A History of Hadley Memorial Hospital and Rehabilitation Center

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A HISTORY OF HADLEY MEMORIAL HOSPITAL
AND REHABILITATION CENTER

being

A Thesis
Presented to the Graduate Faculty
of the Fort Hays Kansas State College in
partial fulfillment of the requirements for
the Degree of Master of Arts

by

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Date July 15, 1962
Approved
Major Professor

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ABSTRACT

Hadley Memorial Hospital is a voluntary non-profit corporation operating under the discipline of the Methodist Church. Organized in 1922 as the Hays Methodist Episcopal Hospital, it changed its name to Hays Protestant Hospital prior to opening for service in May, 1925. A board of directors governed the hospital and a nurse training school, which closed in 1930. During the depression years, the hospital experienced difficulty in removing its indebtedness, but by 1940, this task was accomplished.

Construction of a new addition was begun in 1941, when the Hadley family donated funds for this purpose. In this same year a reorganization of the hospital's constitution and by-laws was effected. In 1942, the hospital was incorporated as the Hadley Memorial Hospital in honor of the donors of the newly opened addition.

Another building program was started in 1949, after Mark Hadley had promised to finance it. However, before the addition was completed and paid for, Hadley died and his will was contested by supposed and actual relatives. Trustees of the hospital, to which Hadley had left most of his estate, settled the litigation out of court and this made funds available to complete the second addition in 1952.
With the hospital receiving a substantial income from Hadley estate oil royalties the trustees investigated possible ways of using this income wisely. Utilizing a professional consultant, they determined to establish a rehabilitation center with complete treatment facilities for chronically ill and psychiatric patients.

Application for federal assistance, under the Hill-Burton Act, was approved and ground was broken for the new addition in 1956. Dedication ceremonies, held in May, 1959, were significant because they marked the opening of the first comprehensive rehabilitation center in the United States to be located in a rural area, and the first such center under the auspices of the Methodist Church. Hadley Memorial Hospital trustees anticipate further expansion of the hospital's facilities and services in the future.
Hadley Memorial Hospital is a modern institution with a notable history of dedicated service to mankind. It has a multi-million dollar physical plant and a well qualified, competent staff. To the residents of Hays and western Kansas, it is an excellent exemplification of medical progress in mankind's struggle against disease and illness.

It is the writer's purpose to describe, in a brief manner, how and why the hospital was established and by what means it developed to its present size and organization. Also, the writer wishes to show to what extent philanthropy shaped the hospital's growth and how operation of the hospital has evolved from simple procedures to a complex, but efficient, system. Finally the writer desires to indicate to what extent the hospital's affiliations and staff have assisted it in providing better services and what some of these services are.

Method of research for the study, consisted of the examination of various records and the interviewing of different persons who have been associated with the hospital. Minutes of the hospital's board of directors and minutes of the various committees of the board of directors provided a great amount of information. Also perused were the various minutes of the Northwest Kansas
Conference of the Methodist Episcopal Church and those of its successor, the Central Kansas Conference of the Methodist Church. Files of the Hays Daily News and the Ellis County News were inspected, as was the Ellis County Probate Court case file on the Hadley Litigation. Personal interviews provided the writer with pleasure and much information, albeit not always about the hospital.

A more complete study would have been possible if the writer had had access to the complete files of the hospital's annual reports submitted to the Board of Hospitals and Homes of the Northwest Kansas Conference of the Methodist Episcopal Church. These were lacking at the hospital and the writer was unable to locate them elsewhere.

The writer wishes to express sincere appreciation to Dr. Eugene R. Craine, under whose direction this thesis was prepared, for his helpful suggestions and constructive criticisms. Especial thanks are also extended to other members of my graduate committee: Dr. Raymond L. Welty, Dr. Roberta C. Stout, and Mr. Gordon Davidson. To Mr. Austin J. Evans, who assisted in locating hospital records and to my wife, Dorothy, who typed initial copies of this thesis, grateful thanks are also extended.
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CHAPTER I

ESTABLISHING THE HOSPITAL

The genesis of the Hadley Memorial Hospital was in the hospital program of the Northwest Kansas Conference of the Methodist Episcopal Church. Bethany Hospital at Kansas City, Kansas, had been supported by the Conference, but many members believed the church should sponsor a hospital within the Conference territory.

A hospital commission was appointed March 21, 1920, to study the feasibility of establishing a Conference hospital program and on April 1, 1921, submitted the results of its study to the Conference at its annual meeting. Instead of one hospital, the commission recommended a "conference hospital program to include all the hospitals that may be established under the control of the Methodist Episcopal Church in this conference."  

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¹Hereafter cited as Conference.

²Methodist Episcopal Church, Northwest Kansas Conference, 38th Annual Session, Minutes, March 17-21, 1920 (Hays, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1920), pp. 299, 319; 39th Annual Session, Minutes, March 30-April 3, 1921 (Salina, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1921), p. 39. The commission was composed of L. B. Bowers, president of Kansas Wesleyan University, Reverend M. G. Terry, Colby district superintendent, Reverend L. A. McKeever, Hays district superintendent, Reverend H. M. Templin, Mankato district superintendent,
Salina, Belleville, Goodland, and Norton were recommended for locations of hospitals. These first three towns chosen had offered to furnish the hospital sites and from thirty-three to forty percent of the costs necessary to build and equip the hospitals, while the hospital at Norton was to be a co-operative agreement with an already established, privately operated hospital. With the exception of the Norton agreement, the Conference approved the commission's recommendations and the Conference hospital program was inaugurated.3

William A. Lewis, president of Fort Hays Kansas State Normal School, and a group of Hays business and professional men thought the Conference should establish a hospital in Hays and, during the remainder of 1921, began

Reverend G. R. Hall, Salina district superintendent, Dr. C. W. Lathrop and Dr. F. H. Smith of Goodland, Ed Fulcomer of Belleville, Reverend S. A. D. Rogers of Smith Center, Dr. A. O'Donnell of Elsworth, Dr. W. H. Nye of Osborne, Dr. L. O. Nordstrom of Salina, and C. W. Fielder of Wilson.

3 Ibid., 39th Annual Session, Minutes, March 30-April 3, 1921 (Salina, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1921), p. 27. An article in the June 18, 1925, Ellis County News asserted that there were five hospitals planned, the fifth to be placed at some town west of Salina on the Union Pacific railroad. The writer did not find this in the commission's report.
lining up support for such action. They believed Hays would make a good location for a hospital for several reasons: Hays was the largest town in this area and was easily accessible from all directions; all of the educational facilities of the state college would be available; both the town and college were expanding and there was a need for more medical facilities in Hays; a new Methodist Church and parsonage were planned and the old church and parsonage would be available for a hospital site. 4

A delegation consisting of Harvey W. Fellers, Louis Kraus, William A. Lewis, and George C. Riedel journeyed to Goodland the next year, where the Conference was in annual session from March 29 to April 2, and requested the hospital commission to approve Hays as a location for a hospital. 5 Accordingly, the commission acceded and presented the request to the Conference, which in turn gave its consent on April 1, 1922. 6


5 Ellis County News, June 18, 1925, p. 15.

6 Methodist Episcopal Church, Northwest Kansas Conference, 40th Annual Session, Minutes, March 29-April 2, 1922 (Goodland, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1922), pp. 117-119, 127. The writer was unable to examine the minutes of the hospital commission or its successor, the Conference Board of Hospitals and Homes, and had to rely on their reports.
Organizational work was started April 6, 1922, when Dr. F. E. Bauchop, executive secretary of the Conference Board of Hospitals and Homes, called the first board of directors meeting. Members of the group founding the Hays Methodist Episcopal Hospital present were C. G. Cochran, banker, E. A. Rea, attorney, George C. Riedel, farmer, Robert S. Markwell, merchant, Louis Kraus, farmer, Harvey W. Fellers, lumber company official, and Reverend Glenn A. Baldwin, Hays Methodist pastor. Members not present were William A. Lewis, college president, Clarence E. Rarick, professor at Fort Hays Kansas State Normal School, and Reverend L. A. McKeever, Methodist superintendent of the Hays district. After Dr. Bauchop explained the procedures to be followed in organizing the hospital, William A. Lewis was elected chairman of the board and Harvey W. Fellers was elected secretary. Motions were passed at this meeting that an architect be retained for the building program, that a committee select the architect, and that additional names to the annual Conference. The hospital commission recommended the establishment of hospitals at Hays and Norton, the taking over of titles to all five hospitals by the Conference Board of Hospitals and Homes to hold for the Methodist Episcopal Church, and the zoning of the Conference for fund raising purposes. The Hays zone included Rush, Ness, Russell, Ellis, Trego, Gove, Rooks, Graham, and Sheridan Counties.
complete the board be submitted at the next meeting. 7

The first Board of Directors was completed when the following were elected to membership April 17, 1922: Miss Elizabeth Agnew, Dean of Women at Fort Hays Kansas State Normal School, Miss Cora Bibens, secretary to the president of Fort Hays Kansas State Normal School, Miss Ruth Fliesbach, Chamber of Commerce secretary, George Philip, Jr., merchant, Victor Holm, banker, Frank Atwood, rancher, Harry H. King, pharmacist, Reverend Garrett Snyder of the Presbyterian Church, Reverend H. M. Snyder of the Lutheran Church, Reverend H. McD. Thompson of the Baptist Church, and H. F. Addison, telephone company official, who represented the Episcopal Church. 8 Directors, representing the other four Protestant churches, were chosen because the board members believed the hospital

7 Hays Methodist Episcopal Hospital Board Minutes, April 6, 1922.

8 Hays Methodist Episcopal Hospital Board Minutes, April 17, 1922; Ellis County News, June 18, 1925, p. 1; Interview with Harvey W. Fellers, April 25, 1962. Mr. Fellers informed the writer of the occupations of the different board members. By the time the hospital opened in 1925, the board had changed composition and Reverend Oscar S. Davey, Curtis M. Wann, Miss Ida Shaffer, Reverend George F. Kabele, Reverend David McCleave, Reverend Charles E. Chapler, and Reverend L. E. Cooke had replaced Miss Ruth Fliesbach, Victor Holm, Reverend Glenn A. Baldwin, Reverend H. M. Snyder, Reverend H. McD. Thompson, Reverend Garrett Snyder, and Reverend L. A. McKeever.
should serve all denominations and not just the Methodist. With this same reasoning in mind, the directors changed the name from Hays Methodist Episcopal Hospital, to Hays Protestant Hospital before it was opened, to broaden its scope of sponsorship and to designate it as a Protestant operated institution, since there was already a Catholic hospital in Hays.⁹

There had been considerable discussion at the board meetings, over the question of whether to remodel the old Methodist Church into a hospital, or build an entirely new building.¹⁰ A point to be solved was whether the church foundation could carry the additional weight necessary to remodel the building.¹¹ Finally, the board decided it was more economical to remodel and met with Charles W. Shaver, Salina architect, on April 29,

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⁹Interview with Robert S. Markwell, February 23, 1962. Mr. Markwell informed the writer that the hospital has always been ready to serve any person regardless of race, color, or creed. The name of the hospital was never changed formally. The directors met September 16, 1924, as the Hays Methodist Episcopal Hospital Board and at the next meeting May 11, 1925, as the Hays Protestant Hospital Board.

¹⁰Hays Methodist Episcopal Hospital Board Minutes, December 12, 1922; November 14, 1923; April 26, 1924.

1924, to discuss plans for remodeling. Start of construction had to await the completion of the new Methodist Church and the availability of building funds. By June 10, 1924, the memorial windows, pews, and other furnishings had been removed from the old church and it was vacated.

Financing of the hospital was similar in arrangement to that of the other hospitals in the Conference hospital program. Site title was to be conveyed by the Hays Methodist Church to the Conference Board of Hospitals and Homes, which in turn was to supply the building funds, while the local Board of Directors was to furnish and equip the hospital. To obtain the building funds, the Conference Board of Hospitals and Homes sold bonds to William C. Bitting, Jr. and the St. Louis Union Trust Company. These bonds totalled $42,000, bore interest at six percent, payable semi-annually from November 1, 1924, through November 1, 1935, and were assured by a first mortgage against the hospital.

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12 Hays Methodist Episcopal Hospital Board Minutes, April 29, 1924.


14 Clarence E. Rarick, "Report to the Hays Protestant Hospital Board on the matter of securing definite information concerning the loan secured on the hospital" (may be found loosely filed with Hays Methodist Episcopal Hospital Board Minutes for the year 1924), two pages. (Typewritten.)
Trustees of the Hays Methodist Church transferred the deed to the Conference Board of Hospitals and Homes on October 30, 1924.\footnote{General Warranty Deed Record Book 53, Register of Deeds, Ellis County, Kansas, p. 512. This deed was to lots one and three in block five of the Hill P. Wilson addition to Hays City. The lots face south on East Seventh Street and extend east from Oak Street. Seventh Street was known as Normal Avenue in 1924.} Construction work started shortly afterwards and continued throughout the winter under the supervision of Lou Groff, Hays contractor.\footnote{Interview with Harvey W. Fellers, March 9, 1962.}

A county-wide drive was launched by the Board of Directors on January 29, 1925, to raise $16,500 for equipment and furnishings and by February 5, 1925, $11,000 had been pledged.\footnote{Ellis County News, January 29, 1925, p. 1; February 5, 1925, p. 1.} Thirty-five rooms were furnished by various donors, who were given the privilege of placing their name on a name-plate on the door of the room furnished. There were numerous other cash donations for general equipment and gifts of canned food, linens, and other supplies.\footnote{Ibid., June 18, 1925, p. 1.}

Five different committees had been working to prepare the hospital for opening: the Fund Raising Committee, directed by George Philip, Jr., the Room
Furnishing Committee, directed by Miss Elizabeth Agnew, the Medical Equipment Committee, directed by Harry H. King, the Building Committee, directed by Harvey W. Fellers, and the Committee to Establish a Ladies Auxiliary, directed by Miss Cora Bibens. Mrs. Walter Wallerstedt was the first president of the auxiliary, which was organized to sew the linens and curtains for the hospital and to furnish flowers and reading materials for the patients. Various fund raising projects were sponsored by the auxiliary in later years.

Remodeling neared completion in May, 1925, and there was little resemblance between the new hospital and the church it had once been. Part of the walls and foundation had been used, but the structure was so greatly changed that it was almost a new building. The eighty-five foot long by fifty foot wide hospital contained the obstetrical department and nursery, patients' rooms and superintendent's suite on the first floor, while the operating and sterilizing rooms, patients' rooms, and two sunrooms were on the second floor. An electric elevator ran between the two floors and the basement, where the emergency entrance, X-ray laboratory, nurse training classrooms and kitchen, dining, laundry, and boiler facilities were located.

\[19\] Ibid., June 18, 1925, p. 1.
Figure 1. Hays Protestant Hospital which was re-modeled from Hays Methodist Episcopal Church and dedicated June 13, 1925. Photo taken after 1942, when name was changed.
When the public was invited to inspect the newly opened hospital on May 27-28, 1925, more than 450 persons registered as guests.\textsuperscript{20} Formal dedication ceremonies, however, were not held until June 18, 1925, when Ernest Lynn Waldorf, Bishop of the Methodist Church, presented the dedicatory address. At this time personnel of the new hospital were introduced and included Dr. Clyde D. Blake, medical chief of staff, Roy Rankin, in charge of pathological laboratory, and Miss Florence Haehn, superintendent of a staff composed of four registered nurses and eight student nurses.\textsuperscript{21}

Government of the hospital was by a twenty-one member Board of Directors, one-third of whom were nominated annually for a three year term by the hospital board of directors and elected by the Conference Board of Hospitals and Homes.\textsuperscript{22} Additionally, the executive secretary of the Conference Board of Hospitals and Homes was an ex officio member of the hospital board. Officers of the board

\textsuperscript{20}\textit{Ibid.}, May 28, 1925, p. 1.

\textsuperscript{21}\textit{Ibid.}, June 18, 1925, p. 1. Roy Rankin divided his time between the hospital and the state college chemistry department.

\textsuperscript{22}Persons nominated as directors were carefully chosen by the hospital board and the writer was unable to find any instance where the Conference Board did not approve of the hospital board's nomination.
when the hospital opened were William A. Lewis, president, Reverend George P. Kabele, vice-president, Harvey W. Fellers, recording secretary, and Miss Cora Bibens, treasurer. An Executive Committee, consisting of the president and two board members, directed the hospital between meetings of the board and authorized payments on the bills presented. Names of the other committees explained their functions: Building, Nomination, Finance, Auditing, Medical Staff, and Nursing School.

In the period of a few years, a new hospital had been established in Hays. A site had been provided, a building remodeled, equipment secured, and a staff employed. All of this had required the combined efforts of a dedicated group of persons who believed there was a need for the Hays Protestant Hospital.

23 Hays Protestant Hospital Board Minutes, May 11, 1925.

24 Hays Protestant Hospital, Constitution and By-Laws, 1927. A committee had been appointed on several different occasions to draw up the by-laws, but it was not until the June 27, 1927, board meeting, that the by-laws were presented and adopted. Until then, the executive committee had five members.
CHAPTER II

OPERATING A HOSPITAL

One of the features of the new Hays Protestant Hospital was the school of nursing, which had been organized by a committee composed of Miss Elizabeth Agnew and Reverend Charles E. Chapler. When the hospital opened, eight student nurses were enrolled, some of whom had been in training at other hospitals. These students lived at the nurses' home, which had been enlarged and remodeled from the old parsonage. Commencement exercises were held on May 12, 1926, for the first graduating class of the school of nursing. At this time, diplomas and class pins were given to Miss Dorothy Thomas, Miss Roberta Haehn, and Miss Ruth Beattie.

There was no graduating class in 1927, which may have prompted the Board of Directors to do some recruiting, for at the June 27, 1927, board meeting,

Mr. Markwell moved that we write a letter to ministers in this zone, asking that they use their influence to secure student nurses for our training school.

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1Miss Agnew and Reverend Chapler had been appointed as the Nursing School committee May 11, 1925, and the students were listed in the Ellis County News, May 28, 1925.


3Hays Protestant Hospital Board Minutes, June 27, 1927.
Classes numbering three, five, and six nurses were graduated in 1928, 1929, and 1930, before the school of nursing closed in December, 1930, owing to the financial problems brought on by the depression.\(^4\) Student nurses in training at this time were transferred to another hospital. Twenty-two years later the hospital was to begin educating student nurses again as an affiliated hospital with the collegiate nurse education program at Fort Hays Kansas State College.\(^5\)

Changes in leadership of the Board of Directors and in superintendents marked the year 1927. Miss Hanna Aebi replaced Miss Haehn as superintendent April 1, 1927, and Clarence E. Rarick succeeded W. A. Lewis as president of the board in November.\(^6\)

Each year the number of patients hospitalized increased and in 1929, when the superintendent, Miss Aebi, 


\(^5\)Hays Protestant Hospital Board Minutes, January 12, 1931.

\(^6\)Ellis County News, December 1, 1927, p. 1; Hays Protestant Hospital Board Minutes, November 30, 1927. Mr. Rarick took the office with the understanding that at the end of one year, he would be replaced by someone else, but he served as president of the board until 1954.
resigned to marry, the Board of Directors decided to employ both a superintendent of nurses and a superintendent to manage the business affairs. Reverend Martin R. Starbuck, who had helped establish the Goodland hospital, was employed as business superintendent and a Mrs. Stauffer as nursing superintendent on July 1, 1929. Reverend Starbuck served for two years until financial conditions, owing to the depression, compelled the board to return to the policy of one superintendent in charge of all departments.

One notable achievement that occurred during Reverend Starbuck's superintendency was the hospital's acceptance for membership by the American Hospital Association on January 20, 1930. This was the first professional association that the hospital joined and represented the start of a continuing program to meet the standards established by various organizations concerned with the care or treatment of the sick and injured. Through the efforts of Dr. Clyde D. Blake,

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7 Hays Protestant Hospital Board Minutes, June 8, 1929. Mrs. Stauffer served an unknown length of time as nursing superintendent and was replaced by Miss Ida Porter who resigned in August, 1931.

the hospital received full accreditation in 1932, from the American College of Surgeons standardization program and since then has always maintained accreditation.⁹

Rehabilitation of crippled children was inaugurated April 9, 1932, when the Kansas Crippled Children Commission approved the hospital for orthopedic corrective services. The 1931 Kansas Legislature had created the Commission for the purpose of establishing clinics throughout Kansas, where needy crippled children could receive corrective treatment. Hospitals selected for clinics by the Commission had to have at least one medical specialist in the line of practice for which selected and had to be accredited by the American College of Surgeons.¹⁰ These requirements were met, for the hospital had recently been accredited and Dr. Frank E. Coffey, Kansas City orthopedist, had been formally accepted on the medical staff April 12, 1932, by the Board of Directors.¹¹

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⁹Letter from Kenneth B. Babcock dated February 26, 1962. The hospital had been surveyed in 1927 and 1931 and non-accredited. From 1939 to 1949, the hospital was put on provisional, or probationary accreditation and regained full accreditation in 1950.

¹⁰Kansas Crippled Children Commission, 1st Biennial Report, July 1, 1931 to October 1, 1932 (Topeka, Kansas: Kansas State Printing Plant, 1932), p. 75.

¹¹Hays Protestant Hospital Board Minutes, April 12, 1932.
Corrective treatment given these crippled children was paid for by the county from which each child came and the payments provided a small, but welcome, source of income to the hospital during the depression years. During 1939, the Commission discontinued its clinic at the hospital because Dr. Coffey, the orthopedist, was no longer on the medical staff.\textsuperscript{12}

After it was opened, the hospital required financial assistance, over and above income received from paying patients, for it rendered considerable charitable service and still had debts to be paid. All the money needed for equipment and furnishings had not been provided by the original fund drive and payments had to be made on the bonded indebtedness. In the spring of 1927, a "Citizens Committee" solicited donations in the Hays area.\textsuperscript{13} In November of the next

\textsuperscript{12}Hays Protestant Hospital Executive Committee Minutes, March 23, 1939. The topic of this meeting was a letter from the Commission stating it had been brought to their attention Dr. Coffey was no longer a staff member and therefore they would have to drop the hospital. Rev. L. R. Honderick told the writer it was a case of a doctor simply preferring to work at another Hays hospital. The crippled children clinic was re-established in 1950, when Dr. John Thurlow, orthopedist, joined the staff.

\textsuperscript{13}Hays Protestant Hospital Board Minutes, June 27, 1927. The committee was instructed to continue until the campaign was concluded, but no mention was ever made of it again.
year, a three day county wide drive to raise $10,000 was conducted to provide funds for paying off the equipment debt, buying new equipment, building a separate laundry, and purchasing two lots adjoining the hospital property. Sufficient funds were received to pay for the old and new equipment, but acquisition of the laundry and adjoining lots had to be postponed.14 A very substantial gift of $20,000 was received at this time, in memory of Mrs. Minerva L. Gorham of Gorham, Kansas, and was applied on the bonded indebtedness.15 Methodist Churches in the Hays district supported the hospital in two organized ways. An annual "White Cross" offering was collected in the churches and the Epworth League groups sponsored an annual "Booth Festival" where donations of supplies and money were given.

The depression years, 1929-1934, presented the hospital with the most difficult time in its history. During the fiscal years ending 1932 and 1933, salaries had been lowered and other economy measures had been taken, but disbursements still exceeded income. A turning

14Ellis County News, November 15, 1928, p. 1; Hays Protestant Hospital Board Minutes, April 14, 1931.
point came in 1934, when the fiscal year ended with a small surplus in the operating fund. In the years following, conditions slowly began to improve and the hospital began to make payments on its outstanding local debts.

Bonded indebtedness against the hospital property was a serious problem. This debt was to have been cleared by November 1, 1935, under the terms of the loan, but no bonds had been retired since 1932. By 1939, bonds outstanding totalled $13,500 with over $3000 accrued interest.

Reverend L. R. Honderick, the executive secretary

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16 Methodist Episcopal Church, Northwest Kansas Conference, 51st Annual Session, Minutes, September 21-25, 1932 (Stockton, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1932), p. 60; 52nd Annual Session, Minutes, September 26-October 1, 1933 (Beloit, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1933), p. 146; 53rd Annual Session, Minutes, September 25-30, 1934 (Colby, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1934), p. 234.

17 Hays Protestant Hospital Board Minutes, May 12, 1936.

18 Special meeting between Board of Directors and Hays citizens, April 21, 1939 (filed with Hays Protestant Hospital Board Minutes for the year 1939), one page. (Typewritten.); Clarence E. Rarick, "Report to the Hays Protestant Hospital Board on the matter of securing definite information concerning the loan secured on the hospital" (may be found loosely filed with Hays Methodist Episcopal Hospital Board Minutes for the year 1924), two pages. (Typewritten.)
of the Conference Board of Hospitals and Homes, informed the Board of Directors at their May, 1938, meeting that the St. Louis Trust Company was threatening foreclosure. Furthermore, the Conference Board did not have sufficient funds to pay the debt and the obligation fell upon the hospital. Reverend Honderick reported at the June, 1938, meeting of the board that the trust company had stated it would make a liberal discount if the bonds would be taken up. He suggested either trying to secure a private loan or putting on a financial campaign to raise the funds. A campaign over the Hays district was decided upon and was begun in the fall of 1938, under Reverend Honderick's direction.

Although the campaign started well, it fell short of the goal, resulting in a special meeting being held on April 21, 1939, between the Board of Directors and a group of Hays citizens to discuss financial problems. Some of the citizens expressed the opinion that the dual

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19 Hays Protestant Hospital Board Minutes, May 10, 1938.
20 Ibid., June 14, 1938.
21 Ibid., November 8, 1938.
control of the hospital by the Conference Board and the local Board of Directors was causing misunderstanding and thus was holding back contributions. Reverend Honderick responded that the Conference Board of Hospitals and Homes had no objections to the hospital board reorganizing and owning the property, but that it did want to be assured that all donations given in the past would be protected in the future and that the hospital would be maintained for the purpose for which it was established. Six days later, a group of Hays citizens met with the executive committee of the Conference Board of Hospitals and Homes to review the situation. Consequently, the executive committee agreed to recommend to the Conference Board that the ownership of the hospital be held by the Memorial Hospital Association of Hays, providing the directors of the hospital be approved by the annual conference of the church and that the property should revert back to the Conference Board if the hospital ever ceased operating. All persons present agreed that this

22 Special meeting between Board of Directors and Hays citizens, April 21, 1939 (filed with Hays Protestant Hospital Board Minutes for the year 1939), one page. (Typewritten.); Interview with Reverend L. R. Honderick, January 16, 1962.
recommendation would help the financial campaign in Hays. The financial campaign was successfully concluded when Robert S. Markwell, who had succeeded Clarence E. Rarick as president of the Board of Directors in 1934, announced at the January, 1940, board meeting that the bonded indebtedness was all paid, with the exception of an unlocated $1000 bond and that the bonds had been redeemed at $668 per thousand with all interest cancelled.

Through the combined efforts of the Board of Directors, the citizens of Hays, and the Conference Board of Hospitals and Homes, the Hays Protestant Hospital had survived the years of adversity and was ready to begin a new era of service. Two events in the next few years would greatly influence the hospital: the reorganization of the hospital and the philanthropy of the Hadley family.

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23 Special meeting between Hays citizens and Executive Committee of the Conference Board of Hospitals and Homes, April 27, 1939 (filed with Hays Protestant Hospital Board Minutes for the year 1939), two pages. (Typewritten.)

24 The bond was never presented for payment and was voided years later.
CHAPTER III

FIRST MAJOR ADDITION

The Hadleys, as so many early Kansas settlers, came to Kansas in the nineteenth century, because of the availability of cheap land. They had originally lived near Gridley, Illinois, where the father, Henry Hadley, had been a farmer and stockman. Following his death, the mother, Sarah Holcomb Hadley, and six children migrated to Jewell County, Kansas, and shortly thereafter moved to Ellis County, where on October 30, 1888, Sarah Hadley purchased 160 acres of land for the sum of $1280. This land was in section twenty in township eleven, south of range seventeen and through the years the family added additional acreage by means of hard work and frugal living.¹

Tragedy came in 1894, when the mother and her daughter, Hattie, were drowned while crossing a flooded

¹Hays Daily News, November 6, 1949, p. 5; Kansas City Star, March 25, 1945, Sec. C, p. 1; Deed Record Book N, Register of Deeds, Ellis County, Kansas, p. 532. The children were Hattie, Lily, Kittie, Frank, Harry, and Charles Mark. Kittie was better known by her nickname, Dolly. Charles Mark Hadley will hereafter be cited as Mark Hadley. The Hadley ranch was approximately 2800 acres, when Mark Hadley died.
stream on their way to church, and again in 1930, when a brother, Frank, died from ruptured appendix.\(^2\) Although a brother Harry had moved to Colorado, the remaining members of the family lived quietly on their ranch and were never married. Lily and Kittie were devout Methodists, as their parents had been, but Mark Hadley was not a church member, although he believed in religion and belonged to the Masonic order.\(^3\)

Oil, which lay in the sub-soil of their ranch, was the source of the Hadley wealth. Though the first well drilled in 1935 was a light producer, the second well was rated a potential 2,000 barrels and subsequent wells became good producers.\(^4\)

The Hadleys had been interested in the Hays Protestant Hospital from its inception and now their rapidly mounting wealth enabled them to give it substantial

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\(^2\)Ellis County News, March 20, 1930, p. 2; Hays Daily News, November 9, 1949, p. 5; Interview with Mr. and Mrs. David Gregory, November 26, 1961.

\(^3\)Kansas City Star, March 25, 1945, Sec C, p. 1; Interview with Mr. John Carmichael, May 2, 1962. Mr. Carmichael stated that Harry Hadley moved to Colorado sometime around 1900, married, had several sons, and died at an unknown date.

\(^4\)Ellis County News, May 14, 1936, p. 1;
assistance. They made several minor donations for needed items and contributed $3,000, which was almost one-third to the goal, during the 1939 campaign to clear the bonded indebtedness of the hospital. Dr. Clyde D. Blake, hospital chief of staff, was probably one of the persons most influential in encouraging the Hadleys to donate money for a new addition to the hospital, for the family admired and respected him and he and Mark were good friends.

A gift of $45,000 to build a new addition was announced to the public January 24, 1941, and planning the new addition began. As the Hadleys became aware of the expanded medical services that would be made possible by their philanthropy, they began to talk of the "Hadley Vision." This was their dream of an institution that would help suffering humanity and provide physical and

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5 Ellis County News, January 29, 1925, p. 1. Mark Hadley had helped solicit funds to furnish the hospital in 1925.

6 Interview with Reverend L. R. Honderick, January 16, 1962. The donations were usually made anonymously to the hospital, through Reverend Honderick, who was Executive Secretary of the Conference Board of Hospitals and Homes.


spiritual healing for the afflicted. They knew what they wanted to do with their wealth and how it should be used in the future, for Kittie often remarked to her cousin, "Eventually it will be as nice as medical science can make it."\(^9\)

Why Hays was chosen to receive a major part of the Hadleys' benevolence, instead of some other town, was answered in part, by the same reasons that influenced the Methodist Episcopal Church to locate a hospital there: Hays' geographical location, the need for a hospital, and the college with its young people, who needed facilities for their spiritual and physical well being.\(^10\) Accompanying the decision to underwrite the new hospital addition was a request from Mark Hadley that his friends, Dr. Clyde D. Blake, Curtis M. Wann, and Robert S. Markwell act as a committee of trustees to oversee all phases of the project. Although Robert S. Markwell and Curtis M. Wann were members, the hospital Board of Directors was not officially connected with the

\(^9\)Interview with Mr. and Mrs. David Gregory, November 26, 1961

\(^10\)Interview with Reverend L. R. Honderick, January 16, 1962.
building of the addition.\footnote{11}{Interview with Robert S. Markwell, February 23, 1962. None of the Directors had any objections to this request, but it did place more work on the three men. There were minutes kept by the committee, but Mr. Markwell was unable to locate them for the writer.}

Charles W. Shaver, the architect for the original hospital, was employed again and designed a two-story brick structure that was seventy-eight feet long and forty feet wide. Air-conditioned and fireproof, the thirty-three bed capacity unit was constructed on the east side of the original hospital and displaced the nurses' home, which was removed to a new location. Construction costs exceeded the $45,000 given and the Hadleys gave an additional $11,000 to complete the building.\footnote{12}{Interview with Robert S. Markwell, April 6, 1962. Mr. Markwell did not recall when the $11,000 was given, but related there was a small amount remaining when the building was finished.}

Responsibility for furnishing the rooms of the new addition remained with the Board of Directors and

\footnote{11}{Interview with Robert S. Markwell, February 23, 1962. None of the Directors had any objections to this request, but it did place more work on the three men. There were minutes kept by the committee, but Mr. Markwell was unable to locate them for the writer.}

\footnote{12}{Interview with Robert S. Markwell, April 6, 1962. Mr. Markwell did not recall when the $11,000 was given, but related there was a small amount remaining when the building was finished.}

Methodist Church, Central Kansas Conference, 3rd Annual Session, Minutes, September 30-October 5, 1941 (Wichita, Kansas: Methodist Church, Central Kansas Conference, 1941), p. 287. This account announced a $56,000 gift given during the past year. The Northwest Kansas Conference and the Southwest Kansas Conference merged, in 1939, to become the Central Kansas Conference.
they decided the expense would range from $175 to $250 per room. There was no organized campaign, but individual solicitation was commenced August 19, 1941, and by January, 1942, over $1800 had been received.¹³ Formal dedication of the new addition was held May 18, 1942, with Reverend Everett W. Freeman, district superintendent of the Methodist Church, and Reverend William C. Martin, Bishop of the Kansas-Nebraska area of the Methodist Church, presenting the addresses. Following the dedicatory ceremonies, the ladies auxiliary served tea and conducted tours of the hospital.¹⁴

Reorganizing and incorporating the Hays Protestant Hospital was a question that had presented itself first in 1934, when the Directors had investigated and found that it would be almost impossible to do so, because all of the property was mortgaged for indebtedness.¹⁵

¹³Hays Protestant Hospital Board Minutes, August 19, 1941; Hays Protestant Hospital Executive Committee Minutes, January 13, 1942.

¹⁴Hays Daily News, May 18, 1942, p. 1. This addition is now the west wing of the present hospital.

¹⁵Hays Protestant Hospital Board Minutes, November 13, 1934.
Figure 2. First and second additions to Hadley Memorial Hospital. First addition, on the left, was dedicated May 18, 1942; second addition, including tower and one-story entrance area, was dedicated June 24, 1951.
Moreover, the Conference Board of Hospitals and Homes was anxious for the mortgage to be paid and reported to the 1935 session of the Conference, "It is the hope of the Board that there might be a reorganization of the hospital at Hays, including local incorporation." But four years elapsed before the mortgage was lifted and the news was announced to the Conference.

The Hays Protestant Hospital will soon be incorporated as the Hays Memorial Hospital of the Central Kansas Conference of the Methodist Church. With the effecting of a new organization and the clearing of the debt, we believe this institution will experience a new day.

Plans for the reorganization of the hospital were continued during 1940 and 1941 and a committee conferred with attorneys and drew up the necessary papers. New by-laws were passed at a special board meeting held September 13, 1941, and in October, the newly reorganized board met for the first time. Officially the name of


17 Ibid., 58th Annual Session, Minutes, October 3-5, 1939 (Salina, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1939), pp. 259-270. The name Hays Memorial Hospital was tentatively suggested until reorganization was accomplished and a definite name selected.

18 Hays Protestant Hospital Board Minutes, September 13, 1941; October 30, 1941.
the hospital was changed to Hadley Memorial Hospital at the board meeting of February 10, 1942, but was not announced to the public until the May dedication of the new building donated by the Hadley family. Other names that had been suggested before the Hadley name was used were: Hays Memorial Hospital, St. Luke's, Hays Community Hospital, and White Cross Hospital. All that remained in reorganizing was to apply to the state for a charter and approval to do that was given at the Executive Committee meeting April 10, 1942. Robert T. McGrath was appointed as resident agent when the hospital was chartered April 21, 1942, as a non-profit corporation.

This new constitution and by-laws specified that a Board of Trustees, numbering from nine to thirty-three, would manage the corporation. Two-thirds of the Trustees were to be members of Methodist Churches in the Central

19 Hadley Memorial Hospital Board Minutes, February 10, 1942.

20 Hays Protestant Hospital Board Minutes, October 7, 1940. There was agreement that the name should be changed, for some board members felt it was offensive to friends of the hospital who were Roman Catholics. St. Luke's was suggested in honor of the physician-apostle and White Cross to emphasize that healing was a joint responsibility between medicine and Christianity.

21 Hadley Memorial Hospital Executive Committee Minutes, April 10, 1942.
Kansas Conference of the Methodist Church and one-half of these were to be ministerial members of the Conference. Another one-third did not have to be members of the Methodist Church, but all Trustees had to be elected by the Central Kansas Conference of the Methodist Church. Under the new by-laws, there were to be seven standing committees: Executive, Nominating, Finance, Medical, Building and Grounds, Nursing, and Public Relations. A primary duty of the Executive Committee was to transact the routine business of the hospital in the interim between the meetings of the board. Presenting nominees for offices and committees at the annual November meeting of the board was the function of the Nominating Committee. In addition to supervising the hospital financial records, the Finance Committee was to recommend fund raising plans, negotiate loans and control investment funds. A Medical Committee was to nominate to the Executive Committee, members of the medical staff for election by the Board of Trustees and to formulate policies for the improvement of medical and surgical service in cooperation with the superintendent and the medical staff. Scrutinizing the character of the nursing service and suggesting improvements was the assignment of the Nursing Committee, while the Building and Grounds committee was to look after the physical property
and advise regarding repairs and maintenance. Finally, the Public Relations committee was to control publicity and all matters pertaining to public relations. Additionally, the by-laws also contained a section on the medical staff, listing the qualifications to be met by doctors wishing to practice in the hospital and establishing a medical council consisting of the Medical Committee of the Board of Trustees, the Executive Committee of the medical staff, and two more members of the medical staff. To promote closer cooperation between the Trustees and the medical staff was the prime purpose of the medical council.22

Hadley Memorial Hospital was one of thirty-five Kansas hospitals that, in 1942, launched the Blue Cross Hospitalization Plan. Previously, the Kansas Hospital Association had made plans in 1940 and 1941, to sponsor this group hospitalization and had invited the hospital to be one of a limited number to initiate the plan. Accepting the invitation, the Trustees signed a contract on April 21, 1942, with the Kansas Hospital Service

22Hays Protestant Hospital Constitution and By-Laws, 1941. The original by-laws had been amended in 1936, to increase the board membership from twenty-one to twenty-four.
Association, which was incorporated to handle the plan. World War II affected Hadley Memorial Hospital as it did all institutions. Service rendered by the hospital increased each year during the war, but the hospital remained under-staffed. An average daily census of twelve and nine-tenths patients was recorded at the hospital for the fiscal year ending August 31, 1942, and by the end of the 1945 fiscal year, the average daily census had risen to twenty-eight patients. Number of days care given patients had expanded similarly from 4,751 to 10,309 in the same period of time. No figures are available to show the size of the nursing staff in 1942, but in the peak year, 1945, there were only eight registered nurses, including the superintendent, to handle the enlarged patient load. Operating expenses also multiplied in this three year period from over $25,000 to over $40,000, but the hospital operated on a sound financial basis. All debts were paid by the

23Letter from Sam J. Barham, Kansas Hospital Service Association, undated. There are now 148 Blue Cross member hospitals in Kansas.

24Methodist Church, Central Kansas Conference, 5th Annual Session, Minutes, October 6-10, 1934 (Hutchinson, Kansas: Methodist Church, Central Kansas Conference, 1943), pp. 605-606. These minutes contained both the 1942 and 1943 statistics; 7th Annual Session, Minutes, September 26-30, 1945 (Salina, Kansas: Methodist Church, Central Kansas Conference, 1945), p. 201.
war's end and $14,500 in war bonds had been purchased.

Reorganization of the hospital had also marked the start of a program to make the hospital's business operations more efficient. Initially the Board of Trustees' Auditing Committee was merged with the Finance Committee, which prepared the annual budget and examined the superintendent's monthly financial reports. Growth of the hospital's income and expenditures after World War II, prompted the finance committee to engage outside help to assist them in examining the financial records. Members of the Fort Hays Kansas State College Business Department audited the accounts for several years and made suggestions to improve the bookkeeping practices. An accounting system recommended by the American Hospital Association was installed in 1949, and the auditing firm of Pierce, Faris and Company of Hutchinson was employed to make the annual audit of this system.

25 Hadley Memorial Hospital Board Minutes, February 19, 1946.

26 Irvine Wilson examined the accounts in September 1944 and 1945, while Archie C. Thomas examined them February 1947 and 1948, and September 1947 and 1948, on a paid basis.

27 Hadley Memorial Hospital Executive Committee Minutes, March 15, 1949; August 16, 1949. The accounting system was installed upon the recommendation of the new administrator, Victor D. Bjork.
Several changes in personnel were made in 1948, when Frederick W. Albertson succeeded Robert S. Markwell as President of the Board of Trustees on November 16, and Miss Thelma Wade, who had served more than two years as superintendent, resigned September 30. In making a replacement, the Trustees decided to employ both an administrator for the entire hospital and a director of nursing. A committee, consisting of Robert T. McGrath, Robert S. Markwell, Miss Cora Laudahl, Reverend William S. Shuler, and Reverend Nelson G. Gardner was appointed to select candidates for the Executive Committee's approval. This committee recommended Victor D. Bjork of Milwaukee, Wisconsin, for the position of administrator and the promotion of Mrs. Frances Cook from the nursing staff to be director of nursing. These recommendations were endorsed by the executive committee on January 18, 1949. 28

The Trustees at this time appraised the past growth of the hospital and its prospects for future growth and determined to bring the constitution and by-laws up to date. A special committee presented constitutional revisions to the May, 1949, Board of

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28 Hadley Memorial Hospital Executive Committee Minutes, January 18, 1949.
Trustees' meeting. These revisions set the number of Trustees at thirty-three and specified that all of the hospital property was to be held by the corporation in trust, for the Central Kansas Conference of the Methodist Church.

Corporate powers of the Trustees were more closely defined and the number of standing committees was increased to nine. New standing committees created were the Religious Emphasis Committee, which was to supervise all religious activities at the hospital, the Trust Committee, which was to manage all endowment and trust funds the hospital might receive, and the School Committee, which was responsible for all programs of training offered by the hospital. Conversely, the Nursing Committee was discontinued, for its duties had largely been assumed by the full time director of nursing. A Joint Advisory Committee superceded the Medical Committee and took over the functions of the medical staff's advisory council. This Joint Advisory Committee was to act as a liason group between the Trustees, administration, and medical staff and was composed of an equal number of members appointed by the

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29 Ibid., December 14, 1948. Miss Cora Laudahl, Reverend Nelson G. Gardner, and Reverend William E. Shuler were appointed by the Executive Committee on December 14, 1948.
Board of Trustees and the medical staff, with the president of the board as chairman. Following revision, the constitution and by-laws were accepted at the September 20, 1949 Board of Trustees' meeting. Also sanctioned by the Trustees in 1949, was the policy that the hospital should own all X-ray, diagnostic, and therapeutic equipment used in the hospital. An agreement was worked out to purchase this equipment from the owners, Dr. Lloyd W. Reynolds and Dr. William M. Brewer.

Hadley Memorial Hospital's twenty-fifth anniversary occurred in 1950, and Mr. Bjork presented to the Trustees an impressive annual report which listed accomplishments during the year as:

1. Full accreditation received from the American College of Surgeons.
2. Dietary department established under supervision of registered dietician.

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30 Hadley Memorial Hospital Constitution and By-Laws, 1949. The first Joint Advisory Committee had three Trustees, three doctors, the president of the board, and the administrator as ex-officio member. It has since increased in size.

31 Hadley Memorial Hospital Board Minutes, September 20, 1949.

32 Hadley Memorial Hospital Executive Committee Minutes, March 20, 1949.

33 Ibid., January 16, 1951. The purchase price was $12,000. The X-ray equipment had formerly belonged to Dr. Clyde D. Blake.
3. Medical record department organized by medical record librarian.
4. Number of doctors on active staff increased from three to eleven.
5. Agreement signed with Kansas Crippled Children Commission to continue Crippled Children's Clinic.
6. Record number of 4,167 patients received care.
7. A relatively large expansion program begun as a result of the Hadley gift.34

Space had to be made in the hospital for the medical records department and the crippled children's clinic, with its examining and treatment rooms, so the number of beds was decreased from fifty to forty-five.

Hadley Memorial Hospital's medical record library was founded in February, 1950, with assistance from Wesley Hospital of Wichita.35 Case histories are maintained in the library for all persons who have been patients in the hospital. Each history contains the doctor's written diagnosis of the case, various laboratory and treatment reports, temperature charts, personal data, and previous medical history of the patient. Written in standard medical terminology, the histories are coded and indexed by diseases, operations, special treatments, physician's name and patient's name.

34 Hadley Memorial Hospital Board Minutes, September 19, 1950.
This is important to the physician for it provides accurate data on previous experiences with individuals and diseases and enables him to plan treatment procedures more quickly and wisely. Similarly, it is important to the hospital because accrediting agencies, such as the Joint Commission on Accreditation of Hospitals and the medical specialty boards, depend upon the medical record library to supply a large proportion of the data upon which the hospital is evaluated. 36

The Hadley dream of a fine medical institution with expanded services had become a reality. Hospital personnel, medical staff, and Board of Trustees had worked diligently to accomplish this and all looked forward to the next construction program that the Hadley benevolence would provide.

36 Interview with Austin J. Evans, May 11, 1962.
CHAPTER IV

SECOND MAJOR ADDITION

Shortly after the first addition to the hospital had been placed in operation, the Trustees began thinking about a second. Conveying this thought, the 1942 hospital report to the Annual Conference of the Methodist Church stated that:

As soon as priority regulations are lifted and materials become available it is planned to raze the old unit and rebuild it fire-proof and air-conditioned to match the new unit.¹

Wartime shortages eliminated any hope of building, but the dream continued and at the September, 1944, Trustees' meeting, architect John Shaver presented tentative plans.² Further delay to the building program was caused by the post war shortage of construction materials, but by 1948, planning had begun in earnest. A Building Committee appointed for the project was composed of Robert S. Markwell, chairman, Dr. William M. Brewer, Dr. Lloyd W. Reynolds, Mark Hadley, Carl Kraus, Frederick

¹Methodist Church, Central Kansas Conference, 4th Annual Session, Minutes, October 7-11, 1942 (Salina, Kansas: Methodist Church, Central Kansas Conference, 1942), p. 457.

²Hadley Memorial Hospital Board Minutes, September 5, 1944.
W. Albertson, and Ted Johnson, the contractor. It was announced at the May, 1949, Trustees' meeting that the project would soon get under way and that Mark Hadley was going to finance it. At the same time he agreed to donate $334,000, Mark Hadley made one request. This was that the Johnson Construction Company should erect the building, for he knew the owners of this company and was satisfied with the quality of their work.

Ground breaking ceremonies were held July 27, 1949, and construction of the two-story, brick building began shortly thereafter. Walls of the one hundred and thirty-four foot long by forty foot wide structure were reinforced to allow the addition of a third floor at any future time desired. A forty by forty-four foot, one story unit extending to the front, contained the entry area and administrative offices. Additionally the surgery and obstetric departments were located in a

3 Ibid., May 17, 1949.
4 Interview with Robert S. Markwell, April 6, 1962. The building committee entered into a "cost plus" contract with the Johnson Company instead of a "firm" contract. The rapid increase in construction costs during the next several years, placed an extra financial burden on the Trustees, to have the addition completed as specified.

forty-two foot high, three story tower, built at the junction of the two additions. It remained for the Trustees to furnish the new building since the Hadley gift was only for construction.

An Equipment Committee comprised of Ralph Bemis, Mrs. Jennie Philip, Glen Humburg, Miss Cora Laudahl, and Reverend Nelson Gardner was appointed June 21, 1949, to determine the estimated cost of furnishings and to consider the feasibility of a separate laundry and a new nurses' home. This committee reported to the Trustees in September, 1949, that the amount needed for equipment, including X-ray, would be $75,000 and that the method of raising this sum should be left to the executive committee. Plans for the laundry and nurses' home were tabled for the time being.

With concrete having been poured and steel delivered for the first and second floors, the chairman of the building committee informed the Trustees, at this time, that construction was progressing nicely. As they

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6Hadley Memorial Hospital Executive Committee Minutes, June 21, 1949.

7Hadley Memorial Hospital Board Minutes, September 27, 1949. The Executive Committee assigned the Equipment Committee to compile a list of persons who were to be solicited for memorial contributions. The equipment was financed from these contributions and the Hadley estate funds, which later became available.
listened to these reports, the Trustees little realized that in the next several months, events would occur which would appreciably delay completion of the new addition.

The first event of consequence occurred on October 10, 1949, when Mark Hadley died from an apparent heart attack at his ranch home.\(^8\) Shortly after the funeral services, his name reappeared in newspaper headlines. Miss Cecilia Deane, Hays milliner, astounded one and all by asserting that she had been secretly married to Hadley forty-three years previously at Damar, Kansas.\(^9\)

Oscar Ostrum, Miss Dean’s Lawyer, stated that he would not attempt to have the Hadley will set aside, for it appeared Mark Hadley was competent and of sound mind. He intended, instead, to show proof that a husband and wife relationship existed and Miss Deane could then inherit one-half the estate.\(^10\) Long time residents of

\(^8\)Hays Daily News, October 11, 1949, p. 1. Mark Hadley was the last survivor of his family. Miss Lily Hadley had died following an illness at Hadley Memorial Hospital on May 2, 1943, and Miss Dolly Hadley had died of a skull fracture on April 9, 1949, when she fell at her home.


the area expressed doubts about such a relationship and Miss Deane's ability to keep silent about it for such a length of time. More doubt was aroused when it was pointed out that she had testified, under oath in court, two years earlier that she had always been single. Documentary evidence of such a marriage was also lacking, for no records of the marriage were found in the Ellis and Rooks County courthouses, or in the parish records of the Damar Catholic Church.

Having been aware of the fact that Mark Hadley was going to leave a share of his estate to the hospital, the Trustees retained Norman Jeter, Hays Attorney, to represent the hospital in the forthcoming litigation. On November 12, 1949, the Hadley will was admitted to Ellis County Probate Court and was immediately challenged by a group of lawyers representing a number of heirs of the late Mark Hadley. These lawyers filed a petition,

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the other more than half of his property, subject to such rights and allowances, unless the other shall consent thereto in writing executed in the presence of two or more competent witnesses, or shall elect to take under the testator's will as provided by law."

which attacked the will on a number of legal points and laid claim to the estate for the heirs. Judge Alexander Meier took the petition under deliberation and informed the eleven lawyers present that they would be notified when he was ready to pass judgement on the case.  

Mark Hadley's will, which had been admitted to Probate Court, contained the following requests:

1. All of Mr. Hadley's debts were to be paid.
2. Hays Methodist Church was to receive $20,000 for an organ.
3. Benevolence retired ministers fund of the Methodist Church was to receive fifteen percent of the net remaining estate.
4. Hadley Memorial Hospital was to receive eighty-five percent of the net remaining estate.
5. Wilfred Kraus of Hays was to be executor.  

Construction work on the new addition had continued after the death of Mark Hadley, but now a problem arose. Hadley had only given $200,000 of the promised

13 Ibid., November 13, 1949. There were twenty-eight cousins represented in this first petition. The number increased to seventy-two, but the court ruled thirty-six of these were too distantly related to have a valid claim as heirs.

14 Last Will and Testament of Charles Mark Hadley, dated April 20, 1949. The will specified that the estate was not to be sold as long as the oil and gas wells continued producing, and was drawn up by Henry Herrman and witnessed by E. F. Madden and Henry Herrman. Mark Hadley made an earlier will, leaving everything to his sisters, when he had entered the Scottish Rite of Masonry. The secretary of the Scottish Rite sent the will to the Ellis County Probate Judge's office after Hadley's death.
$334,000 before his sudden and unexpected death and most of the amount given was expended. Ted Johnson, the contractor, notified the Trustees' Executive Committee in February, 1950, that construction work was at the stage where plumbing and wiring should be roughed in, but since funds were not available to complete the building, a decision should be reached on how best to utilize the remaining money. He suggested either finishing the forty-four by forty foot reception area, installing the new elevator, or finishing the top floor to increase the number of rooms available. The committee felt that none of these plans were economical or practical and ordered construction to continue as far as money available would permit. Furthermore, the committee instructed the hospital's attorney to file claim against the Hadley estate for the $134,000 originally promised.

Work continued through May, 1950, when the new building was completely enclosed and as the building

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15 Hadley Memorial Hospital petition to Ellis County Probate Court, dated April 25, 1950, in case file 1432 of Ellis County Probate Court. Mark Hadley had paid $90,000 on June 14, 1949, and $110,000 on September 10, 1949. He informed the Trustees at the time of the last payment, he didn't have the rest of the money immediately available in cash and so would give it as needed.

16 Hadley Memorial Hospital Executive Committee Minutes, February 17, 1950.
funds had been expended, construction ceased. Prospects for completing the building appeared bleak to the Trustees, but in July, 1950, the claim of the hospital was allowed by the Ellis County Probate Court. Authorization was given the contractor to resume work, but difficulty in receiving delivery of building materials delayed the resumption until late September.

Litigation over the Hadley estate continued during the summer of 1950, when attorneys for the Hadley heirs filed a petition in Ellis County Probate Court challenging the will and requesting that the heirs be named heirs-at-law. Judge Meier ruled that the question of heirs should not be determined until the date of final settlement. Attorneys for the Hadley heirs then filed an appeal at the October, 1950, session of Ellis County District Court appealing the Probate Court decision of November, 1949, which admitted the Hadley will to probate.

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17 Hadley Memorial Hospital Board Minutes, May 16, 1950.
18 Letter from Judge Alexander Meier to Norman Jeter, dated July 10, 1950, in case file 1432 of Ellis County Probate Court.
19 Hadley Memorial Hospital Board Minutes, September 19, 1950.
Construction had resumed on the new addition during the time the case was appealed and the Trustees were faced with the problem of inflation. Cost of building supplies had risen with the advent of the Korean War and it was now apparent that the building was going to cost far more than had originally been planned. A decision had to be made either to allow construction on the uncompleted building to stop again as funds were expended, or to borrow the amount necessary and proceed to finish the project. All of the Trustees were confident that the Hadley estate would be awarded in accordance to the late Mark Hadley's wishes and they approved going temporarily into debt in order to complete the building.21

With the completion of the new addition, the minor frustrations that the Trustees had experienced during the construction period were extended to the dedication ceremonies held June 24, 1951, when four of the scheduled speakers were absent. Hays had been flooded with water during the previous two days and Bishop Dana Dawson of the Methodist Church and R. A. Raymond, executive secretary of the Kansas Crippled Children

21Hadley Memorial Hospital Board Minutes, February 2, 1951.
Commission, were unable to reach Hays. Dr. Morton C. Cunningham, president of Fort Hays Kansas State College, was helping clean up the flooded campus, and Senator Andrew Schoeppel was unable to leave Congress. Dr. Olin Oeschger of the National Board of Hospitals and Homes of the Methodist Church and Dr. Nelson Gardner, district superintendent of the Methodist Church were present and spoke at the ceremonies. Size of the active medical staff had increased with the size of the hospital and there were eighteen doctors on the staff when the new building was dedicated.

It was in June, 1951, that The Hadley Memorial Hospital Visitor was first published. This four page periodical announced the dedication of the new addition and since then has been sent out semi-annually to friends of the hospital to inform them of new activities at the hospital.

Equipment in the newly opened building was the most modern type available. Brochures, prepared by the equipment committee, were designed to create interest in memorial contributions and these were used to secure funds for equipment. All of the patients' rooms

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23 *Hadley Memorial Hospital Board Minutes*, September 19, 1950.
contained thermopane plate glass windows with colorful pull type draperies, oxygen outlets, air-conditioning regulated from the rooms, intercommunication system to the nursing stations, and extra floor level lights operated by silent switches, which permitted the nurses to make their rounds at night without disturbing the patients. Beds and bassinets were increased in number from forty-five to seventy-seven when the new addition was opened.

Noteworthy equipment installed was a new type infant resuscitator, a $4000 sterilizing machine, and a 200,000 volt, deep therapy X-ray unit, which was situated according to United States Atomic Energy Commission specifications, within a room containing lead lined walls of twelve inch thick concrete. An emergency electric power plant for use in case of commercial power failure was procured in cooperation with Civil Defense officials. Completion of the new addition amounted to a total cost of approximately $530,000. It had cost $470,000 up to the time the building was dedicated and opened for service and


25 Hadley Memorial Hospital Executive Committee Minutes, April 17, 1951.
another $60,000 during the next year to correct mechanical difficulties in the heating, cooling, and plumbing systems.\textsuperscript{26}

Soon after the opening of the new addition, the outlook for settling the Hadley estate litigation became encouraging. A motion was passed at the July, 1951, Executive Committee meeting,

\ldots that Mr. Jeter be authorized to make a settlement approach in reply to numerous communications suggesting settlement from Mr. Ostrum, attorney for Cecilia Deane estate and Mr. Shook, attorney for the C. M. Hadley heirs at law.\textsuperscript{27}

A settlement out of court was acceptable to the two lawyers and the Board of Trustees authorized the Executive Committee to enter into compromise contracts with them. Claims against the Hadley estate were withdrawn from Ellis County Probate Court on November 8, 1951, after the attorney for the Cecilia Deane estate had received $5,000 and the attorneys for the heirs-at-law of the Hadley estate had received $60,000.\textsuperscript{28}

\textsuperscript{26} Hadley Memorial Hospital Executive Committee Minutes, June 18, 1952.

\textsuperscript{27} Hadley Memorial Hospital Executive Committee Minutes, July 17, 1951.

\textsuperscript{28} Ibid., October 16, 1951; Hays Daily News, November 9, 1951, p. 1; Ellis County Probate Court Final Findings and Order, dated November 8, 1951, in case file 1432 of Ellis County Probate Court. Miss Deane had died in March, 1951, but ten of her heirs continued the claim. No evidence was produced that Mark Hadley was ever married.
Figure 3. Executive Committee of the Hadley Memorial Hospital Board of Trustees when the second addition was dedicated in June, 1951. This committee also settled the Hadley litigation. Seated from left to right: Reverend Robert B. Pruitt, C. Edward Law, Elmer Baumgartner, Miss Cora Laudahl, Frederick W. Albertson, president, Robert S. Markwell, Robert T. McGrath, and Victor D. Bjork, administrator. Not present were Ralph Bemis and Reverend Nelson S. Gardner.
The settlement was welcomed by all concerned. Attorneys for the parties trying to break the Hadley will, knew that it had been drawn up by a competent lawyer and their requests for an out of court settlement implied that they knew there was a good chance the court would dismiss their claims. At the same time, the Trustees of Hadley Memorial Hospital desired to complete and pay for the new addition, which had already cost far more than anticipated, due to delay and increasing building costs. They did not want to keep the case tied up in court, when there was an immediate use for the Hadley estate money. 29

Provisions of the Hadley will were executed following withdrawal of the claims against the estate, which, by that time, had a total valuation of $760,000. Following payment of $115,000 to the Conference Claimant Endowment Fund of the Central Kansas Conference of the Methodist Church for its fifteen percent share, the remainder of the estate went to the Hadley Memorial Hospital. 30


30 Hadley Memorial Hospital Executive Committee Minutes, January 17, 1952. The Hadleys had previously given $30,000 to the Conference Claimant Endowment Fund, of the Methodist Church. The $760,000 valuation did not represent actual cash on hand, but only how much the
Settlement of the Hadley estate enabled the Trustees to initiate new services and expand further those already in operation. A new service offered in 1952, was the radioactive isotope laboratory and its success has been gratifying. Introduction of radioactive isotopes in nuclear medicine had been of great value to medical science. These isotopes can be used as tracers in assaying tissue and bone and thus can aid in diagnosing illness, or they can be used for the treatment of diseases, including cancer. Dr. Abraham M. Cherner, staff radiologist, was authorized on April 15, 1952, by the Trustees' Executive Committee, to install this specialized laboratory.\(^{31}\) Previously the use of these isotopes had been limited to large medical centers, possessing the special equipment and staff required by

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\begin{array}{|l|c|}
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\text{estate was worth. The following valuation turned in} \\
\text{two years earlier by the court appointed appraisers,} \\
\text{suggested how wealthy Mark Hadley was at the time of} \\
\text{his death.} \\
\text{Total value chattels} & \$1,684.50 \\
\text{Total value bank accounts} & 15,371.06 \\
\text{Total value bonds and securities} & 21,526.42 \\
\text{Total value notes and mortgages} & 68,063.50 \\
\text{Total real estate} & 145,650.00 \\
\text{Value of interest in Kittie Hadley estate} & 200,000.00 \\
\text{Total value of estate} & 425,295.48 \\
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\end{array}
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\(^{31}\)Hadley Memorial Hospital Executive Committee Minutes, April 15, 1952.
the United States Atomic Energy Commission and Hadley Memorial Hospital became the first small hospital in Kansas to establish this type of laboratory. On November 12, 1952, the radioactive isotope laboratory's formal opening was attended by more than fifty western Kansas physicians, who observed demonstrations of the equipment and learned about the laboratory's potentialities. Initial installation cost of the laboratory was $2500 and radioactive iodine was utilized for the diagnosis and treatment of thyroid diseases. Additional radioactive pharmaceuticals, such as phosphorus and gold, are now available for diagnosis and therapy, as the need arises.

Need of an adequate supply of human blood for use in emergencies, resulted in the inauguration of the Walking Blood Bank Program on January 3, 1954. Several hundred persons had their blood typed at the

32 Frank E. Hoecker and Homer L. Hiebert, "Bringing Radiosotopes to Small Communities—the Kansas Program," Hospitals, XXXI (July 1, 1957), pp. 40-42.
34 Hadley Memorial Hospital Board Minutes, September 24, 1952.
35 Hadley Memorial Hospital Executive Committee Minutes, December 29, 1953.
hospital and indicated they would be available to donate blood at any time needed. This procedure worked well, except that it was often difficult to secure enough rare type blood when urgently needed; and for this reason, it was replaced July 19, 1961, by Southwest Blood Banks, Incorporated, a commercial firm supplying blood to hospitals in eighteen states. Any type of blood is immediately available in unlimited quantities under the present arrangement. 36

X-ray treatment has always been available to the hospital patients and the X-ray department has kept abreast of the latest developments in this field. A significant modernization of the X-ray department started September 25, 1954, when the Trustees appropriated $23,000 for the purchase of Westinghouse diagnostic X-ray equipment, which included a high intensity fluoroscopic image amplifier. 37 Installation was completed in November, 1954, and that same month the Trustees made arrangements for procuring a small X-ray unit to take routine chest X-rays of all newly admitted patients for the detection of tuberculosis and other diseases. 38

36 Interview with Austin J. Evans, April 14, 1962.
37 Hadley Memorial Hospital Board Minutes, September 25, 1954.
38 Ibid., November 23, 1954.
Figure 4. A. M. Cherner, M. D., Radiologist, operating the high intensity fluoroscopic image amplifier, which was purchased with Hadley estate funds in 1954. For several years this was the only amplifier equipment of its type in Kansas.
Therapeutic X-ray treatments are given, in addition to the diagnostic X-ray services, and a training program for X-ray technicians was instituted under the direction of Dr. Abraham M. Chermer. Approval of this program by the Council on Medical Education and Hospitals of the American Medical Association in collaboration with the American College of Radiology was received in August, 1957. 39

When the Trustees decided in November, 1954, to initiate routine chest X-rays, they also proposed to create a new pathological laboratory and to employ a pathologist. 40 Dr. Joseph I. Mossberger became the first full time pathologist in western Kansas, when he assumed his duties in March, 1955, processing all tissues removed in surgery and performing autopsies. 41 Prior to the opening of the laboratory, the medical staff either had done their own pathological research, or had sent their tissues to pathologists at larger medical centers. Dr. Mossberger resigned in May, 1956, because he desired to return to a more urban area and the hospital since then has had difficulty retaining a

39 Hadley Memorial Hospital Executive Committee Minutes, August 20, 1957.
40 Hadley Memorial Hospital Board Minutes, November 23, 1954.
41 Hadley Memorial Hospital Executive Committee Minutes, March 15, 1955.
full time pathologist. There is a definite need for one, but demand exceeds supply in this speciality and it has not been possible to attract a pathologist from the larger metropolitan areas.\textsuperscript{42}

Good food is necessary in a hospital for both morale and health reasons, for a tasty, nutritious meal makes a patient feel better and provides him nourishment. An improvement in dietary service was realized during 1955, when Luverna Tholen joined the hospital staff as a full time registered dietician. Patients were given selection privileges and a hot food service on moving carts was instituted to bring hot meals to the patients' rooms. Walk-in coolers were installed in the food preparation areas and a new bakery was established.\textsuperscript{43}

Medical science has contributed to the longevity of the human race and as a result, the percentage of our population who are elderly increases each year. Care of these aged persons is a problem that is requiring increasing attention from health authorities.

\textsuperscript{42} Interview with Austin J. Evans, April 14, 1962

\textsuperscript{43} Methodist Church, Central Kansas Conference, 17th Annual Session, Minutes, October 4-9, 1955. (Hutchinson, Kansas: Methodist Church, Central Kansas Conference, 1955), p. 720.
Establishment of a geriatrics unit in Hadley Memorial Hospital was first discussed by the Trustees at their September 17, 1951, board meeting and again by the Executive Committee on March 18, 1952. 44 This project was deferred for further study at each of these meetings and it was not until February 15, 1955, that the Trustees voted to remodel one floor of the original hospital building for geriatrics use. 45 Additional wiring and toilet facilities were installed and a combination dining and chapel area was provided for ambulatory patients. Following its opening in May, 1955, all of the residents received twenty-four hour nursing care and paid regular hospital rates. 46 Four years later when the building was dismantled, the geriatrics unit was discontinued. 47

A Gray Ladies course was instituted in September,

44 Hadley Memorial Hospital Board Minutes, September 17, 1951; Hadley Memorial Hospital Executive Committee Minutes, March 18, 1952.

45 Hadley Memorial Hospital Board Minutes, February 15, 1955. During this interim, the Board of Trustees was giving priority to its next building project, the chronic disease and rehabilitation center. The long range plans for the hospital included provisions for the aged and will be discussed in the next chapter.

46 Ibid., Mar 17, 1955.

1955, in conjunction with the Ellis County Chapter of the American Red Cross. Members enrolled, received fifteen hours of instruction and then volunteered their services to assist the nurses. Gray Ladies have been a contributing factor to the high quality of patient service offered by Hadley Memorial Hospital.

An important aid to surgical patients in the hospital is the recovery room, where special nursing service is provided to post-operative patients until each patient recovers from anesthesia and is well enough to be returned to his room. During the time the patient is in the recovery room, his blood pressure, pulse, respiration, and surgical dressings are checked frequently and his general condition and color are closely watched. Location of the recovery room close to the surgery suite means that instant assistance may be obtained from the surgeon or anesthesiologist in case of emergency. Special equipment, including resuscitator, oxygen, suction, and emergency drugs are available should the patient need them and a registered nurse is in attendance at all times.

48 Hadley Memorial Hospital Executive Committee Minutes, May 17, 1955.
49 Hays Daily News, September 20, 1959, p. 3.
Figure 5. Recovery room when it was first opened in June, 1955, in the original hospital building. Shown with emergency oxygen and suction equipment are Miss Leora Stroup, Director of the Division of Nurse Education at Fort Hays Kansas State College and Miss Lucille Tholen, R. N., staff nurse.
Subsequent to its opening in June, 1955, in the original hospital building, the recovery room was moved to the west wing of the present hospital and is now adjacent to the surgery suite on the third floor.\footnote{Interview with Austin J. Evans, April 14, 1962; Hays Daily News, September 13, 1959, p. 3.}

A speech clinic, directed by Mrs. Velma Wooster, was added to the hospital services in January, 1956, and has provided corrective training for various types of speech disorders, including articulation, deafness and defects of hearing, stuttering, aphasia, and cerebral palsy.\footnote{The clinic is affiliated with the Institute of Logopedics of Wichita, Kansas.} It was formerly located on the Fort Hays Kansas State College campus, but was transferred to the hospital with the thought of becoming a part of the new rehabilitation program being established.\footnote{The rehabilitation program is discussed in the next chapter.} Assistance has been given by the speech clinic to out-patients from all over western Kansas, as well as to the patients admitted to the hospital. College students, in training to become speech therapists, fulfill part of their course requirements at the clinic.\footnote{Methodist Church, Central Kansas Conference, 18th Annual Session, Minutes, October 2-7, 1956 (Wichita, Kansas: Methodist Church, Central Kansas Conference, 1956), p. 100.}
Accrediting surveys made on Hadley Memorial Hospital by the Joint Commission on Accreditation of Hospitals, deserve mentioning. These surveys have been helpful tools enabling the hospital to improve its services and standards. Important to the public, is the fact that they give the community independent evaluations of its hospital facilities. From 1932 to 1950, the hospital had been accredited by the American College of Surgeons, but this association, having decided the accrediting program should be a joint responsibility of hospitals and medicine, discontinued its accrediting program in 1950. It was replaced when the Joint Commission on Accreditation of Hospitals, representing the American College of Physicians, the American College of Surgeons, the American Hospital Association, and the American Medical Association, started its voluntary program of accreditation in 1953.

An accrediting survey of the hospital was made December 10, 1956, and the surveyor was very complimentary about the medical record department, the nursing and dietary services, the beautiful physical plant, and the fine X-ray and surgery facilities. His criticisms were that the radioactive isotope laboratory was not locked and precautions taken, the narcotics storage needed more security, the quality of medical records
written by the doctors was mediocre, and the original hospital building was not fireproof, although he took into consideration the extensive safety precautions used in it. 55

A one year, or provisional accreditation was received by the hospital from this survey, which indicated how exacting the accrediting agency was. After the hospital staff complied with the survey's criticisms, a full three year accreditation was awarded in December, 1957. This was granted again in 1960 and the hospital will automatically be resurveyed in 1963. 56 Only sixty-one of the one-hundred and fifty-one hospitals in Kansas have received this accreditation and only three of these hospitals are in northwest Kansas. The Trustees and staff of Hadley Memorial Hospital may rightfully be proud of this accreditation. 57

55 Hadley Memorial Hospital Executive Committee Minutes, December 18, 1956. The Joint Commission on Accreditation of Hospitals, with a limited staff, had to survey hospitals throughout the United States and it took three years before Hadley Memorial Hospital's turn for survey came.


Realizing the need for trained nurses in western Kansas, the hospital Trustees and the officials of Fort Hays Kansas State College began contemplating, in 1950, a nurse education program. On June 20, 1952, the State Board of Regents gave approval for the college to provide instructors and to administer the program and the Trustees made available the facilities of the hospital, which included the newly completed second addition. Sixteen students were enrolled in the first class at the college in September, 1952, for their pre-nursing courses and in June, 1953, started their sixteen months of basic clinical experience at the hospital. One floor of the original hospital building had been remodeled into classrooms, offices, lounge, and library for the students and instructors. Nurse education quarters have since been moved to the first floor of the hospital's west wing.

58 Hadley Memorial Hospital Board Minutes, November 21, 1950.
59 Hadley Memorial Hospital Executive Committee Minutes, July 15, 1952.
60 Hadley Memorial Hospital Board Minutes, May 19, 1953; Interview with Leora Stroup, March 30, 1962. Miss Stroup told the writer that hospitals in Ellsworth and Dodge City were also to be used for the basic clinical training, but because of their distance from the college and the expense involved in meeting accreditation standards, it was more economical and convenient to place all the students at Hadley Memorial Hospital. The students take their psychiatric, pediatric, and obstetrical training at larger hospitals outside Hays.
Affiliation has worked well for all concerned. Accordingly, the students receive a college education as part of their training, the college does not have to operate a hospital, and the hospital does not have to conduct a nurse education program. In addition, hospital patients receive a higher quality of nursing care when the student nurses augment the regular nursing staff. Student nurses receive room and board in return for their services while they obtain experience at the hospital. Besides making the hospital facilities available, the Trustees have supported the program with annual grants for scholarships and loans. These funds, totaling $15,000, have been used solely for nursing students deemed deserving by college officials. Through 1962, the program has produced ninety-three graduate nurses, all of whom have passed the state examination for the registered nurse license.

Cooperation with the nurse education program,

61 Interview with Leora Stroup, March 30, 1962. Miss Stroup asserted that anytime a nurse education program is affiliated with a hospital, the quality of nursing care in that hospital increases.

62 Interview with Austin J. Evans, April 14, 1962. This amounts to approximately $10,000 a year for all students.

63 Interview with Leora Stroup, March 30, 1962.
new and expanded services, and a modern addition to the hospital were all part of the Hadley benevolence. Although the Hadleys were no longer present to view the fruition of their philanthropy, their beneficence would continue to assist the hospital in the future.
CHAPTER V

THIRD MAJOR ADDITION

Receiving the bulk of the Hadley estate, placed an obligation upon the Trustees to see that the bequest would be used in the best manner possible. Frederick W. Albertson, President of the Board of Trustees, appointed a Hadley Estate Planning Committee to study the hospital's past program and to estimate what possible effect the Hadley estate income might have upon the future program. Finally, the committee was to bring recommendations based on this study, to the Board of Trustees.¹ Reverend Lyman S. Johnson, Robert S. Markwell, Ralph Bemis, Carl Kraus, and Frederick W. Albertson constituted the committee, which made its first recommendation to the Trustees November 20, 1951, when it proposed:

1. That immediate steps should be taken to put the present physical plant of the hospital in proper working order.

¹The writer was unable to determine when this committee was authorized by the Trustees. A motion was passed at the August 13, 1951, board meeting to add the President of the Board of Trustees and the district superintendent to the committee. The Hadley Estate Planning Committee was interchangeably called the Hadley Estate Program Committee and will hereafter be cited as Planning Committee.
2. That the Trustees direct that all construction obligations be paid from Hadley Estate Funds, and that the operating fund of the hospital be reimbursed for expenditures made for capital improvements.

3. That study be made of resources of the Hadley Estate.

4. That study be made how income is to be used, particularly what expanded program should be adopted as funds become available.

5. That the Trust Committee be authorized to manage the Hadley Estate.

6. Further to receive all income from said estate and to disburse it only according to the instructions received from the Board of Trustees.

7. That the Trust Committee, in consultation with Mr. Jeter, be authorized to dispose of the Hadley Estate personal property at the home.

8. That the Board of Trustees grant permission to its officers to purchase the property on the east and adjacent to the present hospital property.

These recommendations were approved and the Trustees instructed the committee to continue study on the Hadley estate resources and the future expanded program. A policy by which the Hadley estate funds have been expended was inaugurated with the directive to pay all of the second addition construction costs and reimburse the hospital operating funds for the money

2Hadley Memorial Hospital Board Minutes, September 17, 1951; November 20, 1951.
spent on capital improvements. These funds have been used only for capital improvements and such purposes that have not been customary for the general operation of the hospital. All operating and maintenance expenses of the hospital have been paid from the earnings received for the services provided.\footnote{The writer has been told numerous times about this policy of expending the Hadley estate funds. The Executive Committee stated the policy most clearly at its January 19, 1954, meeting.}

Entering upon its duties, the Trust Committee disposed of the Hadley personal property and assumed management of the estate, comprised of some 2800 acres of oil productive land. Trust Committee members, in conjunction with the hospital attorney, negotiated lease arrangements for oil drilling, farming, and ranching operations. Lease income from farming and ranching on the Hadley estate has been quite small compared to oil income, but nevertheless it has been the desire of the Trustees that these activities follow the best agricultural practices. On April 21, 1952, the chairman of the Trust Committee, Carl Kraus, appointed a subcommittee, the Farm Committee, to formulate a policy of realistic range and farm management. First members of this committee were Ralph Bemis and Frederick W.
Albertson, who recommended among other things, proper pasture utilization and construction of conservation dams in cooperation with the Soil Conservation Service. Membership of the Trust Committee was identical to that of the Planning Committee, except for C. Edward Law, who was not a member of the former, and Reverend Lyman S. Johnson, who was not a member of the latter. Accordingly, the Trustees elected these men to both committees so that the planning and operation of the Hadley estate would be done by the same group.

In March, 1952, the Planning Committee made its next report to the Executive Committee and recommended the consideration of any, or all, of these programs: a home for the aged, nurses' home, laundry, a larger hospital, special projects or services, the administration of small associate hospitals. These recommendations were accepted and referred back to the Planning Committee,

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4 Hadley Memorial Hospital Trust Committee Minutes, April 21, 1952; Interview with Austin J. Evans, May 11, 1962. Farm and ranch income is approximately $4,000 a year compared to approximately $11,000 a month oil income.

5 Hadley Memorial Hospital Board Minutes, May 20, 1952. The actions of the trust committee were always subject to approval by the Executive Committee, whose actions were subject to approval by the board of trustees.

6 Hadley Memorial Hospital Executive Committee Minutes, March 18, 1952.
which then conferred with the Joint Advisory Committee, to determine the thinking of the medical staff on the proposed programs. On November 17, 1952, the synthesis of these committees was presented to the Trustees and advocated:

1. An additional floor be constructed for care of chronically ill.

2. The old building be torn down and additional space be provided for development of kitchen, laundry, storage, and service facilities.

3. A program be established for the complete care of the chronically ill. Such program to provide for concentrated nursing services through rehabilitative and sheltered care.

4. Plans be developed for such a program and submitted to the State Department of Public Health with a request for federal aid.

5. Modernization of the present X-ray department.\(^7\)

There was much thought and sound logic behind all of the points presented. First, the original hospital was a recognized fire hazard, while the increasing use of the hospital rendered necessary newer X-ray equipment and more space for housekeeping and service facilities.

\(^7\)Hadley Memorial Hospital Board Minutes, November 17, 1952. The Commission on Chronic Illness defines chronic disease as comprising all impairments or deviations from normal, which have one or more of the following: are caused by nonreversible pathological alterations, require special training of the patient for rehabilitation, may be expected to require a long period of supervision, observation, or care.
Second, the scourge of chronic disease, the major cause of death and disability in the United States, and the demand to do something about it, had created national action. Congress had enacted Public Law 725, the Hospital Survey and Construction Act, which provided assistance for new hospital construction, especially chronic illness facilities. Similarly, the National Board of Hospitals and Homes of the Methodist Church was very much interested in having its institutions launch into this field of care. ⁸

Favoring these proposals, the Trustees initiated the building program that was to culminate, in 1959, with the completion of the third addition. A New Building Committee, comprised of one member from each of the standing committees, was instructed to choose an architect for the Trustees' approval. ⁹ Committee members selected the architectural firm of Woods and Starr of Hays, Kansas, and the Trustees concurred on March 19,

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⁸ Chronic diseases include heart disease, cancer, vascular lesions affecting the central nervous system, general arteriosclerosis, diabetes, chronic nephritis, and tuberculosis.

⁹ This committee was composed of Robert S. Markwell, C. Edward Law, Dr. William M. Brewer, Carl Kraus, Harvey W. Fellers, Reverend M. E. Markwell, Reverend Clyde W. Brewster, E. Ray McCartney, and Glen Humburg.
1953. At the same time, the Planning Committee requested a reconsideration to change item three of the building program, which the Trustees had approved on the previous November 17, 1952. As revised, the recommendation was:

That plans for facilities be drawn and a program be established for the complete care of the chronically ill. Such plans and program to provide for concentrated nursing services through rehabilitative and sheltered care. That the board give approval for the planning committee to carry the responsibility of obtaining allocation of Federal funds and developing schematic plans and drawings for the care of the chronically ill. Such responsibility to continue until the board approves schematic plans. 10

Following ratification of the change by the Trustees, the architects began working on schematic plans. This change reflected further research by the Planning Committee, for investigation had shown that a chronic illness unit larger than one story could be financed. Furthermore, the Planning Committee, which was also the Trust Committee, had some estimate of the Hadley estate potentialities and had made inquiries regarding federal aid. It was logical that the committee should continue to lead the project through the planning and financing stages. 11

10 Hadley Memorial Hospital Board Minutes, March 19, 1953.

11 The first financial report of the Hadley endowment fund, which was given to the Trustees on November, 17, 1952, indicated $62,066.41 received from oil royalties.
First plans, as drawn by the architects and submitted in May, 1953, for federal aid, outlined an east-west addition to be attached to the existing hospital's east side. This would have extended the hospital the entire block on Seventh Street, between Oak Street and Pine Street. In September, 1953, the Trustees were informed that the Hospital Survey and Construction Act had been extended two years and that satisfactory progress was being made on the hospital's application.

While the application for federal funds was pending, the administrator of the hospital, Victor D. Bjork, resigned to accept employment at a larger hospital. A committee, consisting of Miss Cora Laudahl, Reverend Clyde W. Brewster, Robert T. McGrath, and Frederick W. Albertson was appointed to locate an experienced administrator to succeed Mr. Bjork. After screening for the six month period May-October, 1952. The outlook for federal aid was good and became better when P. L. 725, the Hill-Burton Act, was specifically amended in 1954, to make more funds available for chronic disease hospitals and rehabilitation facilities.

12 Hadley Memorial Hospital Board Minutes, May 19, 1953.

13 Ibid., September 15, 1953.

14 Hadley Memorial Hospital Executive Committee Minutes, March 11, 1954.
applicants and conferring with Dr. Olin Oeschger, personnel secretary of the National Board of Hospitals and Homes of the Methodist Church, the committee recommended Austin J. Evans to the Executive Committee. Mr. Evans, a native of Iowa and a graduate in the Program of Hospital Administration of Yale University, was chosen by the Executive Committee March 30, 1954, and became administrator May 10, 1954.  

Members of the Planning Committee expressed, during the summer of 1954, the desire for obtaining a professional consultant to advise them on the proposed building program. Mr. Evans suggested Graham L. Davis, who was well known in the hospital administration profession and he was invited to Hays for an interview. Mr. Davis made a favorable impression and was retained "to produce a report of hospital and health needs for this area with the purpose of outlining a plan, costs, and resources for establishing Hadley Memorial Hospital as a medical center."  

Mr. Davis presented a forty-four page report, surveying an eighteen county area in northwest Kansas,  

to the Trustees on October 19, 1954, and answered questions concerning it.\textsuperscript{17} Number of hospitals and population served, distribution of patients and physicians, number of nursing homes, need for a regional organization for action, additional diagnostic and public health services, the problems of chronic and mental illness, and professional education were covered in the report. Recommendations included securing a pathologist, a deputy state health officer working out of the hospital, tuberculosis detection by routine chest X-rays, a working relationship with Kansas University Medical School to provide professional education in the medical sciences, a mental health clinic under the direction of a psychiatrist, and the addition of a chronic disease unit. Cost of establishing these services was not mentioned, other than to point out that federal funds would be available for a large portion, but various means of financing the operation of these services were outlined. Federal, state, and county rehabilitation assistance, Blue Cross and commercial hospitalization insurance and private philanthropy were reviewed for possible

\textsuperscript{17}Hadley Memorial Hospital Board Minutes, October 19, 1954. These counties, extending north and west from Russell County, comprised the Hays area as established by the Kansas State Board of Health for participation in the Public Law 725 program.
sources of support.\textsuperscript{18}

On November 23, 1954, the report was approved by the Trustees and authorization was given to establish a new pathological laboratory, employ a pathologist, and initiate the taking of routine chest X-rays.\textsuperscript{19} Planning had already been underway on the chronic disease unit, but Davis suggested building the wing at a right angle to the present hospital to utilize the site to best advantage and constructing it four stories high to allow for future expansion. Consequently the wing could contain the mental health clinic, the chronic disease unit, and rehabilitation facilities for the chronically ill. Abandoning the plans for the east-west addition, the Trustees adopted new plans in line with the suggestion of Mr. Davis.\textsuperscript{20}

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\item \textsuperscript{18}Graham L. Davis, "Hospital Resources and Needs Hays Hospital Region, Kansas" (Smyrna, North Carolina: Graham L. Davis, September 10, 1954) pp. 1-44. (Mimeographed.) The report envisaged students from the medical school receiving part of their training at the hospital. This has never materialized. However, the hospital has provided training for nursing home personnel, who will be caring for the chronically ill. The state has not yet made a health officer available to work with the hospital.
\item \textsuperscript{19}Hadley Memorial Hospital Board Minutes, November 23, 1954.
\item \textsuperscript{20}Ibid., November 23, 1954.
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With the Davis report as a guide, the Planning Committee and the architects drew up an overall program for the future expansion of the hospital. In addition to the four story unit proposed by Davis, the program included service and administrative areas, more power plant capacity, a nursing home unit, and a convalescent unit at an estimated total cost of approximately $2,250,000. On May 17, 1955, the overall program was reviewed and the Trustees elected to build the four story unit, service and administrative units, and power plant at an estimated cost of $1,200,000. Conversely, the nursing home and convalescent units were deferred until the means of financing them could be determined. 21

Federal aid had already been applied for in 1953, and Mr. Evans, the administrator, went to Topeka on May 19, 1955, to present the revised application to government officials. Notification was received in November, 1955, that the hospital would probably be granted at least $400,000 during the next fiscal year. 22

Rather involved, but worthwhile procedures had to be followed in order to secure the funds authorized

21 Hadley Memorial Hospital Board Minutes, May 17, 1955.

22 Ibid., November 22, 1955.
by Public Law 725, the Hospital Survey and Construction Act, popularly known as the Hill-Burton Act. Through its Division of Hospital Facilities, the Kansas State Board of Health administered the law within Kansas by means of an annually revised state-wide plan for hospital and medical facilities construction.

Application was made to the division in four parts: a program showing what the hospital proposed to do together with a schematic drawing, a financial statement indicating where the money was coming from, a plot sketch of the site with statement of abstract, easements and encumbrances, and final plans and specifications with date for taking bids. These were reviewed by the division along with applications from other hospitals desirous of aid. A state plan was prepared from all of these submitted applications and was presented to the Kansas Advisory Hospital Council, an interested group of lay and professional men, for comments and recommendations. Following this, the state plan was advanced to the Kansas State Board of Health, which held public hearings on the contents and provisions of the plan and then approved it. Next, the Surgeon General of the

\[23\] Hadley Memorial Hospital Planning Committee Minutes, April 20, 1955.
United States Public Health Service received the state plan and after making suggestions for improvements, sanctioned it. Finally, the state plan then went into effect at the start of the fiscal year, 1956, when federal funds became available. All of this was, of course, time consuming and necessitated considerable correspondence and numerous consultations with state and federal officials, but it was also beneficial in that the hospital's plans were reviewed by competent authorities.

Financing the new construction was a problem to be solved. Federal aid would supply forty percent of the costs, but the Hadley estate funds would not be sufficient to make up the balance needed, when the time came to begin construction. Graham L. Davis, who had previously assisted in planning, was retained by the Trustees to contact foundations for possible financial support. Several expressions of interest in the operation of the chronic illness unit were


25 Interview with Austin J. Evans, April 14, 1962.

26 Hadley Memorial Hospital Executive Committee Minutes, July 19, 1955.
received, but no aid was forthcoming for construction from the petitioned foundations. An unsolicited gift from the Ford Foundation was announced to the Trustees January 17, 1956. This amounted to $30,800 and was part of a grant made to hospitals in the United States. 27

A proposal of a fund raising campaign, directed by a fund raising organization, was brought before the Trustees' Executive Committee in March, 1956, but was tabled two months later. 28 Drouth during the previous year had resulted in mediocre crops with lessened income and prospects for 1956 crops were not encouraging. Rather than conduct a campaign, the Trustees thought a more satisfactory method was to borrow the needed funds and repay the loan with the Hadley estate income. Robert T. McGrath, Robert S. Markwell, and C. Edward Law had been appointed, February 3, 1956, to investigate a loan possibility. 29 After a thorough investigation, they recommended that the Trustees accept a loan from Estes and Company of Topeka, Kansas. On September 5, 1956, the Board of Trustees authorized the officers of the

27 Ibid., January 17, 1956.
28 Ibid., March 27, 1956; May 15, 1956.
29 Ibid., February 3, 1956.
board to borrow the sum of $400,000 for a period of eight years at five percent interest, beginning January 1, 1957. As security, the hospital property was given as an indenture of mortgage in favor of the National Bank of Topeka as trustee.30

Final plans and specifications were evaluated June 19, 1956, by United States Public Health Service officials, who endorsed them for the federal funds that would become available July 1, 1956. Regulations permitted bid-letting anytime within two years after receiving approval, but with the plans perfected and financing taken care of, the Trustees invited interested contractors to submit bids for opening on August 1, 1956. Low bids submitted on this date were $672,800 by Beveridge Construction Company of Russell, for general contract, $137,797 by Brown Electric Company of Wichita, for electrical contract, and $328,277 by Woodhull Plumbing Company of Manhattan, for the plumbing and heating contract.31 With combined bids exceeding by $10,000, the estimate that had been filed with the original application

30 Hadley Memorial Hospital Board Minutes, September 5, 1956.
31 Ibid., August 1, 1956.
for federal funds, it was necessary to file a revised application.\textsuperscript{32} This was approved and contracts were executed August 28, 1956, with representatives of the firms submitting low bids.\textsuperscript{33}

Costs of the project were as follows:

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<th>Description</th>
<th>Cost</th>
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<tr>
<td>Construction contracts</td>
<td>$1,139,874.00</td>
</tr>
<tr>
<td>Equipment</td>
<td>$139,000.00</td>
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<tr>
<td>Contingency fund</td>
<td>$20,000.00</td>
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<tr>
<td>Site survey and soil investigation</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Architect and engineering fees</td>
<td>$68,392.44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,368,266.44</strong></td>
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Financing of the project was as follows:

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Ford Foundation grant</td>
<td>$30,800.00</td>
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<tr>
<td>Federal aid under Hill-Burton Act</td>
<td>$463,587.66</td>
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<td>Hadley Endowment funds</td>
<td>$873,878.78</td>
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<td>including $400,000 loan</td>
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<td><strong>Total</strong></td>
<td><strong>$1,368,266.44</strong></td>
</tr>
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</table>

The Hadley Estate Planning Committee had piloted the building program through planning and financing and it was now time for the Building Committee to assume the responsibility of the program. On May 15, 1956, the Trustees had disbanded the original nine member Building Committee.\textsuperscript{34}

\textsuperscript{32} Ibid., August 11, 1956.

\textsuperscript{33} Hadley Memorial Hospital Executive Committee Minutes, August 28, 1956.

\textsuperscript{34} Austin J. Evans, "Rehabilitation Comes to Rural Kansas," Hospitals, XXXII (March 16, 1958), pp. 36-41; Hadley Memorial Hospital Board Minutes, May 21, 1957; Hadley Memorial Hospital Executive Committee Minutes, March 20, 1956; August 9, 1956. The federal grant comprised forty percent of $1,158,969.15 and excluded $209,297.29 of construction costs for paving and certain areas in the administrative and service areas, which did not qualify for aid.
Committee and had authorized the Executive Committee to set up a five member committee. It was believed a smaller committee could be assembled more swiftly when problems arose during construction. Ralph Bemis, C. Edward Law, Carl Kraus, Charles Mann, and Robert S. Markwell were selected as the new Building Committee.35

Ground breaking ceremonies, which were broadcast by radio station KAYS, were conducted Sunday afternoon, September 23, 1956. Target date for completion was set for September 1, 1958. Construction work proceeded on schedule and by November, 1957, the architects reported fifty percent of the work completed and the one story service and administrative areas enclosed.36 Two months of inclement weather delay in February and March, 1958, set the completion date forward to November 1, 1958. Laundry and kitchen equipment arrived in May, 1958, and by September, 1958, the new boiler in the power plant was in operation and the heating system ready.37 At their November, 1958 meeting, the Trustees learned that the service area was ninety percent complete, but

35 Hadley Memorial Hospital Board Minutes, May 15, 1956; Hadley Memorial Hospital Executive Committee Minutes, May 22, 1956.
36 Hadley Memorial Hospital Board Minutes, November 19, 1957.
37 Ibid., September 16, 1958
Figure 6. Participants in the ground breaking ceremonies held September 23, 1956, for the rehabilitation center. From left to right: Harvey W. Fellers, trustee, James F. Beveridge, contractor, Reverend Edwin L. Brown, trustee, Dr. Rex C. Belisle, chief of medical staff in 1956, Reverend E. Loyal Miles, trustee, Henry Drees, mayor of Hays, Robert S. Markwell, president of the board of trustees, Dr. E. Ray McCartney, trustee, and Austin J. Evans, administrator.
that construction on the four story unit was behind schedule. In February, 1959, the Building Committee reported that they hoped all work would be completed by March 15, although the electrical contractor was not that optimistic. Razing of the original hospital building, which had given so much service during its thirty-four years, was started during the first week of May, 1959, preceding the dedication of the new unit.

An open house for the public to inspect the new addition to the hospital was held Sunday, May 10, 1959, when more than 2600 guests toured the premises. Trustees and their wives served as hosts and hostesses, while wives of the medical staff had charge of guest registration and the Gray Ladies served refreshments.

Dr. J. Russell Throckmorton, district superintendent of the Methodist Church, presided at the dedication program May 11, 1959. After the invocation and introduction of honored guests, Dr. Franklin D. Murphy, Chancellor of the University of Kansas, gave the dedicatory address, paying tribute to the philanthropy of the late Mark Hadley and reminding the audience that

38 Ibid., November 25, 1959.
39 Ibid., February 17, 1959.
Figure 7. Aerial view of Hadley Memorial Hospital, looking south across Eighth Street. Rehabilitation center is in right foreground and one-story service wing is in left foreground. Original hospital building was formerly situated in upper right corner, where power shovel is parked.
Figure 8. One of two entrances to administrative wing on south side of hospital. Photo taken prior to landscaping in 1959.
Figure 9. Entrance to the Hadley Memorial Hospital Rehabilitation Center, looking south from Eighth Street.
chronic disease was the number one health problem throughout the nation. Bishop Dana Dawson of the Methodist Church performed the dedication ritual and Robert S. Markwell, President of the Board of Trustees, then made the presentation of the building.\textsuperscript{40}

The new chronic disease and rehabilitation center required especially trained personnel beyond the regular medical and nursing staff of the hospital. A rehabilitation center is defined by the Kansas State Board of Health as "a medical facility which is operated for the primary purpose of assisting in rehabilitation of disabled persons, through an integrated program of medical, psychological, social, and vocational evaluation and services, under competent professional supervision."\textsuperscript{41}

Employment of a staff to provide such an integrated program was undertaken concurrently with the building of the chronic illness and rehabilitation center. Dr. H. Alden Flanders, a specialist in internal medicine, was selected May 15, 1956, to become the medical director. Following his selection, Dr. Flanders returned to

\textsuperscript{40}Hays Daily News, May 11, 1959, pp. 1,6.

the Kansas University Medical Center for a year of postgraduate study in physical medicine and rehabilitation.\(^{42}\) Dr. Flanders and Harlan E. George, who was chosen head physical therapist May 21, 1957, began organizing the rehabilitation program on September 1, 1957.\(^{43}\)

By February 1959, Dr. Flanders was able to tell the Trustees that the center had secured the services of two registered physical therapists, a registered occupational therapist, a social worker, a speech therapist, a nurse with special training in the activities of daily living, a psychologist from Fort Hays Kansas State College, and a vocational counselor from the Kansas State Board of Vocational Education.\(^{44}\) Another member of the rehabilitation team was employed on September 1, 1959, when Reverend Paul H. Kapp became the first full time chaplain in the history of the hospital.\(^{45}\)

An interesting research project has been under-

\(^{42}\) hadley Memorial Hospital Board Minutes, May 15, 1956.

\(^{43}\) Ibid., May 21, 1957.

\(^{44}\) Ibid., February 17, 1959.

\(^{45}\) Hadley Memorial Hospital Executive Committee Minutes, June 16, 1959.
taken by the staff of the rehabilitation center. A request was made July 1, 1958, to the United States Office of Vocational Rehabilitation for a grant to conduct an evaluation clinic of disabled workers ages forty-five to sixty-five, to establish their work potential. Consent was granted by the federal agency in November, 1958, and the study entitled, "A Diagnostic, Evaluation, and Rehabilitation Clinic for the Older Chronically Ill and Disabled Persons" began June 1, 1959. Three annual payments amounting to $67,000 have been made by the government in support of the study, which is expected to be completed in 1963. Thus far, encouraging results have been shown. During the first two years of the project, 104 patients were evaluated and placed on programs of treatment and training. A survey made after the patients returned to their homes indicated that fifty-five were gainfully employed again, twenty-one were not able to work, and twenty-eight were housewives, retired, or not employed. Progress of the severely disabled can be measured only over an extended length of time and hospital officials are confident that follow-up work and home programs will enable more of these patients to lead

46 Hadley Memorial Hospital Board Minutes, May 20, 1958.
productive lives. In addition to the highly qualified rehabilitation team, the splendid facilities of the new addition have been a factor in the successful treatment of the disabled and chronically ill.

Careful planning by the architects, Trustees, and staff has produced areas that are both functional and attractive in design. Constructed to the south and east of the hospital's second addition is the one story administrative wing. It contains additional business offices, chapel, chaplain's office, conference room, speech correction clinic, cafeteria, and coffee shop. Extending north and south at the east end of the hospital is the one story service wing. Included in it are the kitchen, laundry, locker rooms for employees, machine shop, various storerooms, and receiving area. A power plant, extending between the service wing and the four story rehabilitation center, encloses a 150 horsepower boiler and emergency electric power supply.

Passenger and service elevators connect the four floors of the rehabilitation wing, which extends north from the present hospital. A seventeen bed psychiatric unit occupies the fourth floor and is divided into two

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Figure 10. Mrs. Thornton Wells meditates before the altar of Hadley Memorial Hospital's non-denominational chapel, which is open twenty-four hours a day. Services have been held here every Sunday since the chapel opened in 1959.
areas: an open area for mildly disturbed patients and a locked area for disturbed patients. It also contains offices, treatment rooms, nursing stations, and dining-dayrooms for the two areas.

Second and third floors of the rehabilitation wing are identical in design, with two bed, four bed, or six bed patients' rooms containing built in vanities and wardrobes. Each patient has a five channel radio and an intercom to the nursing station by his bedside. Special toilet and bath facilities for the handicapped have been installed. At the north end of each floor is a large dining-dayroom containing recreational facilities and a snack kitchen.

On the ground floor are the diagnostic and treatment facilities for the rehabilitation of the chronically ill or handicapped. This area contains the medical records department, several offices, and examining rooms, therapy rooms for various types of treatment such as diathermy, paraffin bath, and hydrotherapy. A large area at the north end of the wing houses the gymnasium, occupational therapy, and activities of daily living areas.

Diagnostic and treatment facilities of the rehabilitation center are not limited to use with the long term chronically ill patient. They are also available
Figure 11. Physical therapy modality area in Hadley Memorial Hospital's Rehabilitation Center. Giving therapy treatment in foreground is Harlan E. George, head physical therapist; in the background is Mrs. Martha Towns, registered physical therapist.
Figure 12. Gymnasium or exercise room in rehabilitation center. Physical therapy is on left, occupational therapy area in right background and part of activities of daily living area in right foreground.
Figure 13. Hydrotherapy equipment in Hadley Memorial Hospital Rehabilitation Center.
Figure 14. Typical patients' room in Hadley Memorial Hospital Rehabilitation Center.
to the ambulatory outpatient who does not need to be admitted to the hospital as an inpatient. Such a patient may come for treatment at regular intervals and not interrupt his daily routine of living. All facilities are as much for prevention as they are for correction.

Home care programs have been developed by the staff for those patients who have received diagnosis and treatment at the center and returned to their homes. This is the "community health center" concept which will utilize both preventative medicine and rehabilitation to keep people out of hospitals and institutions.

The hospital and rehabilitation center have continued to expand their services to the community and to western Kansas. For example, the one hundred seat conference room is available for meetings of any community health group. A babysitters' course is offered each summer. In vocational education and training, the rehabilitation center works with Fort Hays Kansas State College. Chaplain Kapp, during the summers of 1960 and 1961, gave clinical training to three seminary students desirous of becoming hospital chaplains. Additionally, the rehabilitation center has been selected by the Kansas State Board of Health to conduct one week training programs for nursing home personnel. A poison control center has been opened and offers twenty-four hour a day emergency
treatment facilities and information service on all types of poisons. Along with the expansion of the hospital and its services, the Trustees believed that the governing board should be increased in number to provide greater geographical representation. Accordingly, the by-laws were amended February 11, 1960, to enlarge the board to forty-five Trustees. 48

Hadley Memorial Hospital made a record of notable firsts when the rehabilitation center was dedicated May 11, 1959. It was the first complete rehabilitation center in the history of Methodist institutions, the first comprehensive rehabilitation center in the United States to be located in a rural area, the first such center to be an integral part of a general hospital, and the first such center in the state of Kansas. 49

This center has been a distinct success and reflects the vision, determination, and objectiveness of purpose with which the Trustees have invested the Hadley endowment funds. Continued income from the Hadley

48 Hadley Memorial Hospital Board Minutes, February 11, 1960.

estate should enable the hospital to extend further its services to the people of Kansas. A number of projects for the future are being contemplated by the Trustees at the present time and include:

1. Some type of facility for the aged.

2. Opening of the mental health unit in the near future with a psychiatrist in attendance.

3. A proposed expansion of the rehabilitation center into a statewide facility.

4. A joint research program with Fort Hays Kansas State College in scientific areas.

5. Affiliation with Fort Hays Kansas State College in educational programs similar to the nurse education program.

6. An expansion of the acute illness facilities of the hospital as Hays continues to grow in population.

7. Further training programs in addition to the X-ray technology course now offered. These might be in medical technology, occupational therapy, or vocational therapy.

8. In conjunction with Fort Hays Kansas State College, enlargement of the medical library into a research and information center for western Kansas physicians.

9. Cooperation with the Hays Public Schools and Fort Hays Kansas State College in offering vocational and technical training to rehabilitation patients.50

Innumerable individuals and organizations have assisted the hospital in a multitude of ways during its

50Interview with Austin J. Evans, May 7, 1962.
forty year development. In this connection, the Hadleys are probably most well known because of the extent of their benevolence. Additionally, many others have remembered the hospital with their talents, time, gifts, and prayers. Trustees and personnel of Hadley Memorial Hospital are grateful for progress made in the past and look to the future with faith that the best in hospital care will be available to all who need it.
1. Interviews

Atkins, Reverend H. C., January 4, 1962, Hays, Kansas. Reverend Atkins was superintendent of the Hays district of the Methodist Episcopal Church from 1929 to 1935.

Bibens, Miss Cora, November 9, 1961, Hays, Kansas. Miss Bibens was on the first Board of Directors and served as Treasurer for several years.

Carmichael, Mrs. Hugh, May 2, 1962, Plainville, Kansas. Mrs. Carmichael was a neighbor of the Hadley family.

Carmichael, Mr. John, May 2, 1962, Plainville, Kansas. Mr. Carmichael was a neighbor of the Hadley family.

Cherner, Dr. A. M., May 8, 1962, Hays, Kansas. Dr. Cherner is radiologist at the Hadley Memorial Hospital.

Evans, Mr. Austin J., April 14, May 7, 11, June 7, 1962, Hays, Kansas. Mr. Evans is the administrator of the Hadley Memorial Hospital.

Fellers, Mr. Harvey W., March 9, 1962, Hays, Kansas. Mr. Fellers has been on the Board of Directors since the very beginning and recalled the various problems involved in establishing the hospital.

Gregory, Mr. and Mrs. David, November 26, 1961, Osborne, Kansas. Mr. Gregory was a cousin of the Hadley family and told the writer about the Hadley's personal life.

Honderick, Reverend L. R., January 16, 1962, LaCrosse, Kansas. Reverend Honderick was Executive Secretary of the Conference Board of Hospitals and Homes during the depression years and was instrumental in securing the funds to pay off the hospital's bonded indebtedness at that time.
Markwell, Mr. Robert S., February 23, April 6, 1962. Hays, Kansas. Mr. Markwell was a member of the first Board of Directors of the hospital and has served as president of the board for many years.

Mock, Mr. M. W., May 2, 1962, Plainville, Kansas. Mr. Mock was a neighbor of the Hadley family.

Stroup, Miss Leora, March 30, 1962, Hays, Kansas. Miss Stroup is Chairman of the Division of Nurse Education at Fort Hays Kansas State College.

2. Letters

Babcock, Dr. Kenneth B., Director, Joint Commission on Accreditation of Hospitals, February 26, 1962.

Barham, Mr. Sam J., Executive Director, Kansas Hospital Service Association, no date.

Billings, Mr. Charles S., Executive Director, Kansas Hospital Association, April 3, 1962.

Freeman, Reverend Everett W., May 5, 1962.

Gray, Mrs. Ina Turner, Historical Society Director, Central Kansas Conference, April 11, 1962.

Lyons, Mr. Leo M., Executive Director, American Protestant Hospital Association, no date.

Myers, Dr. Robert S., Executive Assistant Director, American College of Surgeons, February 23, 1962.

Oeschger, Dr. Olin, General Secretary, Board of Hospitals and Homes of the Methodist Church, March 27, 1962.


Starbuck, Reverend and Mrs. Martin, January 15, March 27, 1962.

Sutula, Mrs. Carole, Division of Listings, Approval and Membership, American Hospital Association, February 26, 1962.
3. Publications Of Government, Learned Societies, And Other Organizations


Methodist Church, Central Kansas Conference, 3rd Annual Session, Minutes, September 30-October 5, 1941. Wichita, Kansas: Methodist Church, Central Kansas Conference, 1941.

, 4th Annual Session, Minutes, October 7-11, 1942. Salina, Kansas: Methodist Church, Central Kansas Conference, 1942.

, 5th Annual Session, Minutes, October 6-10, 1943. Hutchinson, Kansas: Methodist Church, Central Kansas Conference, 1943.


, 18th Annual Session, Minutes, October 2-7, 1956. Wichita, Kansas: Methodist Church, Central Kansas Conference, 1956.


____, 40th Annual Session, Minutes, March 29-April 2, 1922. Goodland, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1922.


____, 52nd Annual Session, Minutes, September 21-October 1, 1933. Beloit, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1933.


____, 58th Annual Session, Minutes, October 3-5, 1939. Salina, Kansas: Methodist Episcopal Church, Northwest Kansas Conference, 1939.

4. Material Located in Ellis County, Kansas, Courthouse

Deed Record Book N, Register of Deeds, Ellis County, Kansas, p. 552.

General Warranty Deed Record Book 55, Register of Deeds, Ellis County, Kansas, p. 512.

In the Matter of the Estate of Charles Mark Hadley, Deceased, in the Probate Court of Ellis County, Case File 1432.

Hadley Memorial Hospital petition to Ellis County Probate Court, dated April 25, 1950.

Letter from Judge Alexander Meier to Norman Jeter, dated July 10, 1950.

Ellis County Probate Court Final Findings and order dated November 8, 1951.

5. **Material Located in Hadley Memorial Hospital**


Hadley Memorial Hospital Board Minutes, February 10, 1942-November 17, 1959.

Hadley Memorial Hospital Constitution and By-Laws, 1949.

Hadley Memorial Hospital Executive Committee Minutes, June 12, 1942-December 15, 1959.

Hadley Memorial Hospital Planning Committee Minutes, April 20, 1955.

Hadley Memorial Hospital Trust Committee Minutes, April 21, 1952.

Hays Methodist Episcopal Hospital Board Minutes, April 6, 1922-September 16, 1924.

Hays Protestant Hospital Board Minutes, May 11, 1925-February 10, 1942.

Hays Protestant Hospital Constitution and By-Laws, 1927.

Hays Protestant Hospital Constitution and By-Laws, 1941.

Hays Protestant Hospital Executive Committee Minutes, December 1, 1931-April 10, 1942.
Rarick, Clarence E., "Report to the Hays Protestant Hospital board on the matter of securing definite information concerning the loan secured on the hospital." Loosely filed with Hays Methodist Episcopal Hospital Board Minutes for the year 1924. (Typewritten.)

"Special meeting between Hays citizens and executive committee of the Conference Board of Hospitals and Homes, April 27, 1939." Filed with Hays Protestant Hospital Board Minutes for the year 1939. (Typewritten.)

"Special meeting between Hays Protestant Hospital board of directors and Hays citizens, April 21, 1939." Filed with Hays Protestant Hospital Board Minutes for the year 1939. (Typewritten.)

SECONDARY SOURCES

1. Periodical Literature


Evans, Austin J., "Rehabilitation Comes to Rural Kansas." Hospitals, XXXII (March 16, 1958), pp. 36-41.

Hoecker, Frank E. and Homer L. Hiebert. "Bringing Radioisotopes to Small Communities-The Kansas Program," Hospitals, XXXI (July 1, 1957), pp. 40-42.


2. Newspapers

Ellis County News, Hays, Kansas, January 29, 1925.

______, February 5, 1925.

______, May 28, 1925.

______, June 18, 1925.

______, May 13, 1926.

______, December 1, 1927.

______, May 3, 1928.

______, November 15, 1928.

______, April 18, 1929.


______, March 20, 1930.

______, May 22, 1930.

______, May 14, 1936.

Hays Daily News, January 24, 1941.

______, May 18, 1942.

______, August 14, 1949.


______, October 20, 1949.


______, November 6, 1949.


______, October 18, 1950.
_____ , June 24, 1951.
_____ , June 25, 1951.
_____ , November 9, 1951.
_____ , November 12, 1952.
_____ , May 9, 1959.
_____ , September 13, 1959.
_____ , September 20, 1959.

Hays Free Press, June 10, 1924.


_____ , October 23, 1949
Hadley Memorial Hospital has many outstanding affiliations by accreditation, approval, and membership. These are:

American Hospital Association

American Medical Association (approval for training in X-ray technology)

American Protestant Hospital Association

Association of Rehabilitation Centers, Incorporated

Cancer Registry of the American College of Surgeons

Joint Commission on Accreditation of Hospitals

Kansas Crippled Children Commission

Kansas Hospital Association

Kansas Hospital Service Association (Blue Cross)

Kansas State Board of Health

Mid-West Hospital Association

National Association of Methodist Hospitals and Homes

National Clearinghouse for Poison Control Centers

National Conference of Rehabilitation Centers

National Rehabilitation Association

United States Atomic Energy Commission

United States Department of Health, Education and Welfare
SUPERINTENDENTS AND ADMINISTRATORS
OF THE HOSPITAL*

Miss Florence Haehn  May, 1925 to April, 1927
Miss Hanna Aebi April, 1927 to July, 1929
Rev. Martin R. Starbuck July, 1929 to October, 1931
Mrs. H. R. Hillman October, 1931 to July, 1932
Miss Evelyn Cooke July 1932 to October, 1933
Miss Cora M. Shinn October, 1933 to July, 1942
Miss Alice Baumhoff July, 1942 to May, 1946
Miss Thelma Wade May, 1946 to October, 1948
Mrs. Donald Flemming October, 1948 to January, 1949
(acting)
Mr. Victor D. Bjork January, 1949 to May, 1954
Mr. Austin J. Evans May, 1954 to current

*Sources - Hays Protestant Hospital Board Minutes, Hadley Memorial Hospital Board Minutes. Superintendents of Nurses under Reverend Starbuck were Mrs. Stauffer and Miss Ida Porter.
THE MEDICAL STAFF

All physicians who are privileged to attend patients in Hadley Memorial Hospital constitute the medical staff. To be eligible for medical staff membership, a physician must be a graduate of an approved medical school, legally licensed to practice medicine in Kansas, qualified for membership in the county medical society and practicing medicine within a reasonable distance of the hospital. A physician desiring staff membership makes written application to the medical staff credentials committee. Following review of the application by this committee, the medical staff considers it and makes recommendation to the Joint Advisory Committee, which in turn, scrutinizes the application and endorses it to the Board of Trustees. If the application had been approved by all of these groups, the Trustees appoint the physician for one year, to the medical staff. Appointments may be with special privileges, which usually reflect the physician's special training or type of practice. All appointments are reviewed annually to determine whether privileges should be renewed, increased, or decreased.

Except for the special service departments, medical staff members are paid nothing by the hospital. Because each works with hospital equipment almost exclusively in his practice, the pathologist, radiologist, and
physiatrist in the special service departments are retained on percentage contracts. All other physicians charge and collect their own fees from the patients they are attending in the hospital. In addition, staff members do considerable charity work at the hospital, for which they receive nothing.*

*Interview with Austin J. Evans, June 7, 1962.
MEDICAL STAFF MEMBERS
AND DATE APPLICATION FOR MEMBERSHIP ACCEPTED

Artman, John C. November 21, 1950
Atwood, J. E. December 8, 1931
Baker, Joseph H. May 16, 1950
Baum, Arnold February 17, 1948
Belisle, Rex C. February 20, 1951
Betthauser, J. R. February 21, 1956
Bice, Francis J. May 20, 1947
Blake, C. D. May 11, 1925
Bonfanti, Albert L. February 21, 1950
Brewer, William February 9, 1932
Bryan, Harry R. November 10, 1925
Bula, Ralph E. November 17, 1959
Calderwood, Barbara February 15, 1955
Cherner, A. M. May 17, 1949
Clark, P. J. November 15, 1949
Coffey, Frank E. April 12, 1932
Coffey, Roy B. February 18, 1958
Custer, Harry R. September 15, 1953
Eddy, Murray C. March 15, 1935
Flanders, H. Alden May 17, 1949
Foster, Henry M. November 15, 1949
Francisco, C. D. November 10, 1931
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<td>Haigler, James P.</td>
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<td>Hennerich, O. A.</td>
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<td>Hickman, James H.</td>
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<td>Hilger, Jack E.</td>
<td>September 24, 1952</td>
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<td>Hull, Norman E.</td>
<td>September 15, 1953</td>
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<td>Hutchison, Glen C.</td>
<td>September 24, 1952</td>
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<td>Kane, William M.</td>
<td>September 13, 1961</td>
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<td>Law, Lottie F.</td>
<td>November 22, 1955</td>
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<td>McDermott, A. M.</td>
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<td>McDermott, W. C.</td>
<td>February 17, 1953</td>
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<td>Mattick, Irvin H.</td>
<td>October 19, 1954</td>
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<td>Mauck, Harold C.</td>
<td>November 20, 1956</td>
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<td>Miller, John</td>
<td>September 17, 1951</td>
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<td>Morris, Earl F.</td>
<td>November 10, 1931</td>
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<td>Mossberger, J. I.</td>
<td>May 17, 1955</td>
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<td>O'Donnell, Alfred</td>
<td>November 24, 1925</td>
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<td>Page, Vale O.</td>
<td>September 15, 1953</td>
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<td>Parker, B. L.</td>
<td>January 28, 1933</td>
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<td>Pederson, Arnold M.</td>
<td>September 15, 1953</td>
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<td>Peterson, E. C.</td>
<td>January 28, 1933</td>
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<td>Polson, Robert C.</td>
<td>February 21, 1956</td>
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<td>Rentfrow, J. W.</td>
<td>November 25, 1958</td>
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<td>Replogle, Charles B.</td>
<td>August 21, 1954</td>
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<td>Reynolds, Lloyd W.</td>
<td>September 13, 1938</td>
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<td>Name</td>
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<td>Siegel, Carl D.</td>
<td>May 20, 1947</td>
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<td>Siler, Eugene T.</td>
<td>September 15, 1953</td>
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<td>Smith, W. J.</td>
<td>May 16, 1950</td>
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<td>Stockwell, A. L.</td>
<td>December 8, 1931</td>
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<td>Surface, Gardner A.</td>
<td>December 8, 1931</td>
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<td>Thurlow, John F.</td>
<td>November 21, 1950</td>
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<td>True, O. H.</td>
<td>October 6, 1936</td>
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<td>Unrein, Gerard C.</td>
<td>February 21, 1956</td>
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<td>VanDuyn, John</td>
<td>February 19, 1952</td>
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<td>Votapka, William L.</td>
<td>February 21, 1956</td>
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<td>Vitt, Robert</td>
<td>May 20, 1952</td>
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<td>Ward, Gerald L.</td>
<td>August 21, 1954</td>
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<td>Watts, H. E.</td>
<td>February 14, 1960</td>
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<td>Wenzel, Anna M.</td>
<td>March 9, 1937</td>
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DENTAL STAFF MEMBERS

AND DATE APPLICATION FOR MEMBERSHIP ACCEPTED

Colyer, James August 11, 1956
Edmund, J. M. February 21, 1956
Hiebler, Norman September 15, 1959
Grimes, W. K. November 21, 1950
Pokorny, Robert B. November 25, 1958
Streck, John J. February 21, 1956
Wallace, D. S. February 17, 1956
PERSONS WHO HAVE SERVED ON THE HOSPITAL
BOARD OF TRUSTEES

Addison, H. F.
Agnew, Miss Elizabeth
Albertson, Frederick W.
Allen Rev. I. T.
Andrews, Rev. Leslie*
Artman, Miss Ethel*
Atkins, Rev. H. C.
Atwood, Frank H.
Baldwin, Rev. Glenn A.
Barcelo, Rev. Ralph
Baumgartner, E. W.*
Bell, Rev. S. Mancil
Bemis, Ralph
Benton, Rev. Howard
Bibens, Miss Cora
Bisbee, Rev. M. H.
Brewster, Rev. Clyde W.
Brooks, Rev. Paul G.
Brown, Rev. Edwin L.
Burnett, Richard*
Burns, Rev. Joe Riley
Buster, Don*
Clark, Mrs. Carl

Cochran, C. G.
Cook, Clarence*
Cook, Rev. O. Ray*
Cooke, Rev. L. E.
Coppege, Rev. C. H.
Cross, C. C.
Davey, Rev. Oscar S.
Duitsman, W. W.*
Ebright, Rev. Arlon*
Ecklund, Rev. Carl W.*
Evans, Rev. Armour*
Fellers, Harvey W.*
Felten, Mrs.
Fliesbach, Miss Ruth
Flood, E. C.
Flowers, Rev. Clifton R.
Foster, Rev. Robert L.
Foster, Mrs. W. T.
Foster, W. T.
Freeman Rev. Everett W.
Gardner, Rev. Nelson S.
Garlow, Mrs. J. B.
Gleason, Rev. Dean E.*
Good, Rev. Forest E.*
Greene, Rev. W. Carl
Greenler, Rev. Albert E.
Griffin, W. R.
Grosdidier, Rev. H. Gale
Hadley, Mark
Hahn, Rev. A. M.
Hall, Rev. C. E.
Havekost, Rev. A. D.
Hays, Rev. Virgil
Holm, Victor
Honnderick, Rev. L. R.
Humburg, Glen*
Hunt, Mrs. D. D.
Husted, Rev. H. R.
Jeffries, Rev. Robert
Jeter, Norman*
Johnson, Rev. Claude L.
Johnson, Rev. Lyman S.
Jongema, Rev. Henry
Kabele, Rev. George P.
King, Harry H.
King, Mrs. Harry H.
Knowles, Rev. Raymond
Kraus, Carl*
Kraus, Louis
Landon, Luther
Laudahl, Miss Cora*
Law, C. Edward*
Lawson, Rev. Elim*
Lewis, Mrs. William A.
Lewis, William A.
McCartney, E. R.*
McCleave, Rev. David
McClure, Rev. Oren F.
McCoy, Rev. C. C.
McGrath, Robert T. *
McKeever, Rev. L. A.
McNeil, Rev. L. C.
Madison, Rev. A. B.
Mann, Charles L.*
Markwell, Rev. M. E.
Markwell, Robert S. *
Matthews, Marion K.*
Möckel, V. M.*
Miles, Rev. E. Loyal
Moehler, Rev. W. H.
Moody, Rev. Clifford L.
Moore, John M.*
Morris, Rev. Hugh
Morrison, Mrs. Ruth
Mindell, Rev. Paul T.
Neville, Rev. Dwight
Palmer, Rev. Glenn
Philip, George, Jr.
Philip, Mrs. W. D.
Pittman, Rev. Graydon H.
Plantz, Rev. J. A.
Probst, Rev. Roland
Pruitt, Rev. R. B.
Rarick, Clarence E.
Rarick, Mrs. Clarence E.
Rea, Ed. A.
Reed, Larry*
Riedel, George C.
Riedel, Mrs. George C.
Rinkel, Rev. Elmer W.
Romeiser, Ruben*
Rothe, J. J.*
Rouse, Mrs. J. E.
Sammons, Rev. Ronald R.
Schuster, Rev. Karl C.
Search, Rev. G. L.
Shaffer, Miss Ida
Shuler, Rev. William E.
Simison, Rev. Robert
Slater, Bishop Eugene*
Smith, Rev. A. Noah
Smothers, Rev. Howard
Snyder, Rev. Garrett
Snyder, Rev. H. M.
Staley, Rev. Sam E.*
Starbuck, Rev. M. R.
Swanson, A. F.
Sweetland, Rev. Leon H.
Thompson, Rev. H. MacD
Thorns, Rev. John
Throckmorton, Rev. J. R.
VanCleve, Rev. W. J.*
VanDoren, J. P.*
VanDyke, Mrs. H.*
Walker, Rev. Raymond C.
Wann, C. M.
Ward, Mrs. Paul*
Ward, Paul*
West, Rev. Howard W.*
Wickizer, E. L.
Woolard, Rev. Ira L.
Wynne, Rev. Robert J.
Zimmerman, D. G.

*Currently serving on board of trustees, May, 1962.
### Major Expenditures for Hadley Memorial Hospital

**By Hadley Family and Hadley Endowment Fund to 1962**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Addition (1941)</td>
<td>$56,000</td>
</tr>
<tr>
<td>Second Addition (1951)</td>
<td>540,000</td>
</tr>
<tr>
<td>Third Addition (Rehabilitation Center-1959)</td>
<td>963,000</td>
</tr>
<tr>
<td>Radio Active Isotope Laboratory</td>
<td>5,000</td>
</tr>
<tr>
<td>X-ray Equipment</td>
<td>23,000</td>
</tr>
<tr>
<td>Purchase of Real Estate</td>
<td>55,000</td>
</tr>
<tr>
<td>Fort Hays Nurse Education Student Scholarship and Loan Fund</td>
<td>9,500</td>
</tr>
<tr>
<td>Other Equipment Items</td>
<td>30,000</td>
</tr>
</tbody>
</table>

*Sources - Hadley Memorial Hospital Board Minutes, Hadley Memorial Hospital Annual Reports.*
## Growth of Hospital by Budgets

<table>
<thead>
<tr>
<th>Year</th>
<th>Patients Admitted</th>
<th>Out-Patients</th>
<th>Total Days Care Given</th>
<th>Operating Expenses</th>
<th>Charity Service Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>1925-1926</td>
<td>425</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1928</td>
<td>458</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1929-1930</td>
<td>643</td>
<td>368</td>
<td></td>
<td>$38,261.47</td>
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<tr>
<td>1931-1932</td>
<td>326</td>
<td>238</td>
<td>4,217</td>
<td>$18,081.00</td>
<td>$2,296</td>
</tr>
<tr>
<td>1932-1933</td>
<td>278</td>
<td>141</td>
<td>3,731</td>
<td>12,522.00</td>
<td>381</td>
</tr>
<tr>
<td>1933-1934</td>
<td>307</td>
<td>135</td>
<td>3,594</td>
<td>10,750.00</td>
<td>252</td>
</tr>
<tr>
<td>1939-1940</td>
<td></td>
<td></td>
<td></td>
<td>14,776.29</td>
<td></td>
</tr>
<tr>
<td>1941-1942</td>
<td></td>
<td></td>
<td></td>
<td>4,751</td>
<td>25,288.62</td>
</tr>
<tr>
<td>1942-1943</td>
<td></td>
<td></td>
<td></td>
<td>8,322</td>
<td>34,875.66</td>
</tr>
<tr>
<td>1943-1944</td>
<td>1,234</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1944-1945</td>
<td>836</td>
<td>401</td>
<td>10,309</td>
<td>44,384.00</td>
<td>500</td>
</tr>
<tr>
<td>1945-1946</td>
<td>1,391</td>
<td>214</td>
<td>9,745</td>
<td>52,082.00</td>
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<tr>
<td>1946-1947</td>
<td>1,454</td>
<td>375</td>
<td>10,457</td>
<td>66,390.00</td>
<td>327</td>
</tr>
<tr>
<td>1947-1948</td>
<td>1,703</td>
<td>799</td>
<td>13,606</td>
<td>90,171.00</td>
<td>938</td>
</tr>
<tr>
<td>1948-1949</td>
<td>1,699</td>
<td>1,095</td>
<td>12,594</td>
<td>107,196.00</td>
<td>5,300</td>
</tr>
<tr>
<td>1949-1950</td>
<td>2,161</td>
<td>1,800</td>
<td>12,252</td>
<td>162,918.00</td>
<td>4,300</td>
</tr>
<tr>
<td>1950-1951</td>
<td>2,464</td>
<td>3,838</td>
<td>12,811</td>
<td>179,218.00</td>
<td>3,030</td>
</tr>
<tr>
<td>1951-1952</td>
<td>2,634</td>
<td>4,938</td>
<td>18,746</td>
<td>300,453.00</td>
<td>10,264</td>
</tr>
<tr>
<td>1952-1953</td>
<td>3,002</td>
<td>5,614</td>
<td>18,358</td>
<td>278,043.00</td>
<td>15,000</td>
</tr>
<tr>
<td>1953-1954</td>
<td>2,646</td>
<td>4,370</td>
<td>19,587</td>
<td>313,104.00</td>
<td>12,792</td>
</tr>
<tr>
<td>1954-1955</td>
<td>2,620</td>
<td>5,298</td>
<td>18,156</td>
<td>346,761.00</td>
<td>13,642</td>
</tr>
</tbody>
</table>
### BUDGETS—continued

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PATIENTS ADMITTED</th>
<th>OUT-PATIENTS</th>
<th>TOTAL DAYS CARE GIVEN</th>
<th>OPERATING EXPENSES</th>
<th>CHARITY SERVICE PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1955-1956</td>
<td>2,543</td>
<td>4,094</td>
<td>20,305</td>
<td>419,899.00</td>
<td>15,319</td>
</tr>
<tr>
<td>1956-1957</td>
<td>2,455</td>
<td>3,780</td>
<td>19,419</td>
<td>442,147.00</td>
<td>17,385</td>
</tr>
<tr>
<td>1957</td>
<td>2,505</td>
<td>4,237</td>
<td>19,315</td>
<td>413,251.00</td>
<td>20,725</td>
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<tr>
<td>1958</td>
<td>2,619</td>
<td>5,115</td>
<td>20,041</td>
<td>450,801.00</td>
<td>17,446</td>
</tr>
<tr>
<td>1959</td>
<td>2,673</td>
<td>5,665</td>
<td>22,590</td>
<td>533,390.00</td>
<td>26,280</td>
</tr>
<tr>
<td>1960</td>
<td>2,848</td>
<td>5,412</td>
<td>24,567</td>
<td>631,775.00</td>
<td>17,216</td>
</tr>
<tr>
<td>1961</td>
<td>2,949</td>
<td>4,676</td>
<td>25,194</td>
<td>710,210.38</td>
<td>37,479</td>
</tr>
</tbody>
</table>

*Statistics for 1925-1926 cover from May to May; for the years 1929 through 1957, from September to September; for 1928 and 1957 through 1961, the calendar year.*
Figure 15. Schematic drawing of original Hays Protestant Hospital—basement plan.
Figure 16. Schematic drawing of original Hays Protestant Hospital-first floor plan.
Figure 17. Schematic drawing of original Hays Protestant Hospital—second floor plan.
Schematic Drawings of Hadley Memorial Hospital and Rehabilitation Center