterment of the hospital.

Budget Problems

A Board meeting was held November 5, 1974 to discuss the budgetary problems the hospital was facing. With numerous cost increases to be absorbed, including an 18 percent salary hike for the Ontario Nurses Association members, the hospital administration realized there would be a shortage of \$500,000 on the budget for the year.

They decided to appeal to the Ministry. There was considerable discussion about whether the hospital should consider a compromise and it was unanimously decided to 'stick to their guns'.

Ivan Kaye, chairman of the finance committee stressed during the meeting that, *"It is very important to get the point across to the Ministry representatives that this hospital is operating efficiently and the two percent constraint put on all hospitals was picked up in 1972."*

Mr. Quinlan, Mr. Kaye and Mr. Doresco represented the Dieu at a meeting on November 13 in Toronto with Ministry officials, Percy McGavin, Mr. Teasdale and Neal Phillips.

The Ministry people pointed out that the St. Catharines area had more than the four beds per 1,000 required and indicated they were very concerned that the Hotel Dieu Hospital Board had not taken drastic action such as closing beds, restricting emergency hours or any other means available, when it became evident that the hospital could not operate within the budget. They also suggested there should be more help from the medical staff as well as stringent controls on supplies and drugs and restraints on the use of the hospital by the medical profession in critical financial periods.

They continued by complimenting the Dieu representatives on their presentation but indicated that the two percent constraint would be very difficult to waive, as it was the government policy to reduce health expenditures and that the preliminary guidelines for 1976 were already in

the final stages of preparation and indications were that they would contain further restrictions on expenditures.

As an example the officials informed the Hotel Dieu representatives that the Ministry itself had reduced its' staff and no wage increase or staffing would be permitted for the next three years. The meeting ended with the Ministry people promising a prompt answer to the request for an appeal.

Five days later a letter was received from Mr. Teasdale stating that his committee was supporting the previous decision made by the Ministry consultants. They would, however, increase the out-patient costs by \$59,000 since it appeared that a duplicate deletion had been made in the 1975 budget. This still left the Hotel Dieu with the possibility of a \$441,000 deficit if they could not find a solution. After studying the reply, the hospital finance committee felt they had nothing to lose by appealing to elected representatives for a hearing with the Minister of Health. There were meetings with Mr. Campbell and Robert Welch, M.P.P., Minister of Culture and Recreation, the area's spokesman in the Ontario Cabinet, to see how this might be approached.

On the 19th of December at a previously scheduled meeting with Ministry representatives and all Niagara hospitals, they were told that the hospitals would be receiving a second budget letter by mid-January with a detailed explanation of the federal inflation guidelines and at the end of January or mid-February a third one would be sent covering staff reductions, bed closures, hospital closure or no reductions at all with implementation of all changes to take place by April, 1976. They would just have to wait and see.

In 1975 the ambulance service at the Hotel Dieu Hospital located there since 1970, was moved to new headquarters at the corner of Lake and Albert Sts., a former firehall. The physical operation would take place from the new site while the dispatch centre would still be located at the hospital.

In December the local chapter of the Kidney Foundation, Niagara District donated a General Motors van to the Dieu Dialysis Unit for



Thomas E. Quinlan

Thomas E. Quinlan, a native of St. Catharines was educated at St. Nicholas School and St. Catharines Collegiate. He obtained a BA degree from the University of Western Ontario in 1952 and was called to the bar in 1959 after attending Osgoode Hall Law School in Toronto.

Mr. Quinlan set up a private law practice in 1959, was elected as a Separate School Board representative from 1965 - 1968 and served on City Council as an Alderman for St. Patrick's Ward.

He was involved in a number of community associations including a directorship of the St. Catharines Community Credit Union and Presidency of the St. Catharines Liberal Association.

In August, 1977 Mr. Quinlan resigned as Chairman of the Advisory Board to take his position as a County and District Court Judge in Halton as appointed by Justice Minister Ron Basford.

Mr. Quinlan is a very close friend of another Chairman of the Advisory Board, Robert Edgar, Q.C., in fact they attended law school together. Mr. Edgar described Mr. Quinlan as a "solid kind of guy, excellent personality for a judge - firm when necessary, patient, tolerant and understanding."

technicians to service the kidney machines of those patients on the home dialysis program.

Hospital Week

The week of January 27 to February 2, 1976 was proclaimed Hospital Week by the Superior General of the Religious Hospitallers of St. Joseph, Cecile Renault, Montreal. On February 2, Religious Hospitallers totalling 880 in all their centres throughout the world, placed notices in local papers, church bulletins, banners, bulletin board displays and any other creative means available to publicize the Daughters of Jerome LeRoyer. (Refer to History of the Religious Hospitallers on page 4).

In March the Hotel Dieu Memorial Fund was organized. Ironically it was first proposed by Dr. Charles Gillen, radiologist and his was one of the first names on the list. Dr. Gillen died on November 18, 1976 and Mr. Keogh died just five days later. Mr. Keogh had been involved since 1945 in the Hotel Dieu story as legal counsel, very often without remuneration and had served as chairman of the Advisory Board from 1974 to 1976.

More sad news related the passing of Mrs. Harry J. Carmichael (Marie Moran Woods), a very active and loyal supporter of the Hotel Dieu along with her husband.

Thomas E. Quinlan, a local lawyer became the new Chairman of the Advisory Board on the death of Mr. Keogh. Mr. Quinlan, a native of St. Catharines, had set up his law firm in 1959.

A coup for Mrs. Vilma Hefler and her staff, the lab training program, the only remaining hospital program in the province, was accredited for another three years.

Any small triumph in the hospital was especially important during this trying period, for hospital morale was very low. Everyone working in the hospital in St. Catharines as well as those all across Ontario, were aware of the seriousness of the financial situation, for not a meeting was held that it was not brought forward in some way. Every request for supplies or equipment was questioned in minute detail since the money just wasn't there.

Sister Higgins, the President of the hospital Board of Directors explained that, "The morale in the hospital was just terrible, I think the

whole hospital suffered because of it but we all stuck together and we had the strength of the people pulling for us."

No one gave up and left the hospital although many were fearful about job stability. They chose to stay and be strong together.

Bed Closures

Hotel Dieu administration and staff waited until February 17, 1976, collectively holding their breath, to hear from the Deputy Minister of Health Alan Backley. The result was they had been exempted from specific restraint at this time but there would be no dollars available to recover the 1975 operating deficit which they had been appealing since December.

There was no choice but to take immediate steps to close 21 beds which would bring the total to 39 active treatment beds which had been taken from service since 1973. The 21 beds included five on 3A which had not been used since June 1975 and 16 on second floor which were occupied mostly by long-stay medical patients. They also converted the remaining 23 beds on second floor to a Minimal Care Unit which would be staffed by less qualified personnel and then allocated the entire 3A unit to the Dialysis service.

Meetings were held with employees and union representatives to discuss implications on the closures to prepare them for possible layoffs. They numbered nine full time personnel which consisted of one registered nurse, three registered nursing assistants, three dietary staff, one housekeeping and one laundry staff. Thirteen registered nurses on regular part-time were also laid off.

There were still going to be financial difficulties. At a March 9 meeting of the appeal committee of the Advisory Board finance committee, Ken Johnson presented a comparison of the hospital's submitted budget, the one approved by the Ministry and the hospital's projected costs for 1975. Mr. Johnson indicated that the hospital's concern was the difference between the 1975 projected costs and the approved budget which represented an operating deficit of \$212,000.

He also presented a comparison of the

budget and the projected figures for the dialysis program which reflected a \$255,000 favourable budget position. He continued to explain that under the existing Ministry guidelines, the dialysis line-by-line surplus could not be retained by the hospital to offset the global budgeting deficit of \$212,000 which would have to be funded through new borrowings or by the sale of property.

Following this discussion the appeal committee decided to stop any further action regarding the 1975 appeal and to instruct Mr. Kaye and Mr. Doresco to meet informally with Hon. Robert Welch to advise him of the recent action taken by the hospital and to discuss with him the cash flow situation relative to the dialysis surplus and the operating deficit of the hospital.

A loan was received from the Religious Hospitallers of St. Joseph of Amherstview to assist in the repayment of bank loans of \$500,000 which did not help the operating deficit but did alleviate the cash flow problems, since the interest rate was considerably lower than the bank rates.

On February 28 the Ministry of Health directed the Shaver Hospital for Chest Diseases to close 35 beds and reduce its budget by \$271,429 and the St. Catharines General Hospital close 90 beds and reduce its budget by \$1,171,000. The Shaver Hospital accepted the reduction and in addition voluntarily closed 24 respiratory disease beds, laying off related staff. The Hotel Dieu was not directed to close any beds but they had just eliminated 21 because of the financial pressures.

The General Hospital protested the decision to the Ministry of Health stating that the calculation ignored the fact that 30 beds in the pediatric unit were unoccupied and unstaffed but were still used statistically to determine the surplus of beds.

Frank Miller, Minister of Health and the Hon. Robert Welch, M.P.P. issued a press release stating that the recently-appointed Niagara Peninsula District Health Council had been asked to review the Ministry decision. The council, through its executive committee arranged meetings with representatives from the Hotel Dieu Hospital and the St. Catharines General Hospital, and considered briefs from each. The members from St.

Catharines were Dr. Shaver of the Shaver Hospital, Eric Cooper, Mr. Pennachetti and Phyllis Vaughn. The committee would present its recommendations to the whole council who would in turn report to Hon. Frank Miller by April 12.

On Friday, April 2 Mr. Doresco, Mr. Brimblecombe and Sister MacPherson made the Hotel Dieu's presentation and two days later General Hospital representatives made theirs. The Health Council met in full on April 21 and presented their findings to each of the hospitals and the Ministry on the 23rd of the month. Sister MacPherson received a copy of the report on the afternoon of the 23rd but had no time to forewarn anyone else. Hotel Dieu staff and other members of the administration and Board listened to the radio and read the newspaper reports to find out what was to happen to them.

The Niagara District Health Council had recommended that the bed distribution for the necessary closure program be divided as follows – St. Catharines General Hospital 41 beds, cost factor of \$533,451 and the Hotel Dieu Hospital 28 beds at a cost factor of \$364,308. It was further recommended that the Hotel Dieu Hospital and the St. Catharines General Hospital give consideration in the near future to one centralized pediatric unit and one centralized emergency service.

Sister MacPherson stated the Hotel Dieu's reaction, *"In light of our as yet unsuccessful 1975 appeal we are most reluctant to have the recommended action accepted by the Ministry and we will vigorously oppose the adoption of Council's recommendations to the Ministry. To this end we have asked the Ministry to withhold any decision until their representatives can meet with us."*

There were numerous meetings with Ministry personnel Mr. Chatfield and Mr. Backley and acting Minister of Health Bette Stephenson. The Ministry's decision was to direct the Hotel Dieu to close 28 active treatment beds from the present bed complement and the General Hospital was reprieved from having to close 90 beds as previously directed. They would now only have to close 11 active beds and to keep the 30 unused pediatric beds in their present state.

A press release issued by the Hotel Dieu Hospital Board, June 5, 1976 stated that an emergency breakfast meeting of the Board was

held to determine what measures, usual and extra-ordinary, the hospital would take to convince the Minister to reconsider the decision which the Board felt could affect the very being of the hospital. It also assured the staff that the Board had no intention of implementing the Minister's latest directive. The Board members also had received Sandra McAllister, President of the Ontario Nurses Association, Local 32, who pledged full support of the hospital against the Ministry directives, on behalf of the membership.

After prolonged discussions with the Ministry an agreement was reached in July. The Hotel Dieu would close an additional 18-bed medical-surgical unit on the second floor, but would open an eight bed day surgery unit August 1, 1976 in the vacated 39-bed nursing unit. This made a net loss of 10 beds. The remainder of the bed cuts recommended by the Niagara Peninsula District Health Council and Ministry approved would be made up of 21 beds closed the previous March, plus nine dormant pediatric beds. Their official bed count would now be 240 active treatment beds because the day surgical beds were not included. This compared to 301 beds in January, 1972.

The Ministry of Health agreed to treat the 1975 expenditures under a total global concept and the hospital therefore did not sustain as large a deficit as previously anticipated. Also, although layoff of permanent full-time staff seemed unavoidable, it was taken care of by attrition and retirements.

As a result of the budget discussion the Ministry had recommended that the hospital consider the purchase of more modern equipment and the sale of property in order to reduce their long term debt.

In March of 1977 the Ministry changed the fiscal year for all hospitals to coincide with the fiscal year of the Province of Ontario. The first period would run for a 15-month stretch ending March 31, 1978.

The Ministry had allocated a specific dollar amount to each hospital and each was required to set up their own operating budget allowing a maximum increase of seven percent. Hotel Dieu was placed on a line-by-line budget as of August 1976 in an attempt to arrive at a suit-

able base, which had not been adjusted since approximately 1973, when the changeover relating to obstetrics and urology was made. The sum of \$11,510,310 had been allocated for the operation of this hospital excluding ambulance and detox which were on separate votes. An operating budget was submitted taking in the time period for 1977 through until March, 1978.

Ambulance Services

The previous year the ambulance service had moved its physical operation to Lake Street but the dispatch unit remained at the Hotel Dieu hospital on an interim basis as directed by the Niagara District Health Council. In a report issued from the Health Council in April 1977 one of the items of priority was to study and make recommendations on the revamping of the service. The Hotel Dieu had not been consulted prior to the release of the report.

The guidelines given by the Ministry specified that they wanted to see the service placed under one dispatch and eventually one operator and the Ministry did not wish to be involved in the operational aspect of the ambulance services.

The Hotel Dieu supported the recommendation for a central communication system, in fact they wanted to take it on themselves. They were concerned with the recommendation that a private operator be used and were disappointed that the present operating costs were not available for study.

The Dieu wanted to expand the St. Catharines system to cover the whole region. It was already dispatching 72 percent of the total calls and handling 52 percent of all the calls in the region, so the expansion would be a natural progression.

It would require changes in the dispatch structure, procedures and some functions to effectively utilize and control the decentralized fleet; minor changes in the supervisory structure and functions as well as the development of an operational plan to meet effects of change in the organization and physical structure.

The hospital administration felt they had numerous advantages including the availability of various in-service training and supplies on hand.

There would be few duplications of administrative services, they already had the expertise, and because it was a non-profit institution, it was motivated by service rather than by profit. It was a stable organization dedicated to health care and was accountable to the public as well as to the Ministry of Health.

The Hotel Dieu was directed to carry on as before.

In March 1977 occurred the death of Dr. James Millet Brown a dedicated cardiologist at the Hotel Dieu since 1954.

Mrs. Marjorie Thompson Hemphill, a 1932 graduate of the Mack School of Nursing, retired in April 1977 from her position as Director of Nursing which she had held for 19 years. The Religious Hospitallers and lay staff honoured Mrs. Hemphill with a Tea and special presentations.

She was replaced by Lora Warkentin. Miss Warkentin of Louth, received her RN at the Mack School of Nursing and later her B.Sc. in Nursing and Masters of Nursing Administration from Ohio University. She came to Hotel Dieu, January 5, 1976 as Assistant Director of Nursing.

Dr. Charles Gillen, radiologist revised the medical staff by-laws in 1976. These by-laws defined proper procedure for applying to medical staff; categories of staff; duties of department and other necessary information and rules in order to govern themselves.

Categories of staff include *associate*, new with less than six months of service; *active*, practicing regularly for an extensive period; *courtesy*, only using hospital on certain occasions and allowed two operations and two admissions in a six-month period; *consulting*, such as a psychiatrist; and *honorary*, for those physicians retired.

There are three executive positions with the President appointed by the hospital's Board of Directors and a vice-president and secretary elected by the physicians themselves.

A report on the Detox Centre listed 1,554 referrals in the past year, 314 from the Niagara Regional police, 715 self-referrals and some from other hospitals, doctors, industries in the area. There were 46 doctors and one clergyman among those admissions.

The average length of stay was four days and the average monthly occupancy was at 87.4 percent indicating a definite need for that type of non-medical facility.

September 1, 1977 was a day for celebration. The final payment for moneys borrowed from the Archdiocese of Toronto was made. The Archdiocese under Archbishop McGuigan had originally loaned the Religious Hospitallers \$250,000 to get started, with half of that as an outright gift. In 1953, to help alleviate serious financial difficulties there was a further loan of \$200,000 and an additional \$5,000 as a donation making an outstanding balance of \$245,000 interest free for five years and then to bear an interest rate of three percent. The minimum annual principal was \$8,300 for a period of 20 to 30 years with no specific time payment as such. In 1967 the loan was renegotiated for \$158,500 bearing interest at six percent with a total principal payment of \$15,800 annually.

Also in September, Mr. Quinlan, Chairman of the Advisory Board was named as a county and district court judge in the Municipality of Halton which would mean he would be relocating to Milton, Ont.

Mr. Stauffer, a charter Board member assumed the position protem until Robert Edgar, Q.C. took over April 24, 1978.

A Disaster Planning Committee was formed in November, 1977 chaired by Dr. G.P. Debenham. In the report received following an accreditation inspection at the end of 1977 there was a special commendation for the Disaster Plan of the hospital and a verbal request was made for permission to use some of their outlines in talking to other hospitals across Canada.

There was also special mention of the Pastoral Services Department for its effective program in patient care. The only criticism was for over-crowding in the dialysis unit and its recommended that more space be allotted and a more homey atmosphere created. The hospital had not been inspected for three years and nine months and were once again awarded a three year approval status.

Discussion of finances at a board meeting in early 1978 brought to light the information that

requests for capital spending must be made to the Health Council. Approval for capital spending would only be given if situations were hazardous and were affecting the quality of care or reduced operating costs. Capital equipment would be later funded through depreciation monies and donations since the Ministry would not provide such funds.

One circumstance which was causing concern was the Bell Telephone 12.9 percent rate increase in June, 1977 and the proposed 28 percent hike slated for April, 1978. This total of a 44 percent increase would amount to several million dollars in hospital operating budgets. The Ontario Hospital Association were lobbying against this move by the company.

Special Recognition

In January 1978 Sister Mary Immaculate (Kennedy), foundress and first Superior-Administrator of the Hotel Dieu Hospital received the Queen's Silver Jubilee Medal for her outstanding work in the health care field in St. Catharines. Other recipients were Harry J. Carmichael and George A. Stauffer both charter members of the Advisory Board and long-time volunteers for the Hotel Dieu. Their names were proposed by the Advisory Committee to honour their outstanding achievements.

In May 1978 Rodd Barr of Harris, Hildebrand and Daniels was named legal counsel for the Hotel Dieu, replacing Mr. Keogh who had died in 1976.

Tribute was paid at the May 31 Board meeting to Dr. Michael Sabia and Dr. Nicholas Hill, a long-time anesthetist, both of whom had recently died. Dr. Sabia was a former Chief of Surgery at both the Hotel Dieu and the St. Catharines General as well as past president of the Lincoln County Academy of Medicine.

The Advisory Board and the Religious Hospitaliers' community rejoiced in July with Mr. Cahill, founder and Chairman of the Board of the Ontario Editorial Bureau on receiving the Award of Attainment from the Canadian Public Relations Society. Mr. Cahill had been involved from the beginning and throughout the years, behind-the-scenes, in the Hotel Dieu story and his wife, the late Dorthea Cahill was a former president of the

Hospital Auxiliary and in charge of publicity for many years.

On August 27, a farewell reception was held at Denis Morris High School auditorium, to honour Bishop Thomas McCarthy on his retirement, after suffering a serious heart attack. He had been appointed Bishop of St. Catharines when the Diocese was formed in 1958 by a redistribution of the Archdiocese of Toronto and had been supportive to and interested in the hospital.

Two days later Bishop Thomas Fulton was installed as the second Bishop of St. Catharines. A native of the city he had held numerous positions in Toronto parishes and the chancery office, being named Auxiliary Bishop of Toronto in 1969. He had served as Secretary to the Office of the Cardinal in the early years of the Hotel Dieu development so was already familiar with the early struggles of the founders and the Advisory Board.



Sister Ferne Rideout RHSJ, Superior 1977-1979

Sister Ferne Rideout, Superior and Sister Elizabeth MacPherson, Administrator of the Hotel Dieu attended his installation and spoke of the offertory procession as being particularly impressive as it consisted of 12 persons in authentic ethnic costumes representing the multicultural dimension of the St. Catharines diocese.



Robert Edgar, Q.C.

A native of St. Catharines, Robert Edgar, Q.C. was educated in local schools, earned his B.A. from St. Michael's, University of Toronto and was called to the bar in 1959. After working in Windsor for one year, he opened his own law office in St. Catharines. Four years later when the senior partner in the firm Cavers, Chown, Cairns accepted an appointment as a judge, Mr. Edgar was asked to join the firm and has remained there to the present. He was named a Queen's Counsel in 1977.

Mr. Edgar has been very active in the community, receiving a special service award from the Kiwanis Club; serving on the executive of the Canadian Red Cross Society, the St. Catharines Golf and Country Club and a special highlight was chairing the building committee of St. Julia's Church.

As Chairman of the Advisory Board, Mr. Edgar spent countless hours working on the budgetary and related financial problems of the Hotel Dieu during the years of cutbacks by the provincial ministry. His contribution has been extensive and appreciated.



Most Reverend Thomas B. Fulton
Bishop of St. Catharines 1978-present

Most Rev. Thomas B. Fulton, Bishop of St. Catharines has a very distinguished background in ecclesiastic affairs and has enjoyed a great involvement with religious and secular communities.

A St. Catharines native, Bishop Fulton was educated in local schools and graduated from St. Augustine's Seminary, Toronto. He earned his Doctorate in Canon Law from the Catholic University of America, Washington, D.C. in 1948.

Ordained June 7, 1941 at St. Michael's Cathedral by Most. Rev. James C. McGuigan, Archbishop of Toronto, he became involved in the planning and building of the Hotel Dieu Hospital under the Cardinal.

Bishop Fulton held numerous positions in Toronto parishes and the chancery office including his appointment as Chancellor of the Archdiocese in 1952. In 1954 he was elevated to Domestic Prelate and in 1955 became the Archdiocesan Director and Secretary of the Society for the Propagation of the Faith.

Shortly after being consecrated Auxiliary Bishop of Toronto by Pope Paul VI in St. Peter's Basilica, Rome, on January 6, 1969, he became Vicar General and Director of Personnel in the Archdiocese Episcopal Vicar for Italians.

He was transferred in August, 1978 to become the second Bishop of St. Catharines succeeding Bishop McCarthy who retired. Shortly after arriving in the city, Bishop Fulton became an honorary member of the Hotel Dieu Advisory Board and has continuously taken an active interest in the affairs and well-being of the hospital, the parish and the community as a whole.

Role Study

In 1978 the three community hospitals, the Hotel Dieu, St. Catharines General and The Shaver Hospital for Chest Diseases hired a consulting firm, Agnew Peckham and Associates to produce a joint role study to determine the future needs and functions of health care in the community. The \$15,000 cost shared by the three facilities resulted in a 224-page document expected to produce a five year blueprint for the hospitals. This was the first co-operative venture of its kind since 1970 when all the hospitals in the Niagara Region conducted a similar study.

The study suggested that both the Hotel Dieu and the General retain their emergency and pediatric departments. The Health Council had requested that both these areas be examined closely, hoping for financial savings if they could be combined or co-ordinated in some way. The study concluded that *"no one hospital could cope with the total load (of emergency work) without a major role change."* They studied the closing of one department during the night but found the savings would only be negligible, although it did prescribe some better balancing of the workloads particularly during the night. The study concluded that it would be impossible to meet the needs of children in one location only and vetoed the suggestion of mixing adults and patients in one ward.

The role study urged the Ministry of Health to begin immediately to meet Niagara's need for rehabilitation beds by establishing a 25-bed rehabilitation unit at the Shaver Hospital. No new active treatment beds would be needed until about 1982 and it was suggested that the best place for additional adult beds would be the Hotel Dieu since it had the unused patient areas which could be more easily and economically re-activated than the unused patient areas which existed at the General. The best unused pediatric facilities would be those at the General, when needed.

A shortage of ten chronic care beds for St. Catharines was perceived and was expected to grow to about 30 by 1982. That shortage could be even as high as 50 because 30 to 40 of the beds classed as chronic care beds at the Shaver were in fact being used for people with tuber-

culosis and chronic chest diseases who resided outside of the St. Catharines area.

The report summary stated the Hotel Dieu Hospital would continue to provide general care for in-patients and out-patients in medicine, surgery, gynecology and pediatrics. It would undertake special responsibility for urology, eye surgery, ear surgery, renal dialysis and nephrology, with an anticipated continuing special emphasis on surgical sub-specialties.

The hospital would not include psychiatry within its roles. The detoxication service for males needed also to be available for women; the hospital should study this subject, if requested. No chronic care role was expected with the possible exception of chronic or long time patient care related to a surgical specialty such as orthopedic surgery.

The hospital would continue to participate in share programs in the community and recognize the potential for more normal linkages in the Medical Staff organization and in the allocation of in-patient accommodation through a central booking system.

It also recommended that areas for study by the Niagara District Health Council include a diabetic education program, a burn centre, a geriatric program and an expansion of joint purchasing and shared services.

In December 1978 Bishop Thomas Fulton was announced as an Honorary Board Member. Some good news as well was that the Hotel Dieu would receive \$57,100 from the Regional Municipality of Niagara for property to provide access to highway 406 as it travelled from Port Colborne, Welland to join the Queen Elizabeth Way. The land had been purchased by the hospital to be used for parking.

A finance committee report for the end of the year announced there would be a 4.5 per cent increase in the budget for the next fiscal year and that the problems for 1979 would be substantially greater than during 1978. If the Ministry decided to effect bed closures to attain the 3.5 beds per 1,000 of population standard, the increase in the budget would be even less than expected.

As a direct result of that outlook the recommendation for administrative and non-union

wages was set at a very low 6 percent until the summer months when there might be a better idea where the hospital stood financially.

Negotiations had started earlier in 1978 with the Canadian Union of Public Employees (CUPE), numbering 258 for 1978 and at the end of February numbering 249 full time. Strike action was threatened although it was illegal in the hospital industry. Intervention by the Ministry of Labour averted that action and an agreement was signed in March 1979. There would be a six percent increase effective April 1, 1979 and a 6.5 percent effective April 1, 1980. A dental plan was awarded to union members on a 50-50 basis for premiums as well as to the non-union staff. There was a reduction in work hours from 38-3/4 to 37-1/2 which was also extended to the non-union personnel.

The Ontario Nurses Association received a seven percent pay raise effective October 1, 1978 and another increase of equal value one year later as well as the dental plan.

It was in April 1979, when a directive was received from the Ministry of Health stating that all hospital centres would be expected to operate within an interim guideline of 4.0 active beds per 1,000, 3.75 by April 1980 and 3.5 by April 1, 1981. With this news came the announcement of several incentives for 1979-80. Capital and interest charges would be considered an allowable expense for public hospitals where the hospital borrowed money to undertake a cost-saving project recommended by the district health councils and approved by the Ministry. The capital and interest would be paid over time from the savings generated.

Any public hospital with an anticipated deficit in one year would be allowed to recover the deficit from savings in the ensuing year. Fifty percent of the savings achieved by the hospital during the year could be used for new or expanded programs provided the annualized operating cost of the new or expanded program could be contained within the hospital's approved global budget.

Taking a close look at their financial situation the Hotel Dieu board and administration realized it could be faced with a \$400,000 to 500,000 deficit as a result of the government con-

straint program of the 4.58 percent budget when they were struggling through an eight percent inflation increase in the economy.

They had undertaken some cost savings programs to reduce absenteeism, conserve energy and expand the day care program but these would all take time to show results. It was decided that since the financial problems were immediate they would hire a consulting firm, Naus and Newlyn, to undertake a study and recommend ways to save money. This would also take time but the results from a previous study done in 1972 had offered viable solutions, so it seemed logical to try the firm once again.

By September the horizon was much brighter. The fiscal year which ended March 31, 1979 found the hospital in an underspending position of approximately \$30,000 which was refunded to the Ministry. The working capital of the hospital was improved and the revenue exceeded the expenses.

The capital expenditure program amounted to \$304,000 of which \$42,000 was funded by the Ministry. During the year there were many concerns but the hospital received a budget adjustment of approximately \$200,000 through the dialysis program, which again resulted in a surplus.

The forecasts indicated inflation at a seven to 10 percent rate and it seemed that the Ministry would be taking a more realistic view of hospital expenses in the future.

As for the Naus Newlyn study, it was not as effective as they had hoped and expected. A team from the firm interviewed a large majority of department heads, then did studies in the laboratory, dietary, housekeeping, laundry, medical records and physiotherapy where they found no potential of savings. Productivity in these areas was high and there did not appear to be any potential within a reasonable cost containment.

The Hotel Dieu was entering the 1979-80 year with a global deficit of \$100,000 and with inflation being higher than the 4.58 budget increase allowed ways must be found to reduce the global expenses by at least \$300,000.

The Naus Newlyn people after researching nursing, radiology and central supply room

(CSR) indicated there could be a savings of approximately \$300,000 with the major amount in nursing. Their fee was \$138,000 over 22 weeks and at the completion of the project they guaranteed that if the savings did not exceed the fee, they would refund the difference.

At the end of the program it was found that although the cost of the program, \$140,000 was absorbed, the benefit that had been expected was very small, particularly in the nursing area. The Director of Nursing was not satisfied and as a result a senior person from the consulting firm was assigned to the hospital full time until satisfaction was reached at a cost of \$1,000 per week. This turned out to be a rather traumatic experience for the senior staff and although there was a good nursing program eventually developed from the efforts there were many problems as well.

The Hotel Dieu felt there had been a shortfall of \$80,000 and were searching for some kind of a solution but were at a standoff with the company. In November 1981, the Minister of Health received some additional funds for hospitals and part of them were used to give hospitals the lesser of the total cost of the consulting fees or their operating deficit in the fiscal year of 1979-1980 which meant additional funding of \$25,000 for the Dieu. Obviously other hospitals had similar experiences with consulting firms but this extra funding did help to alleviate the situation.

Transfer time brought Sister Mary Fitzpatrick of Chatham, N.B., at the conclusion of her sabbatical year at the Galilee program in Arnprior, Ont., to the St. Catharines Pastoral Services program. Sister Ferne Rideout, Superior from 1977-79 left for a doctrinal year in Spokane, Wash.

Death of Harry J. Carmichael

Mr. Carmichael, the first chairman of the Advisory Board of the Hotel Dieu, a position which he held until he moved to Toronto in 1968, had always remained in touch with what was happening in St. Catharines. He had made an invaluable voluntary contribution to the establishment and progression of the hospital and his memory was perpetuated with the naming of the Carmichael Wing.

He died at the Wellesley Hospital, Toronto at the age of 88, one of Canada's most prominent citizens. Funeral Mass was said at Our Lady of Perpetual Help, Toronto and he was buried in Victoria Lawn Cemetery in St. Catharines.

In November Bishop Fulton made his first official visit to the hospital and the convent, attending the Advisory Board meeting, an Employees' Dinner and addressing the Medical Staff.

Sister Alice Smith of Chatham, N.B. was transferred to Hotel Dieu on December 6, 1979 to serve in the Pastoral Services Department. Sister Currier was honoured at the Employees' Dinner prior to her transfer back to Cornwall's Macdonell Memorial Hospital.

Administrator's Report, December 31, 1979

Sister Elizabeth MacPherson reported that Pastoral Services was now available seven days per week offering counselling, chapel services, morning prayers, memorial services, individual prayers with patients and staff. There was a specific day of prayer for each department and the department provided speakers on request for community groups as well as assisting with the 'Coping With Cancer' program and widow groups.

She reported that according to the Ministry of Health figures, the hospitals share of available health dollars was shrinking, especially in the past three years the government was increasingly trying to direct how health care resources should be allocated within the individual communities.

The 1980-1981 budget allowance of 7.5 percent allowed for no additional funds for new programs, no latitude for development or research on new items coming on stream. The major disadvantage of a global budget from the hospital's viewpoint was that global increments were generally somewhat lower than the rate of inflation. Sister MacPherson stated that for a period, hospitals could, through a review of their operations, effect economies and thereby maintain the same level of activity and quality of care, but when the increases allowed continued to be less than the inflation rate, programs eventually suffered and either must be reduced in scope or

eliminated, thereby affecting the quality of care.

Budgeting constraints and bed restrictions had forced hospitals to search for means to monitor adequate levels of care. This had been achieved by reducing the average length of stay of inpatients, by improvement in bed utilisation and by increasing the number and types of diagnostic and treatment procedures which could be performed on an ambulatory basis.

Sister MacPherson predicted that in the very near future they would be forced into fundraising, something which the Hotel Dieu had not undertaken since the early years to construct equip and furnish it for the 1953 opening. She elaborated on her predictions for the future,

"The economics of the health care field create yet another series of questions which place medical professionals in the position of being forced to make moral and ethical decisions. Inflation and the speed of development of new technologies have forced health costs to a very high level. Government is now asking, is this portion of the public funds being used to do enough good to justify the costs. Doctors and hospitals are being asked how resources should be rationed in an equitable way to serve the most number of persons in need. I must say here that I appreciate what I see in the more cost conscious physician. We are seeing a higher degree of cost discipline than we have ever had before, but this kind of cost containment must run out of steam before very long. The future will soon call for a different kind of effort, it will force a different kind of planning. Health care is in a state of transition. It probably always will be. I see the future of hospitals being shaped by the rapid aging of the population; the emergence of chronic disease as the dominant pattern of morbidity; a growing realization of limits; a slowdown in technological extravagances; increased public sophistication about health and increased legislative environment."

As far as finances for December 31, 1979, 75 percent of every dollar went into salaries and fringe benefits, drugs accounted for three percent, medical and surgical supplies three percent and all other supplies and expenses made up the remaining 19 percent.

A finance committee report from chair-

man Gerry Sandler showed the Hotel Dieu in a good position. In addition to the 4.7 percent increase there were two supplementary increases. The sum of \$313,850 was granted by the Ministry for the dialysis life support and \$160,000 in November 1979 as part of the global budget base. The Ministry announced a 7.65 percent increase in the 1980 - 1981 global budget, a relaxation in the policy in the past few years, although the rate of inflation was worrisome. This brought the operating budget to \$12,390 million.

February brings changes

On February 22, a planning committee recommended a change in the structure of the Health Council. It would operate with four main committees and sub-committees.

The intent was to have a mechanism that if problems should arise in areas where there was an overlap in the Ministry of Health and/or education or social services, it could be discussed. The committees suggested would be enlarged to include more of a consumer aspect for the community.

A task force would also be set up to study health care needs of the community, to take an inventory of all the resources and facilities that were available within the Niagara region, to determine what was needed, to see if there were overlaps and/or gaps and ultimately submit recommendations. It was expected to take one and one-half to two years for the results. The Health Care Needs Task Force was launched in the fall of 1980 with Mr. Pennachetti as chairman.

A Political Liaison Committee was formed with James McNulty, a former MP for Lincoln as chairman. This was organized to deal with local members of parliament to get help in discussions regarding budget with the Ministry of Health.

The most important and far-reaching decision made in February was the one to hire a lay Administrator to take over the helm of the Hotel Dieu Hospital. It had always been guided by, first a Superior-Administrator and later an Administrator, who was a member of the Religious Hospitallers of St. Joseph Order, from 1948 when the Maternity Hospital first opened its doors.

It was a very difficult decision and a sad one to have to make. The Religious Hospitallers

were gradually losing members through death and illness and were having trouble finding nuns who were qualified and were willing to take on the tremendous challenge and burden of being a hospital administrator. They would however be very selective about who should be the first successor to that position in the hospital they had worked so hard to establish and maintain.

The announcement was made on August 30, 1980 after extensive searching and interviewing, Frank Vetrano would be the first lay Administrator at Hotel Dieu Hospital, St. Catharines.

He would take over the very next Tuesday and just ten days later celebrate his 30th birthday. Mr. Vetrano came from Newmarket where he had been Assistant Administrator of York County Hospital for the past four years.

Sister MacPherson would remain in St. Catharines with the religious community for a time and would serve as a consultant to the hospital, as well as being Vice-President and Secretary of the Board of Directors.

There would be changes in the basic administrative organization. Rather than an Administrator and one assistant there would now be an Executive Director and five Assistant Executive Directors. Ron Saddington was in charge of Paramedical Services; Pauline Marino, General Services; William Lee, Finance; Lora Warkentin, Nursing and Iain Armour, Employee Relations.

Although the Religious Hospitallers would not be as evident in a physical way in the day-to-day workings of the Hotel Dieu Hospital their influence was still very strong. In any hospital where they had preached and practised their health care and Christian philosophies, they provided a solid basis for a positive future. The roots were there and not about to be forgotten or ignored.

Many individuals interviewed during the preparation of this manuscript offered their opinions about the Religious Hospitallers and their contribution to the Hotel Dieu Hospital including;

Robert Edgar, Q.C., chairman of the Lay Advisory Board said, *"I am really impressed with the Religious Hospitallers . . . the future of the Hotel Dieu looks very promising. They have urology, the increased surgical facilities and the presence of the Sisters. Even though they are not*

directly involved in administration, they have established a special feeling for the patient and it overflows into the general atmosphere. They are putting the Christian teachings into practice and it has an effect – it's one big plus for the Hotel Dieu Hospital".

Dr. Daniel Evans, a long-time member of the medical staff and a former Chief of Medical Staff stated, *"I think the Sisters were the most important people in the hospital. I really miss the nun on each floor, they had the interests of the patient at heart and everybody got a back-up. The Sisters really tied it all together, they had good communications with the doctors and the Sisters Governing Board bent over backwards for the medical staff"*.

Mrs. Pauline Marino, Assistant Executive Director of General Services, a member of the Hotel Dieu Staff since 1972 said, *"I was impressed with the patience of the Sisters. Their visibility had a calming effect on the patients. They preached Christianity and they lived it"*.

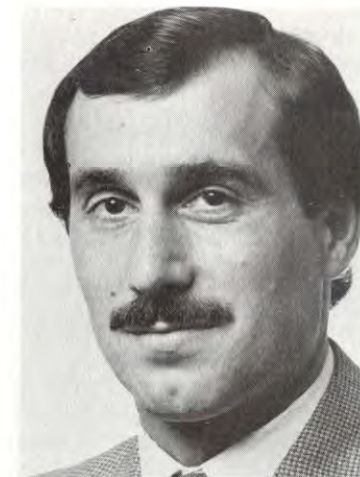
John Pennachetti, member of the Advisory Board and a former chairman also offered his praises, "

"In the 20 odd years that I have had the honour and pleasure to be associated with the Hotel Dieu Hospital in St. Catharines, what has most impressed me is the dedication and human approach exemplified by the Religious Hospitallers of St. Joseph Community in operating this institution.

The Sisters, through their leadership and example, strive to offer compassionate and sensitive care to every sick, injured and dying person in their hospitals, where death is not feared and human suffering is translated into new meaning.

The people of this area are most fortunate to have such a facility available to them and I join with them in wishing continued success in all forms to the Sisters and their community."

The Religious Hospitallers of St. Joseph, even though their total numbers have diminished from 1,017 in 1970 to 747 in the 62 houses in 1980, it has not meant that they are no longer accomplishing important feats and reaching sought-after goals. Their fewer numbers have really



Frank Vetrano

Frank Vetrano, the new Administrator of the Hospital took over on September 2, 1980, the first lay administrator of the hospital since its inception.

A graduate of the University of Toronto with an Honours Bachelor of Science Degree in Medical Science, he was on the Dean's Honour List in his third year and received a New College Council Scholarship. In his fourth year, Mr. Vetrano received a Research on Drug Addiction Scholarship.

In 1974 he successfully completed a Master of Science Degree in Medicine at McMaster Medical School and received the Annual Canadian Pre-Doctorate Fellowship Plus Merit Award from the Muscular Dystrophy Association of Canada.

Mr. Vetrano successfully completed graduate studies in Hospital Administration at the University of Toronto, completing residency at York County Hospital in Newmarket, after which he was offered the position of Assistant Executive Director.

meant that each one of them must work smarter and harder, stretching themselves that much further. Unfortunately this has caused stress and what we commonly refer to as job burn-out, but they just keep going.

One of their most important five-year programs underway now is being conducted by Sister Audrey Mantle, a well-known former Administrator of the Hotel Dieu in St. Catharines. Sister Mantle is travelling among each of St. Joseph's Province's 10 active treatment hospitals and four nursing homes located in Canada and the United States.

Her purpose is to instruct volunteers and staff members alike on the interpretation and implementation of the seven point philosophy of health care of the Religious Hospitallers of St. Joseph.

Sister Mantle is dedicated to educating all those involved in the health care system, ensuring the well-being of some 1,700 patients in the Province's 14 institutions. There has been a unanimous acceptance for this philosophy which can be summed up in the words, "to promote hope and prevent despair" among all patients.

Sister Cecile Renault, Superior General of the Religious Hospitallers of St. Joseph, Montreal in a recent address entitled "A look at the Past — to Inspire our Present" explained that "we never say that denominational health care facilities are better, we do say that they attempt to provide health care with a difference." Sister Renault continued, speaking of a present-day health care facility in our society, "It is not a matter of existing; it is a matter of being in society, fulfilling a distinct need, and making a contribution to health care that is wanted, welcome and appreciated because it corresponds to the basic needs of the people. There is no compromise in the terms of quality care that it offered in these institutions . . . what it promotes is an approach to health care which treats the total person, physically, psychologically, socially and spiritually."

The Hotel Dieu Hospital will remain in operation, successfully progressing, continuing to make history with or without the Religious Hospitallers of St. Joseph, but it is a fact that these unique and dedicated individuals will have charted a course and nurtured a philosophy of

health care which will provide the cornerstone upon which the Hotel Dieu, St. Catharines and all the other hospitals within their Province may build and flourish.



THE RELIGIOUS HOSPITALLERS OF ST. JOSEPH

St. Joseph Province

MISSION AND PHILOSOPHY

Preamble

The Congregation of the Religious Hospitallers of St. Joseph is a religious institute dedicated to the apostolic life. Responding to God's call since its origin, it witnesses to Christ by integration in the redemptive mission of the church. Historically, the congregation has been faithful to the spirit of the founders, Jerome Le Royer and Marie de la Ferre, in responding to the needs of the church. It continues to offer a broad field of apostolate in the areas of health, welfare and education.

St. Joseph Province sponsors 10 facilities and assumes the trusteeship for these facilities which the province holds in trust for both the civic communities and specific dioceses wherein they are found. The province intends to continue sponsoring facilities and providing services in response to community needs insofar as our capabilities allow. The priority of needs is determined by suffering, underdevelopment and by the absence of religious witness and professional service.

STATEMENT OF MISSION

St. Joseph Province, as an integral part of the Congregation, participates in the healing ministry of the Church by service to the poor, the sick and by education. The sisters participate in this mission by the quality of their being and service. The sick and aged sisters continue their service to the church through their lives of serenity, prayer and suffering.

STATEMENT OF PHILOSOPHY

The philosophy of the Congregation of the Religious Hospitallers of St. Joseph, St. Joseph Province, is based on the following beliefs:

1. We believe that all persons are created by God and have God-given rights from the moment of conception throughout their life span until death.

2. We believe in the values and principles inherent in the Medico-Moral teaching of the Church.
3. We believe that in our society we must fulfill our social, legislated and community obligations, always insisting as a matter of conscience on our place in this pluralistic society to uphold our clearly expressed moral position and corporate rights.
4. We believe, in accord with the principles of Christian justice, that all persons associated with our facilities/services should receive recognition of their personal dignity, opportunity for personal development, and just monetary compensation.
5. We believe that all the resources of our facilities/services must be utilized professionally and prudently and according to sound management principles.
6. We believe that the personnel assisting in our facilities/services should be communities of caring persons who witness Christ's love to those whom they serve.
7. We believe that as sponsors of our facilities/services we have an obligation to provide leadership and to take the means necessary to ensure Christian witness and excellence in these facilities/services.

Revised April 1981

RHSJ Superior-Administrators

Sister Mary Immaculate 1946 - 1956
Sister Catherine Jordan 1956 - 1958
Sister Mary Murphy 1958 - 1964
Sister Audrey Mantle - 1964 - 1968

Superiors

Sister Annette Valade 1968-1971
Sister Mary Ann Higgins 1971 - 1977
Sister Ferne Rideout 1977 - 1979
Sister Mary Ann Higgins - 1979 - 1981

Administrators

Sister Audrey Mantle 1968-1971
Sister Dolores Kane 1971 - 1973
Sister Elizabeth MacPherson 1973 - 1979

1980 - 1981 Lay Advisory Board

Chairman – Mr. R. Edgar, Q.C.

Vice-Chairman – Mr. G. Sandler

Honorary President – Most Reverend T.B. Fulton, Bishop of St. Catharines

Representing Hotel Dieu Hospital Auxiliary – Mrs. J. Birdgeneau

Representing Lincoln Country Academy of Medicine – Dr. J. Rosloski

Other Members:

Reverend M.J. Schaefer	Mr. I.S. Kaye	Mrs. P. Marino
Sister M.A. Higgins RHSJ	Mr. B. Cullen	Dr. A.J. Zeldin
Sister E. MacPherson RHSJ	Mr. W. Robinson	Mr. R. Stewart
Sister E. Keevil RHSJ	Mr. M. Kaminsky	Dr. H.J. Daniel, Q.C.
Sister E. Leonard RHSJ	Mr. R.W. Neelin	Mr. W.D. Hatch
Sister S. Hanson RHSJ	Mr. G. Derry	Dr. J. Sim
	Mr. J. McNulty	Mr. J. Pennachetti
	Mr. G. Stauffer	Mr. P.A. Sciamonte

Representing Medical Staff:

Dr. J.R. Brook	Dr. H.G. Langley	Dr. G.E. Martyn
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Representing Municipality of the City of St. Catharines

Alderman L. Leo	Alderman J. Johnston
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Representing the Municipality of Niagara

Councillor T. Morgan	Councillor E. Herzog
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Representing the City of Thorold:

Alderman N. Roach

1980 - 1981 Hotel Dieu Hospital Auxiliary

President - Mrs. J. Birdgeneau

Past President - Mrs. G. Prindiville

Vice-Presidents - Mrs. C. MacPherson

Mrs. Betty Kreger

Mrs. Margaret Denison

Treasurer - Miss Teresa Clay

Recording Secretary - Mrs. Kenneth Barnes

Corresponding Secretary - Mrs. Dorothy Patterson

Moderator - Mr. Frank Vetrano

Chairman Thorold Branch - Mrs. G. MacKenzie

Medical Chiefs of Staff

1959 - 1969	Dr. A. Lapierre
	Dr. J. Playfair
	Dr. C. Gillen
	Dr. J. Grehan
	Dr. R. Ballyk

1970 - 1979	Dr. E. Blair
	Dr. A. Donnelly
	Dr. C. Gillen
	Dr. D. Evans
	Dr. E. O'Neill
	Dr. H. Tipler
	Dr. J. Brook

Lay Advisory Board Chairmen

Harry J. Carmichael CMG	1946 - 1968
Dr. H.G. Fox Q.C. Litt.D.	1968 - 1970
John T. Pennachetti	1970 - 1974
J.L.G. Keogh	1974 - 1976
Thomas Quinlan	1976 - 1977
George A. Stauffer (protem)	1977 - 1978
Robert Edgar Q.C.	1978 - present

1980 - 1981 Medical Advisory Committee

Chief of Staff – Dr. J.R. Brook

President – Dr. H.G. Langley
 Secretary-Treasurer – Dr. A. Kanji
 Chief, Family Physicians – Dr. H. Geffen
 Chief, Gynecology – Dr. R. Merritt
 Chief, Ophthalmology – Dr. B. Lennox
 Chief, Orthopaedics – Dr. E. Blair
 Chief, Surgery – Dr. D. Evans
 Chief, Radiology – Dr. D.K. Wedderspoon

Vice-President – Dr. G.E. Martyn
 Chief, Anaesthesia – Dr. R. Prime
 Chief, Emergency – Dr. J. Dick
 Chief, Medicine – Dr. S. Slesar
 Chief, Otolaryngology – Dr. M. Brosnan
 Chief, Paediatrics – Dr. C. Healy
 Chief, Pathology – Dr. K. Oliveira
 Chief, Urology – Dr. A. Donnelly



Mickie Buell, janitor of the Leonard St. John Apartments from 1946-1949.



Nurse Mary Sweeney Woods, first lay nurse at the Maternity Hospital holds the first baby girl born to Mrs. Anne Kirkpatrick, on the right.



Dr. Hugh Langley and infant son John with Sister St. Catherine and Sister Callaghan. The Orphans' Home is seen in the background.



Inside the Maternity Hospital, a view of the operating and delivery room from a brochure printed by the Lay Advisory Board to promote positive support for the hospital by-law voted on during the January, 1949 municipal election.



The excavation for the Hotel Dieu Hospital on the Conroy property in 1950 after the Leonard St. John apartments were demolished. The Dawson house is seen in the background.



Shown enjoying a cup of tea at an Auxiliary planning meeting are from left to right Miss Estelle Kennedy, sister of Mother Mary Immaculate; Miss Loretta Sneath, Mrs. Esther Boase and Mrs. Emma Frawley, Senator Bench's private secretary.



In the front hallway of the Maternity Hospital two nurses hold the Scott twins.



At the Annual Ladies' Night of the Msgr. Morris Assembly of the Fourth Degree Knights of Columbus in February, 1952 Sir Knight Ivan Corrigan is shown presenting a cheque to Mother Mary Immaculate. Looking on from the left to right are Sir Knight Louis M. Schenck, Sister Gravelle, Rt. Rev. A. E. McQuillen, and Faithful Navigator Francis M. Hearn. Standard Engraving Photo.



His Eminence, James Cardinal McGuigan is shown declaring the cornerstone laid on May 18, 1952. Standard Engraving photo.



Some of the first nurses at the new Hotel Dieu Hospital, left to right; Elizabeth Varette, Rita Guireg, Colleen May, Evelyn Todd, Helen Steele, Marie Garrett and Doris Mikelborg (Chown).



Nurse Kay Quigley, the bride, has her photo taken with from left to right, Sister Gravelle, Sister Jeanne Mance, Sister Kerwin, Sister Jordan and Sister Gaffney.



Dr. Armand Lapierre



Dr. R.B. Robinson



Sister Rita McDermid, Sister Eva Underhill and Sister Jeanette Currier from left to right, take time to admire the Niagara peninsula fruit blossoms.



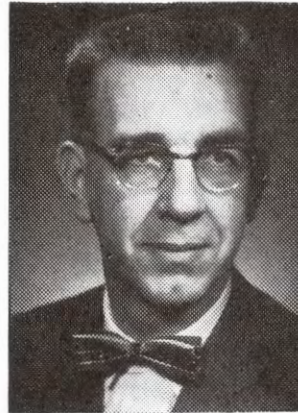
Left: - Jill Petch, physiotherapist on the right, demonstrates the portable short wave machine donated by the Auxiliary 1959-1960. Looking on are Mrs. H.W. Tracey, Mrs. T.H. Meikle and Mrs. Ivan Shea, president, from left to right.

Right: - Graduation picture of the first laboratory technologists to be trained at Hotel Dieu; Mrs. Vilma Hefler, Mrs. Teresa Kleniewski, Mrs. Margaret Smythe and Mrs. Anela Gigulis from left to right with Sister Loretta Gaffney, Chief Laboratory Technician on the far right and Dr. C. Alistair Moodie, Director of Laboratories in the rear.





Medical Nursing Committee in 1964, from left to right; Dr. P. McMains, Sister Valade, Dr. H. Langley, Sister Rosalia Cobey, Sister Mantle, Dr. J. Grehan, Mrs. M. Hemphill, Dr. Eric Orlik and Mrs. Lido Modolo. Roebuck photo.



Dr. Charles Gillen



Mrs. V. Snider, centre offers a cup of tea to one of the young people at the Caping Ceremony for Candystripers held May 15, 1966. Standard photo.



As part of the 1965 Disaster Simulation Exercise Dr. E. Blair, Dr. L. Zenner, Dr. J. Grehan, an unidentified man, and Sister St. Mary Magdalen (Mary Smith) work on a casualty. Standard photo.



Dr. E. J. Blair



Dr. Harold Fox, president of the Advisory Board presents Harry J. Carmichael with a scroll honoring his contribution to the hospital. Looking on are Mrs. Carmichael and Sister Audrey Mantle who holds a Vatican scroll carrying a blessing from Pope Paul VI. Standard photo.



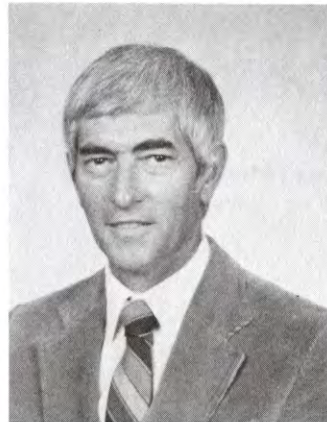
Sister Audrey Mantle, third from left, pins Mrs. J.M. Sinnett with a life membership award at the 1969 Annual Meeting of the Auxiliary. Other recipients from left to right are Mrs. W.H. Tracey, Mrs. R.H. O'Donnell, Mrs. L.J. Cahill and Mrs. George Foley.



At the 1977 Annual Meeting John Pennachetti centre left presents Ivan Kaye with an award while Mother General Cecile Renault RHSJ, Sister Mary Ann Higgins, local Superior, and Sister Elizabeth Rouble Provincial Superior on the right, look on.



From left to right: — Urologists Dr. A.D. Williams, Dr. Dan Steele, Dr. G. Martyn and Dr. Andrew Donnelly are shown with Dr. Robert Manning, Director of the Urology Program at the Opening of the Dialysis Unit held November 29, 1975.



Dr. H.A. Tipler



The Sisters in residence in 1977 are shown in their living room at 151 Ontario Street, from left to right, Sister Jeanette Currier, Sister Mary Ann Higgins Superior, back, Sister Dolores Demulling, front, Sister Ferne Rideout, Sister Elizabeth MacPherson, Sister Marie Harriman and Sister Evelyn Quinn.



Frieda Schoellkopf, Director of Housekeeping and Jim Kish, Director of Plant and Maintenance, the only department heads who've been with the Hotel Dieu since it opened in 1953. The occasion was the staff tea to celebrate the 30 years since the Maternity Hospital opened its doors in 1948. Mr. Kish retired in 1982. Standard photo.



Dr. J. R. Brook
Chief of Medical Staff



Dispatchers Rich Chandler and Terry Hounshan at the ambulance dispatch desk, 1979.



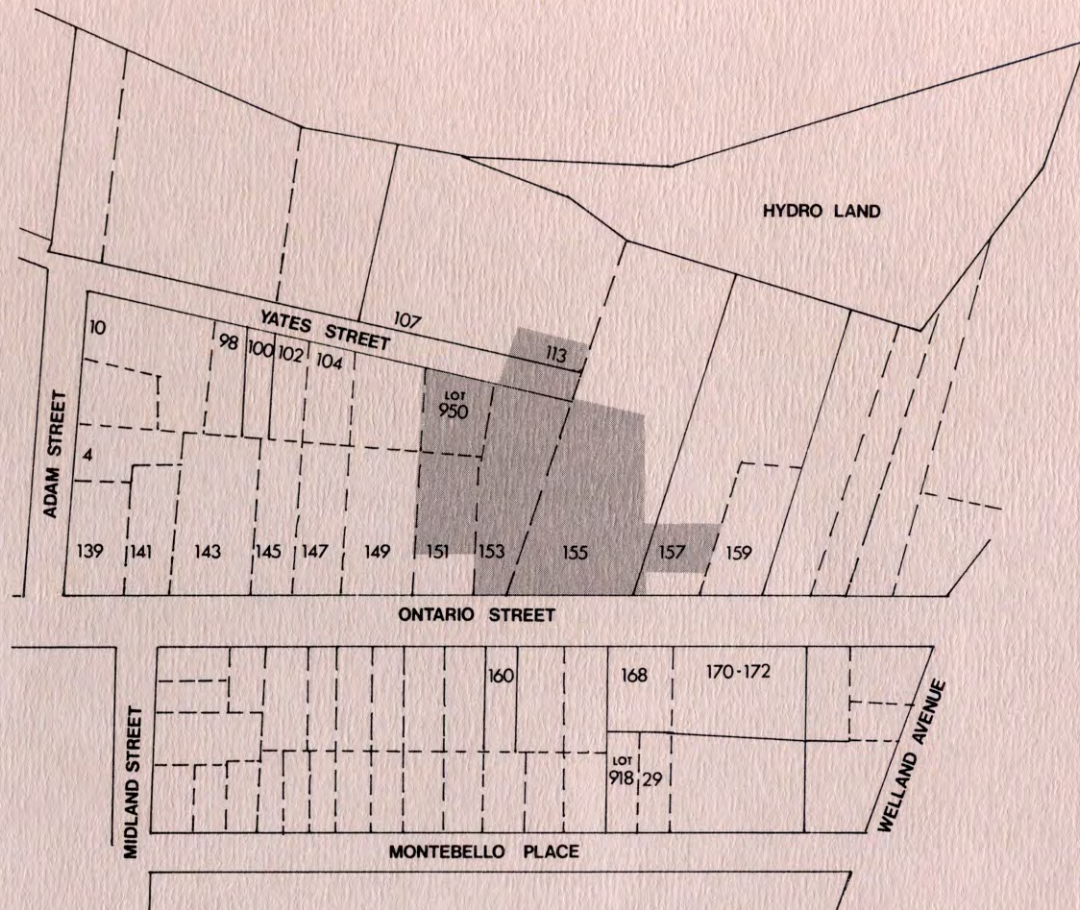
Left: — Sister Sheila Boase RHSJ, a St. Catharines native, on the occasion of her Silver Jubilee, August 4, 1979.

Right: — From left to right at the 1980 Auxiliary Poinsettia Tea, Sister MacPherson, Mrs. W.F. Butcher, Mrs. G.D. Stewart, Mrs. G.O. Dart, Mrs. C. Bench, Mrs. J. Birdgeneau, Frank Vetrano, Executive Director, Mrs. A.J. Gavard, Mrs. W.H. Tracey and Mrs. G. Prindiville.



Hotel Dieu Properties 1946-1980

Year Purchased	Description
1946	155 Ontario , Conroy property including Leonard St. John Apartments, demolished for hospital construction
	153 Ontario , Dawson home, first convent, torn down for construction
	Lot No. 950 Yates Street , Durham property, no buildings, used as access to Yates Street and for construction
1947	168 Ontario , Hamilton K. Woodruff home, converted to Maternity Hospital, currently Medical Arts Building
	Lot No. 918 Montebello , parking for Maternity Hospital
1951	170-172 Ontario , Protestant Orphan's Home, second convent, Michael Cullinane Nurses' Residence, then torn down for parking
1952	113 Yates , Vollmer home, torn down for construction of boiler plant and laundry
1958	151 Ontario , Robertson home, third and present Sisters' residence
1960	149 Ontario , Chaplin home, torn down for addition and parking
1964	147 Ontario , Peart home, used as Nurses' Residence, torn down for parking
	104 Yates , Yorel Apartments, torn down in 1982 for parking
1966	159 Ontario , Tortorella home, torn down for parking
	145 Ontario , Stanley Smith estate, torn down for parking
	102 Yates , Stanley Smith estate, rental property
1967	107 Yates , R. Hanright estate, leased to architectural firm, houses Plant Manager's office



1968	Hydro land , dormant, to be used for parking only, northern strip sold to Region to make way for 406 construction.	1973	141 Ontario , demolished for parking
	157 Ontario , From Omar Crabtree, former Fifield home, for doctors' offices and MDS lab, currently Annex		98 Yates , Carson home, currently rental
1971	143 Ontario , Taylor home, currently doctor's office		10 Adam , Dr. Oscar Stahl home, currently Detoxication Centre
1972	4 Adam , McKenzie home		160 Ontario , former nursing home, currently rental property
	139 Ontario , Kornlyo home, currently rented to Imperial Optical		29 Montebello , Alton house, demolished for parking
			Hotel Dieu Hospital in 1982

