At the threat of being shut down, a young medical school builds a hospital in Los Angeles to expand clinical opportunities for student doctors. Over the next century it struggles with challenges from within and without. Wars take students and teachers far from home. The medical school connection dissolves. Depressions and recessions erode the bottom line as do soaring costs and excessive uncompensated care. When all hope seems lost, the hand of God intervenes, renewing the faith of those who believe in the mission of White Memorial Medical Center. The hospital survives, indeed thrives in the face of every obstacle it overcomes.
The Inspiring 100-Year Story of White Memorial Medical Center

A JOURNEY OF FAITH AND HEALING

BY RONALD D. GRAYBILL
EDITED BY JANE ALLEN QUEVEDO
THE INSPIRING 100-YEAR STORY OF WHITE MEMORIAL MEDICAL CENTER,
A JOURNEY OF FAITH AND HEALING
By Ronald D. Graybill
Edited by Jane Allen Quevedo

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When I reflect on the tremendous history of White Memorial Medical Center, it is clear that we would not be where we are today if it were not for God’s blessing and the visionary foresight of the many leaders who paved the way decades ago. Each faced challenges unique to the times in which they served. Each brought individual strengths to meeting these challenges and moving the hospital forward.

When it came to selecting a person to whom to dedicate our centennial history book, we had many good choices. But in the end, we decided to dedicate it to Frank Dupper, who, as the president of Adventist Health, led White Memorial through a critical time during the 1980s when our viability was questioned. He would not give up and, in the end, fought for and secured the important funding that stabilized and rebuilt the hospital to what it is today.

Anyone who has had the opportunity to meet Frank will tell you that he is a consummate Christian leader who has a clear vision for Adventist Health, a heart of gold, and an extraordinarily strong business sense.

Along with other leaders, Frank led the development of Adventist Health, laying the foundation for the system that we know today. He has also been instrumental in developing Adventist hospitals around the world.

To this day, Frank is immensely important to our White Memorial family. When he visits the hospital, he is surrounded by physicians and employees who love and respect him and who, most importantly, know that he believes in their hospital and played an important role in its success.

It is my pleasure to dedicate this book to Frank in honor of his many contributions to White Memorial Medical Center and Adventist Health. Both he and his wife, Norma, are dear friends to my family and many others who have given their hearts to this amazing organization.

Beth Zachary  
President and CEO  
White Memorial Medical Center
Governing Board 2013

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I would love to have been present that day in 1915 when four women interrupted a meeting of church officials hotly debating the future of the medical school in Loma Linda. I can imagine the hush that prevailed over that auspicious gathering when these four asked to speak: a minister’s wife, a missionary, a wealthy widow, and one known for her faith in overcoming great obstacles.

While the brethren had struggled for hours over the pros and cons of the school, the women offered a three-point solution: Build a hospital for training physicians. Name it for church founder Ellen G. White. And, leave fundraising to the women of the church. According to the story, after the brethren agreed to their plan, the women posed them for photographs documenting their historical decision. Later they sold the pictures for 50 cents apiece to help raise money for a new hospital in Los Angeles.

Because the new facility replaced a small clinic previously operated by the medical school, White Memorial Medical Center traces its history to the opening of the First Street Dispensary in 1913. Looking over the past 100 years reveals that solutions to some of the hospital’s most difficult struggles, like the women’s plan in 1915, often came from unexpected sources and events.

Throughout my three decades with the hospital—as an employee, administrator, president and board chairman—I have repeatedly witnessed God’s miraculous intervention. I’ve seen people pull together, sacrificing personal interests for the good of the hospital. I’ve seen doors closed, only to see others open unexpectedly. I’ve seen resolution of crises in such unexpected circumstances as an earthquake, an impending sale, or a few last-minute words added to a Senate bill.

At this important milestone in White Memorial’s history, I am reminded of the gentleman who spoke to church and medical school leaders almost 100 years ago as they wrestled over building a hospital in Los Angeles. “We were at times urged to do what seemed impossible,” he said, “but when we went forward by faith, the way opened.”

Robert Carmen
President and CEO
Adventist Health
ACKNOWLEDGEMENTS

The history of White Memorial Medical Center defines what it is today. A look over the past 100 years brings into clear focus the way God led the dedicated men and women who steered the hospital through some of the stormiest seas any health care institution has navigated. While each of the following chapters documents certain events, challenges and successes of a decade, readers will be reminded of God’s blessings upon White Memorial throughout its history. Today, as the hospital celebrates its first 100 years and looks forward to a bright future, it is fitting to first acknowledge our God, the Source of all our blessings.

Secondarily, one can clearly see how men and women of conviction and boundless energy founded a clinic, purchased adequate land, and built a medical school and hospital to meet the need for quality health care. Despite limited means, they demanded high standards of education for the students, and care for the patients and community. This book documents many of these milestones and the people who made them happen.

Plans for celebrating the hospital’s 100-year anniversary in 2013 began in early 2010 at the direction of Beth Zachary, president and chief executive officer. A Centennial Planning Committee of thoughtful leaders was set up to provide input to the project and to assure that every aspect of the hospital’s history was appropriately covered. A book documenting the hospital’s history would be part of the celebration. The selection of a qualified centennial historian and author led to the choice of Dr. Ronald D. Graybill, who came highly recommended by Wayne Judd, author of an excellent history of Paradise Valley Hospital.

With a doctoral degree in American history and 13 years as an associate director at the Ellen G. White Estate at Seventh-day Adventist church headquarters in Washington, D.C., Ron brought both the perspective and breadth of knowledge this project needed. Among his accomplishments, he had helped prepare a six-volume biography on Ellen White by her grandson Arthur White. Coincidentally, I rented a cottage from Arthur White, next door to his home while I was a graduate student in health care administration at The George Washington University in the 1970s—at the same time he and Ron were working on the biography. Ron’s study of Ellen White’s life often required forays into medical history in order to illuminate her life and times. Thus, he often relates White Memorial’s history to developments in medicine that paralleled and propelled it.

But he had many helpers. Richard Schaefer, the Loma Linda University historian, was generous with his time and suggestions, even allowing quotation and condensation of some of his work.
Ron's insatiable appetite for facts and accuracy led him to archives, museums, universities, libraries and government offices all over Los Angeles and Southern California. He interviewed many longtime and former employees of the hospital. Then, using genealogical research, he located descendants of early hospital staff members to secure photographs and further insights. White Memorial medical librarian Myrna Uyengco-Harooch provided invaluable assistance in finding informative articles and needed books as well as collecting and scanning most of the photographs, which Ron digitally enhanced for this publication.

Employees, physicians, chief executive officers, board members and friends of White Memorial were interviewed. These included CEO Beth Zachary and former CEOs Harvey Rudisaille and Michael Jackson in addition to board members, legal counsel Meredith Jobe, and former board members Bob Peterson, Ralph Watts and Frank Dupper. Physicians, both past and present, helped—people such as Drs. Ike Sanders, J. Wayne McFarland, Ellsworth Wareham, Francis Lau, Herman Ricketts, Samuel Bruttomesso, Faisal Kahn and Brian Johnston to name a few (Page 116).

Lastly, no book can meet its potential without editorial and design experts. Upon the recommendation of Rita Waterman of Adventist Health corporate communication department, Jane Allen Quevedo was invited to serve as editor. Former communication director for Adventist Health System in Orlando, Fla., and now living in central Florida, Jane’s contribution as a storyteller ensured that White Memorial’s history was presented in a reader-friendly story line while keeping an eye on style, punctuation and format. DeLona Lang Bell, president of CMBell Company in Walla Walla, Wash., brought her team’s expertise to the project with creative design and layout to graphically lead readers through an enjoyable reading experience.

In the history of Adventist health care, White Memorial Medical Center holds a special place. All involved in producing this volume trust it not only adds to the body of knowledge of Adventist health care, but that it also reflects a community of people devoted to a mission of healing, of caring, and faith.

Albert Deininger
Centennial Project Executive
Centennial Planning Committee

Al Deininger, Chair  
Retired Vice President of Facilities and Construction  
White Memorial Medical Center

Gabriela Barbarena  
Member of Governing Board  
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Benjamín Del Pozo  
Pastor  
White Memorial Seventh-day Adventist Church

Dr. Arlene Downing  
Retired Physician

Larry Downing  
Retired Pastor  
White Memorial Seventh-day Adventist Church

Frank Dupper  
President Emeritus  
Adventist Health

Steve Eisner  
Former Member of Governing Board  
White Memorial Medical Center

Roland Fargo  
Senior Vice President of Strategy and Business Development  
Adventist Health/Southern California Network

Georgia Froberg  
Director of Medical Education  
White Memorial Medical Center

Alicia Gonzales  
Media Consultant  
Adventist Health/Southern California Network

Dr. Ron Graybill  
Centennial Historian  
White Memorial Medical Center

Dr. Roger Hadley  
Member of Governing Board  
White Memorial Medical Center

Carol Jobe  
Former Director of Public Relations  
White Memorial Medical Center

Dr. Brian Johnston  
Chair of Emergency Department  
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Dr. Francis Lau  
Retired Physician

Dr. Ariel Malamud  
President Elect of Medical Staff  
White Memorial Medical Center

Dr. Miguel Martinez  
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White Memorial Medical Center

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OB-GYN Group and Director  
of Medical Education  
White Memorial Medical Center

Sara Rubalcava-Beck  
Manager of Marketing and Communication  
White Memorial Medical Center

Raul Salinas  
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White Memorial Medical Center

Dr. Laurence Spencer-Smith  
OB-GYN Group  
White Memorial Medical Center

Nancy Sumner  
Director of Medical Staff  
White Memorial Medical Center

Tracy Todorovich  
Manager of Strategic and Business Planning  
White Memorial Medical Center

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White Memorial Medical Center

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Senior Vice President of Clinical Operations  
and Chief Nurse Executive  
White Memorial Medical Center

Dr. David Wortham  
Chief Medical Officer  
White Memorial Medical Center

Beth Zachary  
President and Chief Executive Officer  
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Danielle Zili  
Former Director of Marketing  
and Communication  
White Memorial Medical Center

Kimberly Zipp  
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White Memorial Medical Center  
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Introduction

Historians delight in discovering new facts about old times, and the experience of writing this centennial history of White Memorial Medical Center offered me many occasions for such delights. First there was that tantalizing hint in a few sources that there might have been plans to locate the first clinic on Vignes Street rather than First Street. Since the old Los Angeles Times are now searchable, I was able to discover the story of the Bethlehem Institute and its collapse, which gave rise to the familiar story of Dr. August Larson carting his medical supplies to the new clinic in a wheelbarrow.

The passage of time and the fading of old prejudices also made it possible to recover some stories that were never told before, such as how Dr. Margaret Farr Hara lost her U.S. citizenship for a decade simply because she married a Japanese-American doctor.

The story behind Josie Phillips’ $30,000 gift to the hospital in 1920 was also intriguing. Hers was the largest single gift up to that time, and one which would be worth a third of a million in today’s inflated dollars.

When Josie’s mother died, her grandmother, a devout Seventh-day Adventist, brought Josie and her sister to Pomona, California. As a young woman, Josie was hired by the wealthy Phillips family to serve as nurse for the physically and mentally challenged Louis Phillips, Jr. Despite his disabilities, he had inherited a share of the vast fortune his father had accumulated in ranching and real estate. Although her patient was 16 years older, Josie promptly married him. Her new in-laws were outraged by this exercise in gold digging. They went to court to prevent her from securing any portion of their father’s fortune. Josie appealed to her grand uncle, W.K. Kellogg, for help. He hired a top-notch Los Angeles attorney and Josie won the lawsuit and was granted legal custody of her husband—and his fortune!

The reader will find any number of instances in this history where it seemed that the providence of God had intervened to help the hospital survive and prosper. This instance—the Josie Philips story—is a little more difficult to attribute to God’s providence, unless perhaps God prodded Mrs. Phillips’ conscience so she would feel obligated to donate some of her bounty. W.K. Kellogg and Dr. Percy Magan were good friends, so it is also possible that “Uncle Will” suggested Josie make the gift to The White.
About the same time, when she was having some tax troubles with the Pomona property, W.K. bought a portion of it from her for his Arabian horse farm and built a palatial ranch house there, now part of Cal Poly Pomona. The mansion is still visible among the trees as motorists climb “Kellogg Hill” on Interstate 10, the San Bernardino Freeway.

Another White Memorial strength I was pleased to discover was how the hospital, founded by the devout members of an evangelizing denomination, one that even called their medical school the College of Medical Evangelists, has maintained its faith traditions and respect for its founders even as it has become a comfortable home for employees and patients of many faiths. Health professionals on the staff have included Jews, Quakers, Catholics, Muslims and Buddhists as well as Seventh-day Adventists and members of other Protestant denominations.

I’ve also been intrigued by the roles women have played in White Memorial’s history. Women were the donors of virtually all the early gifts the hospital received. Among the many physicians who contributed to the hospital’s mission are such legendary names as Lillian Magan, Belle Wood-Comstock, Florence Keller and Elizabeth Larsson. Today White Memorial Medical Center is led by Beth Zachary, its longest serving and first woman to serve as chief executive officer.

Finally, the hospital’s commitment to an economically challenged community inspires me. But the community was not just economically challenged. Boyle Heights was the place to which ethnic prejudice consigned immigrants of all classes, be they Jewish, Asian or Mexican. There was that moment in the late 1940s when the hospital leaders were tempted to move out of the city, but the moment passed and White Memorial stayed in Boyle Heights. Today this special place of health and healing remains fully committed to its continuing mission to the people of East Los Angeles.

Dr. Ron Graybill
Centennial Historian
A TIMELINE OF PROGRESS

1905: Adventists open sanitarium in Loma Linda.
1909: College of Medical Evangelists (CME) established.
1912: American Medical Association Council on Medical Education advises CME to close.
1913: Los Angeles Aqueduct opens.
1913: First Street Dispensary opens in Los Angeles.
1915: Ellen G. White dies July 16.
1922: Medical school receives grade of A from AMA.
1928: Percy Magan appointed president of College of Medical Evangelists.
1931: Paulson Hall opens.
1932: Former chapel named Martha Borg Hall.
1937: Hospital designed by Myron Hunt, opens, increasing bed count to 182.
1940: Pasadena Freeway (Arroyo Seco Parkway) opens.
1943–1945: White Memorial operates Japanese Hospital during World War II.
1944: San Bernardino Freeway opens.
1953: Bed capacity is 207.
1955: $2.5 million addition nearly doubles hospital size.
1956: Ellen G. White Memorial Church opens.
1956: First cardiac catheterization lab opens.
1959: Five-Day Plan to Stop Smoking launched.
1963: First International Heart Surgery Team mission trip (Pakistan).
1963: Board votes to consolidate medical school on Loma Linda campus.
1964: Hospital ownership transfers to Southern California Conference of Seventh-day Adventists.
1964: Hospital name changed to White Memorial Medical Center.
1965: Medicare and Medi-Cal instituted.
1967: LLU Alumni adopt affiliations for nursing, dietetics, medical technology and radiologic technology.
1968: Diagnostic and Treatment Center opens.
1971: Advertising of tobacco products banned on radio and television.
1972: Surgeon General reports secondhand smoke is harmful to health.
1973: Pacific Union Conference of Seventh-day Adventists establishes Adventist Health Services, Inc.
1974: Boyle Avenue Clinic (Dispensary) demolished.
1974: East Building opens.
1974: Rehabilitation Center opens.
1974: Florence Keller, White Memorial physician for more than 50 years, dies.
1975: Thomas Hall and Martha Borg Hall demolished.
1975: MacPherson housing complex opens.
1976: Delta Scan 50 Total Body Scanner installed.
1978: Osler House burned down by arsonists.
1980: New cardiac catheterization lab opens under Dr. Francis Lau.
1981: Paulson Hall (Spanish Seventh-day Adventist Church) moved to Bridge Street.
1982: South Building erected.
1982: Year closes with $5 million loss.
1984: Year closes with $1.5 million profit.
1986: USC University Hospital opens.
1987: Harvey Rudisaille appointed president to lead turnaround.
1988: Year closes with $9 million loss.
1989: California State Bill 855 passes.
1990s: Comstock Building demolished.
1993: Medical Office Building I opens.
1993: Bradley Bridge connects hospital and Medical Office Building I.
1994: Minden Cottage demolished.
1994: Parish Nursing begins.
1995: WIC center established (Supplemental Nutrition Program for Women, Infants and Children).
1996: Cleft Palate Program moves to White Memorial.
2000: Proyecto Jardín (Community Garden) begins.
2001: Rainbow Children’s Center opens.
2003: Ground broken for Specialty Care Tower.
2003: Ground broken for Medical Office II.
2004: Medical Office II (Chen Building) opens.
2006: Patients moved into Specialty Care Tower.
2008: 1937 Hospital (West Building) and 1955 Hospital demolished.
2008: The Arrhythmia Center opens.
2008: Physicians of University of Southern California Orthopaedic Group begin doing surgery at White Memorial.
2009: Consumer Reports ranks White Memorial 10th among 82 hospitals in Los Angeles County.
2009: Joint Commission certifies hospital as a primary stroke center.
2009: Los Angeles Advanced Imaging expands outpatient imaging center and adds PET-CT and 3.0 Tesla MRI.
2010: White Memorial Medical Center replacement project completed at a cost of $250 million.
2010: Los Angeles Surgery Center opens.
2010: Planetree contract signed.
2011: Kerlan-Jobe Orthopaedic Group opens office at White Memorial.
2011: Office of Statewide Health Planning and Development Health Care Workforce Commission rates family medicine residency program No. 1 in California for attracting socially aware students and placing them in medically underserved areas.
2011: Women’s Imaging Center opens.
2011: White Memorial becomes a smoke-free campus.
2012: Medical Office III construction begins.
2012: U.S. News & World Report ranks White Memorial No. 12 of the 32 top-rated hospitals in Metro Los Angeles and No. 20 of the 41 strong-performing hospitals in California.
2013: Centennial celebration.
1) A free dispensary occupied the storefront in 1913 that later housed a shoe shop.
David Familian soon had a successful junk business in Boyle Heights, at that time one of the largest Jewish communities on the West Coast. He eventually acquired the plumbing-fixture manufacturing company Price-Pfister. Later, he and eventually his son Isador, only two years old when the family moved to California, became well-known philanthropists in the Los Angeles area.

Meanwhile, the First Street Dispensary gave birth to today’s 353-bed White Memorial Medical Center. It was not an easy process, nor was the next century problem-free. In fact, this hospital’s story is replete with recurring complications that threatened its very life. Yet, the wonder is not that the hospital survived the past 100 years, but that it thrived and grew stronger in the face of every perplexity placed before it.

The First Street Dispensary grew from an urgent need of a young medical school started by Seventh-day Adventists in Loma Linda. The church’s history in health care dated back to 1866 with the Western Health Reform Institute in Battle Creek, Michigan, and a medical school under the direction of Dr. John Harvey Kellogg (Page 114). Following a split from Dr. Kellogg, Adventists looked westward to begin anew in California. After opening a small health care facility in 1905 in Loma Linda, they added the College of Medical Evangelists (CME) in 1909.

The biggest problem at Loma Linda was lack of patients. Doctors-in-training had few opportunities to gain clinical experience in the sparsely populated rural community—a problem all too obvious to the American Medical Association (AMA), intent on shutting down some of the country’s “one horse” medical schools. Of the 155 schools operating at that time, many had minimal entrance requirements and offered inadequate training with little clinical experience.

Seeing what the Adventists were attempting in Loma Linda, Dr. Nathan P. Colwell of the AMA’s Council on Medical Education strongly warned them to abandon their efforts. Pressing its point, when the council surveyed CME, it gave the school its lowest rating of C, due primarily to a shortage of patients. The AMA insisted the school needed 100 patient beds. Loma Linda had only 15.

But Dr. Colwell and the AMA underestimated the resolve of a people who believed they had a God-given directive to train health care professionals dedicated to the relief of human suffering, who valued each person as a child of God deserving of health and salvation. The C rating presented a clear choice to either improve or close the school, and the Adventists chose the more difficult option. They’d do their best to save CME.
A CHANGING LANDSCAPE

The First Street Dispensary opened at a time of rapid growth and expansion in Los Angeles, prompted largely by construction of the Los Angeles Aqueduct, which provided an abundant water supply. Trains brought thousands of people to Southern California, creating a construction boom of infrastructure and real estate to accommodate the needs of the swelling population. New streets, bridges, trolleys, streetlights, factories, businesses, city buildings, schools, museums, churches, synagogues and much more changed the landscape of Los Angeles forever. White Memorial Medical Center has been a part of this changing scene for more than 100 years.

Thousands gathered at the Newhall Spillway of the Los Angeles Aqueduct when the floodgates opened on November 5, 1913, a few weeks after the First Street Dispensary opened.

This 1909 bird’s-eye view of Los Angeles shows: 1) location of the Bethlehem Institute where CME initially planned to open a dispensary, 2) location of the First Street Dispensary, 3) location of the Santa Fe Railway Station.

The building now housing today’s Natural History Museum of Los Angeles County also opened in 1913, six weeks after the First Street Dispensary.

Santa Fe Railway Station, a block south of the First Street Dispensary, served Los Angeles until Union Station replaced it in 1939.
Dr. August Larson, an American-born-and-educated Swede, accepted responsibility for this clinic. Initially he considered reviving the dispensary in a social settlement house called the Bethlehem Institute on Vignes Street. However, at the prompting of a disgruntled former employee, the city’s new Board of Charities ordered the place to close due to unsanitary conditions and lack of financial oversight.

School officials did not look far for another location. An empty storefront a few blocks away at 941 E. First Street met their needs. CME architect Fred Drake obtained a permit on September 4, 1913, for constructing partitions to create examination rooms. Meanwhile, Dr. Larson filled a wheelbarrow with equipment and supplies from the Bethlehem Institute and hauled them to First Street.

In less than a month, on September 29, 1913, CME students saw their first patients at the new dispensary. Dr. Daniel D. Comstock served as chief physician and lead professor with Dr. Larson, an obstetrician, as the only full-time staff member. Dr. Larson managed the clinic, saw patients and, along with other specialists, trained medical students.

Originally, patients paid nothing for dispensary services, but after a while Dr. Larson charged five cents a visit, and later doubled the fee to 10 cents. From the beginning, he also made “home deliveries,” assisted...
The first African-American woman to graduate from the College of Medical Evangelists, Dr. Ruth Janetta Temple, ’18, was among the last students to train with Dr. Larson at the First Street Dispensary. After graduating, she received a maternity service internship in the Los Angeles Health Department, becoming the city’s first African-American woman physician. Later joining the White Memorial Hospital staff, she earned the distinction as the only African-American physician in the United States to teach white student physicians.

Throughout her career, Dr. Temple advanced “the medical gospel of prevention of illness through diet, exercise, rest, recreation, and spirituality.” A selfless worker, she provided free home deliveries for hundreds who could not pay to deliver their babies in a hospital. She and her husband bought a five-room cottage in the heart of Los Angeles and converted it into a clinic. With no room left for her and her husband, they lived in a chicken coop furnished with only a bed.

Dr. Temple’s father died when she was only 10. Her mother, a nurse, moved the family to Los Angeles, where Ruth became acquainted with Seventh-day Adventists, and later attended an Adventist boarding school. Learning of young Ruth’s aspirations to become a doctor, a men’s organization of black leaders agreed to pay her tuition at the College of Medical Evangelists. She entered the medical school in 1913. While studying, she developed an interest in public health through reading Ellen White’s The Ministry of Healing.

The Maternity Division of the Los Angeles Health Department awarded Dr. Temple a scholarship to Yale University School of Public Health where she earned a master’s degree in 1942. She later started a Health Study Club in Los Angeles, a highly successful program she promoted the rest of her life. Working first with adults and then youth, she succeeded in keeping many young boys off the streets of the city by helping them redirect their lives.

She directed the City of Los Angeles Division of Public Health from 1948 until she retired in 1962. The East Los Angeles Health Center was renamed the Dr. Ruth Temple Health Center in 1983. At that time, it served more than 15,000 patients a month. Dr. Temple died in Los Angeles in February 1984 at age 91.

**RUTH J. TEMPLE**

Dr. August Larson

by students learning the basics of obstetrics. He continued this service well into the 1940s.

Also anxious to help the new venture, the Health Department of the City of Los Angeles, its Board of Charities and new Bureau of Nursing, promised to provide a nurse and supplies. The prestigious Journal of the American Medical Association noted the clinic’s opening and the city’s support for it.

Within a year, the dispensary was so busy Drake returned to erect another building in the yard behind it.

But the location on First Street had serious drawbacks, none more offensive than a foul odor coming from an animal-hide-tanning business next door. All in all it was a primitive setup, with students treating about half of the 100 patients per month the AMA required. Furthermore, the arrangement with the county hospital proved to be limited.

For all CME did to meet the AMA’s requirements, in 1915 it retained a C rating. Not only did the school face threat of closing, many states did not allow graduates of C-rated schools to sit for their licensing exams. The choice was clear again: build or shut down. And again CME chose the difficult path.

Condensed, with permission, from Richard Schaefer, Heritage of Excellence.
While school leaders struggled to meet the AMA’s requirements, they faced an equally difficult challenge within the church. Leaders and members held sharply divided opinions about the school’s future, due in large part to its separation from Dr. Kellogg. While Adventists had greatly expanded their mission work around the world under his leadership, it was accomplished at great expense to the church’s financial stability. Certain leaders saw no other option than to close the school. Some suggested offering a bare-bones “medical missionary” program. Still others favored a split program, two years at Loma Linda and two years at a secular school, similar to an earlier arrangement between the Battle Creek school and the University of Michigan.

With the school’s future at a critical crossroads, the CME board and church leaders met at Loma Linda in November 1915 to decide what to do. Proponents and opponents voiced their strong opinions. George Butler, former president of the General Conference of Seventh-day Adventists, presented one of the most convincing arguments for keeping the school open. In a quavering voice, the aged gentleman reminded the auspicious gathering how God had shown the way through many challenges in the past.

“We were at times urged to do what seemed impossible,” he said, “but when we went forward by faith, the way opened.”

In the end the assembly voted to pursue a fully accredited four-year medical school, including construction of a new hospital to be named Ellen G. White Memorial Hospital in honor of the visionary leader of the Adventist church. They invited Dr. Percy Magan to leave his medical practice and the school he had founded in Madison, Tennessee, to be dean of the Los Angeles division of CME.

The job offered Dr. Magan little more than great challenges—without pay. He would need to raise his own salary. Acutely aware of the medical school’s gigantic needs and the inherent difficulties in the job that lay ahead, he accepted the invitation anyway. However, even with all his experience in pioneering institutions in Michigan and Tennessee, he could not imagine what obstacles lay ahead. Were it not for the aggressive fundraising efforts by the women of the church, including some of considerable means, he might not have succeeded in this venture of faith.

**CONVENIENT LOCATION**

Immediately he looked for a suitable location for a hospital, and found one just across the Los Angeles River from the First Street Dispensary. Describing the site, he waxed eloquent: “... away from the din and noise of the city, and well above its smoke and dirt, rises Boyle Heights. ... In the very heart of this clean residence district lies an entire vacant block. ... Bounded by good cement sidewalks and fine streets, it faces in every direction toward rows of quiet, comfortable homes. It is as if God laid His hand over this one spot until His people should need it. ... It lies between two long and important street car lines, one on each side, two blocks away—near enough for convenience, far enough so that the noise of the cars will not disturb patients.” This location only three blocks north of First Street made it convenient for patients arriving by streetcar from all over the city.
In the spring of 1916, the hospital board authorized Dr. Magan to buy the half block between Boyle and Bailey facing Michigan Avenue. He then went ahead and bought the rest of the block—up to New Jersey Street—thanks to Josephine Gotzian, a wealthy widow whose liberal contributions financed many Adventist institutions.

On December 1, 1916, church officials and school administrators held a dedication service on the empty lot in Boyle Heights. The Los Angeles Times ran a three-column picture of the dignitaries and headlined the story “Humanitarian Work Launched by Adventists Here, Hospital Will Occupy Whole Block on Boyle Heights.”

Architect Fred Drake secured a building permit in February 1917 to begin construction of a dispensary. Design of the new hospital complex featured several low-cost one-story wooden frame cottages. Work progressed as funds became available, and the dispensary opened March 1, 1918. Despite a fee increase to 20 cents a visit, people continued flocking to the clinic. With most of construction finished, dedication of the new hospital took place in April 1918.

EARTHSHAVING SPEECH

As the dedication service commenced and Dr. Magan rose to introduce the keynote speaker, a magnitude 6.9 earthquake hit Southern California, destroying nearly every building and killing one resident in the mountain village of San Jacinto 80 miles east of Los Angeles. Some saw this as a signal from God, but could not agree on its meaning. Did the quake signal approval of the plan to build one-story frame structures more resistant to earthquakes than multistory brick structures built at the time? Or, did God disapprove of locating a hospital in the city? Of course, not everybody presumed divine intervention. After the service, a friend quipped to Dr. Magan, “It takes a good-sized man to make a speech that will start an earthquake.”

The 1918 flu epidemic was especially deadly in U.S. Army camps where soldiers prepared to leave for World War I.
ELLEN G. WHITE

A founder of the Seventh-day Adventist denomination, Ellen White had advocated a health ministry as part of the church’s mission for 50 years before White Memorial Hospital came into being.

Admonishing the faithful to “... take special care of the health God has given us,” she encouraged Adventists to speak against “intemperance of every kind.” For good health she prescribed “the true remedies” of pure air, rest, exercise, proper diet, water and trust in divine power. She urged abstinence from tobacco and alcohol and advocated a vegetarian diet, low in sugar and fat and rich in vegetables, fruits, grains and nuts.

A prolific writer regarded by Adventists to be divinely inspired, she authored more than 40 books covering a wide range of topics. *The Ministry of Healing* contains her teachings for a healthy lifestyle as part of a balanced spiritual life.

Not only did Mrs. White encourage people to live healthfully, she urged her church to build health care facilities all over the world. These institutions needed qualified doctors and nurses to run them, which was one of the reasons for a church-operated medical school.

Mrs. White also favored placing health care facilities in natural rural environments to promote healing of mind and body. Loma Linda met her criteria. For these reasons, some doubted she would approve of a new hospital in the big city as the school’s clinical site. They were not even sure she would support the plan for a fully accredited medical school.

With church leaders and members sharply divided over the school’s future, they looked to her for word from the Lord as to the direction they should take. When the plans were set before her, she made it clear the medical school should be of “the highest order.”

While Mrs. White had witnessed the expansion of Adventist hospitals and sanitariums all over the world, she never visited the one bearing her name. She died in July of 1915, at age 87, not long before the church officially voted to build Ellen G. White Memorial Hospital.

“There are three women in this world who stand out in my mind as saviors of God’s cause ... more than any others—Josephine Gotzian, May Covington, and Lida F. Scott. Over and over again things would have come to an end for us if it had not been that the Lord brought you good souls to our rescue.” —DR. MAGAN, IN A LETTER TO MRS. SCOTT

SOME OF THE WOMEN WHO HELPED

- Hetty Haskell, teacher and wife of Adventist evangelist Stephen Haskell.
- Emma Gray, widowed sister of Hetty Haskell.
- Florence Keller, physician at Glendale Sanitarium and former missionary to New Zealand.
- May Covington, spinster of Minden, Nebraska, and her mother, Martha Virginia Covington.
- Josie Phillips, wealthy heir of a rancher and real estate developer, and grand niece of Cornflakes King W.K. Kellogg.
omen around the country raised money in grassroots support of the newly formed Women’s Committee on the Los Angeles Hospital. They cooked, sewed, baked, and harvested fruits and vegetables, selling their goods to benefit the new hospital and save the College of Medical Evangelists from certain closure.

Many who worked outside their homes donated a portion of their wages. According to a report in the church’s Review and Herald (April 27, 1916), some women even sold photographs of church leaders for 50 cents each—to the chagrin of the bearded brethren. However, after learning how the money would be used, they went along with the idea.

This was the Progressive Era in American life. Women were getting into the public arena to improve the health and wellbeing of children, immigrants and others in need. Adventist women were no exception. Some referred to their efforts outside the home as “enlarged housekeeping,” a burst of activity contributing to women gaining the right to vote in 1920.

Through the women’s campaign, funds began flowing in to build a hospital for the training of physicians in Los Angeles. However, when time came to actually erect the buildings, the Women’s Committee coffers fell short of the $61,000 needed. Wasting no time, Dr. Magan called upon women of means to make up for the shortfall.

JOSEPHINE GOTZIAN

Healthy widow of a successful shoe manufacturer and real estate developer, Josephine Gotzian became acquainted with Seventh-day Adventists as a patient at the Battle Creek Sanitarium in Michigan. She had gone there for treatment of injuries incurred in a train accident in which her husband was killed in 1883. She converted to the Adventist faith and became a lifetime supporter of the church’s hospitals and schools in the United States and overseas.

Mrs. Gotzian especially supported the early work of Drs. E.A. Sutherland and Percy Magan, founders of what is now Andrews University in Michigan. When the men moved to Madison, Tennessee, in 1904, she provided significant financial support to establish a school and sanitarium near Nashville.

After Dr. Magan went to California to develop a clinical program for the College of Medical Evangelists, at the urging of his friend Dr. Sutherland, Mrs. Gotzian assisted in raising money for that project, too. She gave the major portion of funds to build an administration building.

In addition to her financial support of the Madison school and the Los Angeles hospital, she provided significant gifts to build hospitals in Loma Linda and National City, California, as well as in Portland, Oregon.

LIDA FUNK SCOTT

Heir to the Funk and Wagnalls Publishing fortune, Lida Funk Scott had followed the work of Dr. John Harvey Kellogg, and adopted some of his dietary principles before the birth of her only child in 1897. The daughter died 17 years later, leaving the grief-stricken mother in search of “something of absorbing interest to soften and sweeten the sorrow.”

Leaving her urban home in Montclair, New Jersey, she was drawn to the work of Seventh-day Adventists among the hill people of Tennessee. For the rest of her life she supported Adventist schools and sanitariums in the rural South, the work at Madison College in particular.

She had promised Dr. Sutherland funds to strengthen the Madison program about the time Dr. Magan needed money to build White Memorial Hospital. He begged Dr. Sutherland to persuade Mrs. Scott to divert her gift to the California project in an effort to save the College of Medical Evangelists.

Understanding some of the school’s graduates would settle in the South to provide much-needed medical care there, Mrs. Scott sent the gift to Dr. Magan. She also supplied funds for the first women’s dormitory, Montclair Cottage, named for her hometown. By 1926 her gifts large and small, added up to about $30,000.
Probably no one was better qualified than Dr. Magan to undertake the job of developing a clinical division for the College of Medical Evangelists. He and his colleague Dr. E.A. Sutherland had started a college in Michigan followed by a self-supporting school and health center in Tennessee—accomplishing the latter while studying medicine at the University of Tennessee.

The 1915 assembly voting to build White Memorial Hospital made an important decision by inviting Dr. Magan to head the project. The “Invincible Irishman” was a consummate diplomat, a skilled fundraiser, a warm friendly person and a dedicated Christian physician.

Despite his own considerable leadership skills, Dr. Magan knew from the beginning the enormous challenge before him could not succeed without God’s help. He would lead White Memorial Hospital—particularly the medical education activities—for nearly 30 years.

White Memorial Chapel served as the campus worship center until Paulson Hall was built in 1931, at which time it became a nursing classroom building named in honor of Martha Borg, director of nurses.

Minden Cottage was the first men’s dormitory.

Boyle Avenue Dispensary was also called White Memorial Clinic.
Chapter Two

A Caring Spirit

1920-1929

Picture a little unpainted shack, containing two or three tiny rooms. The walls are probably but the thickness of a board, cold in winter and hot in summer. The floors are uncarpeted, uncovered, and unpainted. The furniture is crude and but little of it. ... Here dwell a father, a mother, and generally from three to six little ones. ... Many a sad heart and poverty stricken home is being made glad by the visits of the consecrated nurses of our Social Service force. Treatments are given in the homes, milk is distributed, utensils useful in the care of the sick are loaned, and clothing ... is distributed to those who would otherwise suffer from the cold. Surely this is real medical missionary work.

—DR. PERCY MAGAN

White Memorial Hospital doctors and nurses helped deliver thousands of babies in the homes of Boyle Heights residents during the 1920s. These “home deliveries” continued into the 1940s.
Los Angeles was booming in the 1920s. Population increased from half a million to a million and a quarter. The city annexed 45 separate towns and unincorporated areas, increasing its size by 80 square miles and rapidly growing into a city of diverse communities, much of it by design.

Many ethnic and racial groups settled in Boyle Heights, the neighborhood of White Memorial Hospital, because restrictive covenants excluded them from other parts of the city. In fact, certain affluent neighborhoods banned anyone with tuberculosis no matter what their race or nationality, considering the “Great White Plague” a disease of ethnic minorities and the poor.

Tuberculosis patients moved to California seeking a dry climate. Often arriving destitute, they ended up in Boyle Heights. Here doctors and nurses at The White cared for them at the city’s Central Tuberculosis Clinic, a cooperative effort of the hospital, county health department and local tuberculosis association.

By pushing immigrants into Boyle Heights, the city unknowingly created a patient population for White Memorial uniquely suited for students of the College of Medical Evangelists (CME). Many of these devoted young men and women planned to serve as missionaries in foreign lands where the Adventist church continued to expand its medical facilities. Boyle Heights with its rich ethnic diversity perfectly met the need for such preparation.

**DIVERSE COMMUNITY**

Doctors and nurses at the Boyle Avenue Dispensary cared for nearly 75,000 patients in 1920, some travelling as far as 20 miles for medical services. Together they represented 50 different nationalities, including more than 5,000 of Mexican heritage, 3,000 Anglos, 2,500 Jewish, and 64,000 of other descents such as Turkish, Armenian, Chinese and Japanese. By 1925, on some days more than 400 patients crowded into the dispensary to see the doctors and nurses. In addition, staff members made 15,000 home visits a year, usually at no charge to the patient.

**BOYLE HEIGHTS’ FAMOUS AND INFAMOUS**

Residents of the colorful Boyle Heights community ran the gamut from the famously successful to shadowy criminals of infamy. For example, six blocks south of the hospital stands the home occupied in the 1920s by cosmetics king Max Factor, who found a ready market for his non-cracking greasepaint called “make-up” in Southern California’s new movie industry. On the other hand, a nine-year-old boy arrested in 1922 for selling illegal liquor became one of the city’s most notorious and flamboyant gangsters. Mickey Cohen, who grew up on Michigan Avenue, just six blocks east of White Memorial, would famously tell newsmen Mike Wallace in 1957, “I have killed no men that ... didn’t deserve killing.”

**MULTIPLE BUILDINGS FOR VARIOUS USES**

As funds became available, the hospital built a series of bungalows until nine buildings filled the block bounded by Michigan, Boyle, New Jersey and Bailey. These cottages housed patient beds, an outpatient clinic called a dispensary, operating room, X-ray, administrative offices, admitting office, kitchen, dining room, library, and class and conference rooms. Two buildings intended to be dormitories ended up serving a wide variety of other purposes while many students moved into nearby rooming houses.
CARING HANDS

Working side-by-side with the doctors and medical students of CME, nurses at the young White Memorial Hospital provided hands-on care in a spirit of compassion that set them apart from the ordinary. Whether administering hydrotherapy treatments, assisting with surgeries and dispensing medicines, or giving back rubs and offering to pray with patients at the end of the day, these angels of mercy provided a special kind of care to promote the healing of body, mind and spirit.

STUDENT NURSES WANTED

White Memorial Hospital’s school of nursing developed as an offspring of the nurses training program established at Loma Linda in 1905. To meet the growing need for nurses in the 1920s, the school regularly advertised in church papers for “earnest, consecrated young men and women” to take the nurses training course. A 1919 bulletin listed both Loma Linda and Los Angeles as school locations. By 1924 The White had its own school of nursing, albeit closely affiliated with the Loma Linda school.

After nine years as a missionary nurse in South Africa, Ida Thomason joined The White in the early 1920s as matron for the nursing students. (Her brother, Dr. George Thomason, also a former missionary to South Africa, had been the hospital’s chief of surgery since its opening.) Soon the new matron presided over construction of a dormitory on New Jersey Avenue near the corner of State Street. Equipped with hot and cold water, two clothes closets and two single beds, the rooms eliminated a need for student nurses to share double beds.

A COMMUNITY OF DIVERSE NEEDS

Meeting the unique needs of Boyle Heights’ various ethnic groups has always been a focus of White Memorial Hospital’s mission, particularly the large Jewish population, which would number 10,000 by the end of the decade.

Nurses at The White did their best to serve their patients’ diverse cultures and religions. This sometimes meant participating in circumcision rites for Jewish babies, complete with the ceremonial passing of the infant between family members and a rabbi, recitation of traditional Yiddish passages, and the serving of cake with unfermented wine graciously provided for the Adventist teetotalers.

Nurse Martha Borg arrived at White Memorial Hospital in 1918 to oversee the nursing staff, a position she held until her death in 1942. A classroom building, formerly the hospital chapel, was named in her honor in 1932.

The Congregation Talmud Torah opened the Breed Street Shul in 1915 five blocks east of the hospital. (Mount Sinai Clinic, forerunner of Cedars-Sinai Medical Center, occupied the same block.) When current restoration is complete, the large synagogue will provide a center for community events and nonprofit service organizations.
To begin with, the hospital had only 64 beds, but thanks to the generosity of another donor, it increased to 94 beds by 1922. The needed money came from Josie Phillips, W.K. Kellogg’s grand niece. Kellogg owned an Arabian horse farm adjacent to her family’s prosperous Phillips Ranch in Pomona. Her first gift of $30,000 built a children’s unit, and over the years she gave more and larger gifts to benefit CME and what is now Loma Linda University.

**FORBIDDEN DOCUMENT**

**THESE WERE PROHIBITION YEARS—1920 TO 1933.** But there were exceptions. Physicians could obtain a license allowing them to prescribe whiskey for medicinal purposes. The Adventist teetotalers, strong temperance advocates from their earliest years, vehemently opposed the idea. The CME board voted any intern discovered in possession of the controversial whiskey license would be immediately fired.

**MAKING THE GRADE**

CME marked a major milestone in 1922 when the American Medical Association (AMA) finally granted the school an A rating. The secretary for the AMA’s Council on Medical Education, Dr. Nathan P. Colwell—the same man who warned CME officials to close its doors in 1909—admitted his lack of faith in their endeavor to operate a successful medical school.

“I feel ashamed of myself sitting here rating you people, which is a little bit of a job, while you are doing the really big things of the world. You have done wonders in your school, and I am proud of you,” Dr. Colwell said.

The A rating opened many doors heretofore closed to CME graduates, such as eligibility to take state and national licensing exams. Dr. Magan would later report the high test scores of CME grads contributed greatly to the school’s good standing in the medical world. Eligibility to be tested by the National Board of Medical Examiners opened opportunities in various U.S. government departments and carried considerable weight in foreign countries where many CME graduates planned to serve in the future. In fact, by 1921 three already worked in China, two in India, two in South Africa, and one each in Peru, Nicaragua, Singapore and the Philippines.

Later in the decade the board appointed Dr. Magan president of CME, a post he held from 1928 until 1942.

"White Memorial Hospital campus in 1929."
STUDENTS IN CRISIS

The Adventist school was not the only medical school struggling for survival in the 1920s. In fact, the University of Southern California (USC) closed its medical school for financial reasons, leaving students scrambling for some other place to complete their training. They turned to CME, the people with whom they had shared clinical facilities at the Los Angeles County Hospital.

At CME the USC students encountered a culture in which teachers began classes with prayer, doctors prayed before surgery and students bowed their heads in the school cafeteria. CME served vegetarian meals, faculty and students observed the Sabbath from sunset Friday to sunset Saturday, and leaders focused on the school’s mission of mercy in the name of Christ the Great Healer. At least one USC student, Judith Ahlem, converted to the Adventist faith. She went on to a distinguished career in medicine, honored with the prestigious Elizabeth Blackwell Award by the American Medical Women’s Association.

LOVE FINDS A WAY

White Memorial doctors sometimes experienced the same racial discrimination as other Boyle Heights residents. One was Dr. Hatsuji James Hara, ’18. After earning his medical degree from CME, he served as a consulting physician at The White. At that time the Los Angeles County Health Department shared the general fear that Japanese immigrants were about to overrun California by having too many babies. The department hired Dr. Hara, an unmarried man, to work with Dr. Margaret Farr, an unmarried woman of the division of child hygiene, to study Japanese birth rates—never dreaming the two would fall in love.

This romance posed not only a racial problem. Such a match came with severe and unusual consequences should the couple choose to marry. According to federal immigration laws any American woman marrying an Asian would lose her citizenship. In spite of the law, Drs. Hara and Farr went to New Mexico and married anyway. Upon their return, Dr. Farr’s supervisor found out about the marriage and promptly fired her, which made newspaper headlines all over California. Reporters asked her father, a Sausalito clergyman, what he thought of his daughter’s marriage.

“I would have preferred to see her dead,” he declared.

Dr. Hara did not allow racial discrimination to embitter him. He continued as a revered professor of otolaryngology (ear, nose and throat) at CME. Years later he came to the aid of his people during World War II when the United States forced all Japanese on the West Coast into internment camps. Dr. Hara arranged for The White to use the Japanese Hospital in Boyle Heights during the war rather than allow it to close and likely never reopen.

By the end of the decade, White Memorial Hospital buildings filled a whole city block of Boyle Heights. The original one-story dispensary acquired a second floor in 1929. Instead of removing the roof to add the top floor, workmen jacked up the first story and built another story beneath it. Light-colored roof shingles revealed where the original gable had been removed as the first story became the new second story.

White Memorial Hospital secured its rightful place in the hearts of residents of the diverse Boyle Heights community during the 1920s. By aiding poor Mexican mamitas seeking help in birthing, by accommodating Jewish families in the traditional celebrations of their faith, by accepting desperate medical students needing a place to finish their training, by preserving a Japanese hospital that would have surely closed during World War II, and in numerous other ways, White Memorial Hospital forever etched its place as a center of care revealed in a spirit of compassion, not for the 1920s alone, but for years to come.
White Memorial was born of the medical school’s need for a clinical training site, and a school of nursing soon followed. Until then, graduates from other Adventist schools of nursing filled the needs at The White.

The hospital did not lack for patients in its early days. Dr. Magan reported the wards were filled to capacity, leaving doctors begging for more beds by the mid-1930s.

Adhering to the “true remedy” of fresh air, nurses made sure even their youngest patients benefitted from regular outings. This picture in an early brochure carried the caption “Babies out for airing.”
sack of flour or a dozen eggs sometimes pays for physician services at White Memorial Hospital during the Great Depression of the 1930s. If a patient has only a few groceries to exchange for medical care, the doctors often accept them as payment. Elsewhere in the city physicians default on their mortgages due to lack of income. But money or no money, people suffer disease, illness and injuries requiring medical care. Offering a bit of relief, White Memorial’s board even cuts charges to help poor patients with little means to pay. Some nurses at The White, calling themselves the Ellen White Nurses, band together to serve “the very poorest and most starved classes in the city.” Aiding in this humanitarian effort of taking health care services into homes of the poor, the hospital gives the nurses free board, and the county pays their streetcar fares.

*Out-of-work Los Angeles residents wait in line for checks at the unemployment office.*
Throughout the 1930s the American Medical Association (AMA) continued to press the College of Medical Evangelists (CME) to upgrade its faculty, strengthen student admission requirements, and improve training facilities at White Memorial Hospital. Dr. Percy Magan, now on the governing board of the Los Angeles County Hospital, also fought for that institution. When the American College of Surgeons disapproved allowing osteopathic physicians to operate a unit there, he persuaded them otherwise. Another time he convinced the Los Angeles County Council to reject proposals by a county grand jury to evict CME and University of Southern California medical students from the county hospital—or charge them each a handsome monthly fee.

**CHANGE FOR THE FUTURE**

In the midst of all this, tragically, Dr. Magan’s physician son Shaen drowned in a boating accident, devastating the already overburdened father. But Dr. Magan soldiered on, determined with God’s help to resolve The White’s critical need for a new building. Despite a drop in admissions brought on by the Depression, the hospital’s original buildings were woefully inadequate. The small bungalow style facilities, as Dr. Magan noted, were erected of “materials and manner of construction ... of the most economical sort.” They no longer satisfactorily accommodated the hospital’s needs. Crowding in some areas, for example, forced nurses to transport patients along an outdoor sidewalk to take them to surgery.

The inadequate facility also threatened the loss of an important contract if The White did not replace it with a fire-resistant building. For years the hospital had provided health care services for employees of the Southern Pacific Railroad. Now this contract was threatened if the hospital did not build a new facility.

**GRAND PLAN DEVELOPS**

Dr. Magan went to work in the hope that people would again respond to an ambitious building program, and another appeal for funds made more difficult by a depressed economy. He hired Myron Hunt to design a new hospital. The architect of the Rose Bowl and the Pasadena City Library, Hunt also designed several hotels, churches and academic buildings. In addition, he designed a ranch house in Pomona for cereal giant W.K. Kellogg, and the Henry Huntington Mansion, now the art museum at the Huntington Library and Gardens in San Marino.

Dr. Magan published Hunt’s rendering of the proposed hospital in a persuasive and informative fundraising booklet titled *The White Memorial Hospital: Its Mission and Its Hope*. His urgent plea for financial support reviewed the medical school’s dramatic history and struggle to achieve an A rating. He thanked the
charitable women who helped secure funds for the first hospital. He lauded the students’ frugality and fundraising efforts. Commending their willingness to contribute to the hospital’s success, he noted that some performed janitorial chores after working long hours in the clinic or wards.

Among other things, the students operated a cafeteria and raised $1,200 to buy equipment for the surgery department. Praising this endeavor, Dr. Magan wrote, “... good cheer filled every heart. A willingness to sacrifice and help was wonderfully manifest on every hand. ... At night, when studies were out of the way, happy groups of seniors would gather to prepare food for the next day.”

Clearing space for the proposed hospital, in late October 1935 workmen jacked up the frame buildings on the corner of New Jersey and Boyle and moved them across the street to the north side of New Jersey Avenue. Documented with the clicks of numerous Kodak Brownie cameras, a huge steam shovel excavated land for the new building. And with the delivery of steel for the basement and first floor in early 1936, construction began, often viewed by spectators lined up on a high bank along the site’s east side.

Some departments moved into the new facility in December 1936 in anticipation of the hospital’s opening in January 1937 with nearly 200 patient beds. Despite the lingering impact of the Depression, patients continued to patronize White Memorial, generating income over the next 18 months approaching as much as $15,000 a week.

Steel construction offered more fire resistance than The White’s original wooden cottages.

White Memorial Hospital, the first earthquake-resistant medical facility in California, opened in 1937. While looking a little less grand than Hunt’s preconstruction drawing, the new art deco structure facing Boyle Avenue stood in striking contrast to the older buildings sharing the same city block with it.
r. Magan noted in his fundraising leaflet that ever since the Boyle Avenue Dispensary opened in 1918, “the neediest people of our city and county have made a well-worn path to its doors.” By 1938 more than 150,000 patients per year sought the “lovely care” provided in “the spirit of The White.” On some days, dispensary nurses and doctors-in-training saw as many as 700 patients.

While other dispensaries in Los Angeles charged $2 to $5 per patient visit, the medical school’s dispensary on Boyle Avenue charged only 60 cents, thus providing affordable health care to the city’s poor during the worldwide economic depression of the 1930s.

Training at the Boyle Avenue Dispensary and White Memorial Hospital prepared many doctors and nurses to serve at home as well as in mission service abroad. A few examples from the 1930s, and repeated in succeeding decades, illustrate a devotion to the Adventists’ worldwide mission program.


**Asia:** Clarence Stafford, ’32, Philippines; Carrie Robbins, ’33, India and Pakistan; Molleurus Couperus, ’34, Indonesia; Orpha Speicher, ’35, India; Philip Nelson, ’36, India; Geneva Beatty, ’37, and F. Harriman Jones, ’37, China.

**South America:** Waldo Stiles, ’34, Peru, Bolivia and Ecuador; Naomi Pitman, ’36, Bolivia (also Mexico).

**Caribbean:** Ernest von Pohle, ’36, (also Mexico).

Other graduates of note from the 1930s:

**Dr. J. Lloyd Mason,** ’34, missionary to Africa and founder of Monument Valley Hospital for Native Americans in Utah.

**Dr. Paul Foster,** ’33, first CME graduate to serve as president of the Los Angeles County Medical Association.

**Dr. J. Wayne McFarland,** ’39, developed the Five-Day Plan to Stop Smoking (Chapter 7).
As a scientist, Dr. Cyril Courville’s life work of studying the brain and nervous system extended into an avocation of collecting ancient weapons designed to inflict cranial injury as well as devices to prevent them. As a peace-loving Christian, he established a U.S. Army hospital staffed by noncombatants during World War II (Page 42), and he rarely missed a Wednesday evening prayer meeting.

The 1925 graduate of the College of Medical Evangelists achieved the highest score in the country when tested by the National Board of Medical Examiners. A short time later he began a teaching career of more than 40 years at White Memorial, a post he held until his death in 1968.

Dr. Courville founded the Cajal Laboratory of Neuropathology at the Los Angeles County Hospital in 1934 (Page 36). Here he conducted more than 45,000 autopsies. From these and other avenues of research, he gleaned the scientific expertise reflected in 18 books and monographs, and over 200 articles he authored plus another 100 he co-authored. The highly regarded neurosurgeon Dr. Walter Dandy of Johns Hopkins University considered Dr. Courville to be the world’s greatest neuropathologist.

At White Memorial Hospital, Dr. Courville and his wife Margaret Farnsworth, a 1938 graduate of the White Memorial Hospital School of Nursing, lived on the hospital campus in a big house called “Courville Castle,” sometimes labeled “Cushing Institute,” for Dr. Harvey Cushing, a famous neurosurgeon with whom Dr. Courville served as a voluntary assistant in 1928.

Amassing a large personal library, Dr. Courville was a generous supporter of what is today’s Courville-Abbott Memorial Library, the medical library at White Memorial Medical Center. The library shares the name of Dr. Kenneth Abbott, ’36, noted neurosurgeon and author, and himself a bibliophile.
AMA DEMANDS CREDENTIALS

The American Medical Association continued to pressure CME and White Memorial to encourage faculty research, and to admit only students from accredited colleges and universities. (This last requirement led to the eventual accreditation of all Adventist colleges in North America.)

In addition, accrediting bodies also pressed schools of nursing to require some college classes as a prerequisite to admission. Up to that point prospective nursing students did not need even a high school diploma. In fact, White Memorial’s director of nursing did not have the desired document. To meet the new requirements, Martha Borg enrolled in night school and took correspondence work—all while carrying her full responsibilities at the hospital. With only one short leave of absence to upgrade her education, she earned both a high school diploma and a college degree.

Despite financial strains brought about by the worldwide economic depression, White Memorial Hospital emerged from the 1930s with a new modern facility, upgraded admission requirements, more qualified faculty and staff, and an ever growing number of patients. At the same time, nations of the world were at war. With reports of military advances, bombings and invasions coming from all sides, it appeared to be only a matter of time before the United States became involved, too, bringing both opportunity and challenge to The White.

WONDERS OF SCIENCE

Medical science in the 1930s introduced the world to birth control, lung cancer surgery, sulfa drugs, vitamins B and C, and a pop-pop-fizz-fizz tablet called Alka-Seltzer for headache relief. In 1937 doctors began to attribute lung cancer to cigarette smoking.

LOS ANGELES COUNTY HOSPITAL

A growing population combined with the AMA’s increasing demands on medical schools and services in the 1930s provided impetus for upgrading hospitals all over the country. In Los Angeles, Dr. Percy Magan had just begun reviewing architectural drawings for the new White Memorial Hospital when Los Angeles County Hospital invited him to give the dedicatory address for its towering new 20-floor facility on State Street in 1934.

Dr. Magan’s relationship with the county hospital dated back to the early years of the College of Medical Evangelists and an arrangement for CME and University of Southern California medical students to gain clinical experience there in their last two years of study. At the county hospital dedication, Dr. Magan said he came in the name of the people of Los Angeles “to hallow, to consecrate and to dedicate this magnificent temple of healing to earth’s great cause of caring for her poor in their hour of suffering, affliction, and distress.”

Dr. Percy Magan gave the dedicatory address for the new Los Angeles County Hospital in 1934. A board member and friend of the hospital, CME’s leader enjoyed a long association with the county health care provider.
The dispensary staff handled some 80,000 patient visits per year in the mid-1930s and 130,000 per year by the mid-1940s.

Los Angeles officials required the steam plant smokestack be decorated, hence the appearance of a minaret atop the tallest structure on campus.

Montclair Cottage was the first women’s dormitory. It later housed medical and dental offices.
Myron Hunt’s architectural drawing depicted the future 1937 White Memorial Hospital in art deco style set on a hill with a magnificent entrance, a grand stairway and smaller wings stair-stepping down the sides. This hospital of the future represented a dramatic contrast from the modest structures built during the hospital’s earliest years.

1. Unit 200, Women’s Wing.

2. Administration Building.

3. Bailey Street view behind the hospital in the 1930s showing Minden Cottage (left), service building (center), and Covington Cottage (right).

4. Units 400 and 500, looking northwest from the front of the administration/surgery building toward Boyle and New Jersey is the site for the 1937 hospital.

5. Ambulance court, looking north between the administration/surgery building (left) and support services building (right) toward the women’s wards (center).
Several Boyle Heights residents grew up to serve the city, state or nation while others gained international renown. Of his boyhood home, photographer Julius Shulman recalled it was an integration of ethnic groups—gypsies with their multilayer skirts as well as Japanese, Mexicans, Germans and Russians. The following are representative of the community’s diversity.

A Los Angeles city councilman for 24 years, Hal Bernson, born of Jewish parents, grew up in Boyle Heights in the 1930s, celebrating his bar mitzvah at the historic Breed Street Shul near White Memorial Hospital.

Member of the U.S. House of Representatives for 30 years and Los Angeles city councilman for 13 years, Edward R. Roybal hailed from Boyle Heights, graduating from Roosevelt High School in 1938.

California State Assemblyman (1998-2004) George Nakano also grew up in this area. The young teen of Japanese-American descent lived in Jerome and Tule Lake internment camps during World War II.

Succeeding her father after his retirement, Lucille Roybal-Allard was the first Mexican-American woman elected to the U.S. House of Representatives. She helped launch one of the city’s largest WIC programs (Supplemental Nutrition Program for Women, Infants, and Children) at The White in 1995.

World famous architectural photographer Julius Shulman took his only photography class at Roosevelt High School. His “Case Study House #22” is one of the most iconic images of Los Angeles ever made.

First Mexican-American to serve as U.S. ambassador to Mexico, Julian Nava was born to Mexican immigrants. His earliest memories are of growing up in Boyle Heights. He was the first Latino on the Los Angeles County School Board and first to serve as president of that body.
Crammed into the tight quarters of a combat glider, Frank Jobe lands safely in enemy-infested Holland during the Allied forces’ Operation Market Garden in 1944. Fresh out of high school in 1943 and drafted into the Army, the young noncombatant is in charge of medical supplies for the 101st Airborne Division. Unfortunately, the Allied troops are unable to capture the bridges and river crossings they want, and must withdraw.

But Frank is not out of danger yet. Soon his division is ordered to Bastogne, Belgium, for the Battle of the Bulge. During the few slack moments available, surgeons on the medical team such as Dr. Charles Van Gorder, whose exploits are celebrated in Tom Brokaw’s book *The Greatest Generation*, encourage the young medic to consider a career as a physician.

Quietly as thieves in the night, military gliders enable dropping troops and equipment into battle zones undetected. On the flip side, many crash upon landing in unfamiliar territory and unknown conditions. And if detected, these craft are slow targets.
Any hope of Jobe’s future in medicine, however, seemed far away one cold December night when German forces encircled the medical aid station. With temperatures hovering around 20 degrees, the Americans were rounded up to be put on trucks. Noticing their guards were distracted, Frank and a buddy took off running, bullets flying all around, until they disappeared in a tree line. They scrambled down a bank, forded an icy stream and hid in some bushes along a road. Soon the familiar sound of American Army trucks approaching promised their safe escape.

After the war, Frank earned his college degree at what is now La Sierra University in Riverside, California. Following college, he worked a couple of years at White Memorial Hospital assisting with autopsies. Then he entered the College of Medical Evangelists (CME), earning his M.D. degree after finishing clinical training at The White in 1956. During his residency in orthopaedic surgery at the University of Southern California, one of his professors, Dr. Robert Kerlan, invited him to join his sports medicine practice, which became the world-renowned Kerlan-Jobe Orthopaedic Clinic in Los Angeles.

Dr. Jobe began working with the Los Angeles Dodgers in 1964 and in 1974 pioneered the “Tommy John surgery.” By replacing a ligament in Tommy John’s elbow with one from elsewhere in his body, he saved the pitcher’s career. John went on to pitch more of his 288 victories after the surgery than before. Thanks to this procedure, many other careers have been saved, especially in baseball. Hall-of-Famer Sandy Koufax joked with Dr. Jobe that if only the doctor had thought of the surgery sooner, Koufax might have enjoyed a longer career instead of retiring in 1966.

While Dr. Jobe has been recognized with scores of awards and honors, some are lobbying for one more: induction into the National Baseball Hall of Fame. Today Dr. Jobe’s son Meredith is vice president and general counsel for Adventist Health, and serves on the White Memorial Medical Center Governing Board. Another son, Christopher, recently stepped down as department director, and is currently a professor of orthopaedic surgery at Loma Linda University School of Medicine.

Prepared for Battle

Both tragedy and heroism characterized the 1940s for many doctors and nurses trained at White Memorial. During the war it was estimated that of the 1,776 CME graduates up to that time, some 40 percent served in the military during World War II in addition to nurses and allied health professionals.

After World War I, some of the young CME physicians proposed organizing a Seventh-day-Adventist-staffed military hospital to be on stand-by should the United States ever enter into war again. They didn’t want to repeat the crisis they had faced in World War I. This led to the 47th General Hospital of the United States Army Medical Corps, established in 1926 under Dr. Cyril Courville (Page 35). The highly efficient unit was called into action in December 1941 and again in 1943.

Chief surgeon for the 47th General Hospital in New Guinea, Dr. Alonzo J. Neufeld, ’35, later invented and patented the Neufeld nail for hip repair, donating all the profits to orthopaedic research.
CME officers also helped construct a medical facility in Milne Bay at the southern tip of Papua, New Guinea, under the direction of Colonel Ben E. Grant, ’20. Some 30 CME doctors as well as many nurses trained at The White served at this hospital.

The nurses arrived ashore in New Guinea wearing wool uniforms, which they soon traded for lighter weight men’s fatigues—but not without creating a problem. While wool clothing may have been the wrong choice of fabric for a tropical climate, no respectable woman wore pants in those days. Their supervisor advised them to wear skirts at least once a week lest they forget they were women.

Wool uniforms, of course, were a minor problem compared to the battles others endured in the war. Another doctor serving in another part of New Guinea, Captain James Baker, ’42, wrote: “The snipers are a big nuisance. ... I am glad they haven’t much artillery.” His later letters took a different tone in the midst of mortar shelling when he wrote, “I hate to think how many consecutive nights we’ve been in foxholes.”

**TRAGEDIES OF WAR**

Many White Memorial graduates saw war firsthand. Dr. Edward Curtin, ’41, had recently graduated when Pearl Harbor was bombed. He served as a Navy medical officer in the South Pacific near New Guinea. While not required to go on PT boat missions, he went anyway, believing he was needed there, and for that choice he gave the ultimate sacrifice. Even though mortally wounded, he directed the medical care of others as long as he was physically able.

Missionary doctors H.C. Honor, ’32, and Vera Honor, ’31, worked at an Adventist hospital in the Philippines when Manila fell to Japan in January 1942. They and their children, Dorothy and Junior, were captured and placed in an internment camp. By the time of their liberation in 1945, prisoners in the camp were dying at the rate of one a day from starvation or dietary deficiency diseases such as beriberi, scurvy and pellagra. Dr. Vera likely would not have survived another month had she not been rescued.

Captain Russell Hanson, ’44, in the thick of the battle for the Rhine River, wrote, “Today has been a stupendous day and tonight the sky is ablaze. There has been a constant din of artillery.” Dr. Hanson, forced to move his aid station 30 times in 60 days, felt sympathy for the German civilians, writing in a letter to his family, “No food, no clothes, no homes ... The children are dwarfed due to undernourishment.”

Perhaps Captain Norval Green, ’38, saw the worst of war when he and other Americans visited the German concentration camp at Buchenwald soon after liberation. He described seeing boys six to 12 years of age led out in “scant, striped, prison garb ... so thin they looked like old men who hardly had the strength to walk.” Dr. Green wrote: “Their faces were bright with hope which replaced the despair and hopelessness which they had had two days previous.” Others—nearly 100 victims of the gas chambers stacked outside the crematorium—lay beyond hope.

**PLIGHT OF THE JAPANESE**

Some CME doctors from Japan completed their training at The White, and then returned to their homeland before the war where they were forced into the Japanese armed forces. One, Dr. Paul Tatsuguchi, ’38, died when Americans overran the Japanese positions on the Alaskan island of Attu. Knowing the attack was coming, he wrote in his diary, “Good-bye, Taoko, my beloved wife who loved me to the last. ... Good-by, Misaka, who just became four years old.” Then he added a plaintive good-bye to his three-month-old daughter, Mutsuko, who would never see her father.

Ironically, the diary and Dr. Tatsuguchi’s medical bag were found and given to a doctor who fought on the American side in the same battle. Dr. J. Lawrence Whitaker, ’38, and Dr. Tatsuguchi had been medical
school classmates. After the war, Dr. Tatsuguchi’s widow and daughters returned to the United States where Mutsuko, the little girl who never saw her father, eventually graduated from the Loma Linda University School of Nursing.

When Japanese residents of the West Coast were ordered into internment camps, their exodus from Boyle Heights led to closure of the Japanese Hospital at First and Fickett streets, only 10 blocks east of White Memorial. Dr. James Hara (Chapter 2) arranged for the Adventist hospital to keep the facility open until 1945 when it could be returned to its owners. White Memorial had converted it into a maternity hospital to relieve its own overcrowded wards.

Dr. Hara and his wife, Dr. Margaret Farr Hara, were not interned because they, along with a few other West Coast Japanese residents, were able to move to the Midwest. Dr. Margaret worked at the Adventist hospital in Hinsdale, Illinois, during the war, while her husband took postgraduate work in otolaryngology at the University of Illinois. She had regained her citizenship in 1931, and returning to California after the war, he also received citizenship. He would become a highly regarded professor of otolaryngology at Loma Linda University. The medical school recognized him as Alumnus of the Year in 1956, and the Emperor of Japan honored him with a Medal of Merit for promoting understanding between Japan and America.

Dr. Hara’s brother, Dr. Sabro Hara, ’32, who returned to Japan and was drafted into the Japanese army, died of injuries received in the atomic bomb blast that leveled Hiroshima.

All Americans of Japanese ancestry living on the West Coast were rounded up and transported to internment camps in 1942, as per Executive Order 9066 signed by President Franklin Roosevelt.
MEDICAL NEWS OF THE DECADE

- A sulfa drug promised to cure dysentery.
- Rheumatic fever cause was discovered.
- Cardiac catheterization improved diagnosis of heart disease.
- Defibrillators were used to treat ventricular fibrillation.
- Infant mortality decreased 20 percent from the early 1920s.
- Penicillin gained wide clinical use in 1941.
- Streptomycin was discovered in 1943 to cure tuberculosis.
- Deaths from cancer increased 50 percent since 1900 while health warnings of cigarette smoking were largely ignored.
- Polio outbreaks plagued the nation.
- AMA fought President Harry Truman’s attempt to introduce national health insurance.

Neither the Great Depression of the 1930s nor the war of the 1940s curbed the growing number of patients seeking medical care at White Memorial Hospital. Between 1925 and 1935, The White averaged 3,600 patients per year, and the outpatient clinic averaged 80,000 visits. During the following half decade, the hospital admitted nearly 5,000 patients per year while the clinic averaged nearly 130,000 patient visits. Needless to say, this increase in business severely strained the hospital’s staff of doctors and nurses. Creation of the occupation “nurse aide,” requiring only short-term training, offered some relief for the nursing shortage. But by the end of the war in the mid-1940s, the 1937 hospital no longer adequately met the needs of a rapidly growing population, not to mention the changing world of medicine and technology.

A long line of patients waiting to be seen at The White’s outpatient clinic was a regular scene at the busy hospital. By the end of World War II, the number of inpatients had outgrown the 1937 hospital (upper left of photo).

DRAMATIC NEIGHBORHOOD

Jewish-Russians remained populous in several Boyle Heights districts, with Syrians, Armenians, Filipinos, Chinese and Italians rounding out the richly diverse working-class population. However, residents of Mexican heritage comprised the predominant foreign-born group in Boyle Heights and all of Los Angeles by 1940. Of note are Jorge Huerta and Josefina Lopez. A leading expert in Latino theater, Huerta claims the Japanese White Memorial Hospital as his birthplace. A professor of theatre and drama at University of California San Diego, he is a leading figure in Chicano theater. One of Huerta’s students, Josefina Lopez, directs the community theater CASA 0101, a leading art venue on Los Angeles’ East Side, located just three blocks from White Memorial. The author of several plays dealing with life in Boyle Heights, she is perhaps best known for the play and film “Real Women Have Curves.”
BACK TO SCHOOL

After the war, CME junior and senior medical students returned to complete their two-year stints at White Memorial Hospital and Los Angeles County Hospital, only to discover several changes had occurred. For one thing, the installation of elevators in the county hospital created unfamiliar and sometimes confusing routes between wards and departments. As before, many patients spoke no English, making it very difficult to secure medical histories or to accurately diagnose health problems. To complicate the student doctors’ lives further, a new professor had joined the school, the world-renowned diagnostician Dr. Julius Bauer, a taskmaster who required nothing less than thoroughness and exactness.

If the doctors-in-training understood nothing else, they clearly understood the need to spend two years in Los Angeles treating patients with a wide variety of sicknesses, diseases and injuries, while at the same time struggling with difficult communication barriers. This baptism by fire would prepare them to practice medicine anywhere in the world, often far from home where conditions proved to be more challenging and cultures more diverse than what they ever encountered in Boyle Heights.

Medical students enjoy a chat on the steps of their residence, the Osler House.
Ellen G. White’s portrait by Peter Plotkin has graced the White Memorial Medical Center lobby since the 1940s. Plotkin, a Christian of Russian-Jewish descent, appreciated Mrs. White’s observance of Saturday as the Sabbath. He included in this work the words of the fourth commandment in both Hebrew and English: “Remember the Sabbath day to keep it holy.” As a reminder of her career as an author, Plotkin placed an ink stand and quill pen on the table next to Mrs. White. He also painted a lamp stand, symbolizing her role as a lesser light leading to the greater light of the Bible.

Plotkin taught art and painting in Pasadena in the 1930s and 1940s when his work came to the attention of F.C. Gilbert, a field secretary at the Adventist headquarters in Washington, D.C. Gilbert urged White Memorial leaders to commission Plotkin to paint a portrait of the hospital’s namesake. Two earlier paintings, one of Dr. Percy Magan and another of Dr. Newton Evans, hang in the board room of Loma Linda University. Twenty-two doctors and nurses took art classes Plotkin offered at White Memorial in 1949, including Dr. Walter MacPherson, the recently retired dean of the medical school.

Ellen G. White’s original portrait by Peter Plotkin hangs in the lobby of the hospital named in her honor. It is one of three Plotkin works related to White Memorial Medical Center and the College of Medical Evangelists.

Dr. Newton Evans—physician, teacher and scientist—joined the medical school faculty in 1914. A graduate of Cornell University, he had previously taught at American Medical Missionary College in Battle Creek, Michigan, and University of Tennessee in Nashville. Dr. Evans died at White Memorial Hospital in 1945.

Artist Peter Plotkin (1879-1960) was born in Russia and studied at the prestigious Russian Academy of Arts.
Almost a decade before the polio vaccine virtually eliminated the crippling disease, Australia’s Elizabeth Kenny (1880-1952) revolutionized the treatment of polio patients. Rejecting the conventional use of splints and casts to immobilize patients’ affected limbs, the woman known as Sister Kenny advocated passive exercise and hydrotherapy.

It was no surprise that her work attracted the attention of doctors at White Memorial Hospital because Adventist health principles had long emphasized such natural remedies as exercise and hydrotherapy. In fact, a hydrotherapy clinic behind the Boyle Avenue Dispensary was one of the early structures built on the hospital campus.

Despite demonstrable success of her treatments, Sister Kenny’s edgy personality and sometimes exaggerated claims for her methods led to constant conflict with many members of the medical establishment. Not only was she not a physician, she was not even an accredited nurse. Kenny earned the title “sister,” once a common term for registered nurses in the British Commonwealth, while serving in the Australian Army Nurse Corps in World War I. She assumed that title the rest of her life.

Sister Kenny established polio clinics in several Australia cities as well as traveled to other countries to present her treatment methods. When the New South Wales government sent her to America in 1940, doctors in Minnesota welcomed her, and for 11 years she made Minneapolis her base in the United States.

While she was on a visit to Los Angeles in 1943, Dr. J. Wayne McFarland persuaded Sister Kenny to visit White Memorial Hospital and inspect its treatment facilities and methods. Several Adventist periodicals ran a story titled “Hydrotherapy Wins,” touting her methods and noting that hydrotherapy, once a staple of Adventist medical care, again proved to be a valuable treatment method.

Today her legacy lives on in Minneapolis at The Sister Kenny Rehabilitation Institute, the leading rehabilitation provider in the region. Her work with polio patients and her pioneering principles of muscle rehabilitation helped lay the foundation for modern physical therapy.

Exactly when Kenny began treating polio patients is uncertain, but her work was well-known by the early 1930s.

Hydrotherapy remains a popular and effective tool of occupational and physical therapy in many hospitals today, including White Memorial Medical Center.
A parade of antique automobiles leads a walking congregation of Seventh-day Adventists from their former worship center to a large new sanctuary with seating for 2,250. The stately structure rising over the White Memorial Hospital campus boasts one of the largest domes in the West. Inside, a cantilevered balcony extends 25 feet over the main floor. Legendary preacher Dr. Arthur L. Bietz, who has a doctorate in psychology, will shepherd this congregation for 18 years (1943-1961), and head the College of Medical Evangelists’ (CME) religion department much of that time.

Dr. Arthur L. Bietz (center) stands on the edge of Bailey Street addressing the crowd at the 1954 ground-breaking ceremony for the new White Memorial Church. A person standing on this spot today and looking in this direction would be on the church’s west lawn viewing the top level of the hospital’s underground parking garage in the foreground, and beyond it Medical Office Buildings I and II.
In the early years, church members held Sabbath services in the lobby of the Boyle Avenue Dispensary. As their numbers grew they met in a variety of other places until Paulson Hall opened in 1931. The college and hospital continued to expand, as did the church. By the mid-1950s, the 1,100-seat Paulson Hall no longer met the congregation’s needs. Construction of a new facility consecrated to the service of God began in 1954, and the Ellen G. White Memorial Church officially opened September 29, 1956. Originally, the church faced Bailey Street, but the road was eventually closed to make room for the hospital’s underground parking garage.

**GROWING PAINS**

A new church symbolized the activity occurring in and around White Memorial Hospital in the years following World War II. Growth had been the hospital’s story ever since it opened with only 64 patient beds in 1918. Even though it had grown to 94 beds by 1936, the new fire- and earthquake-resistant facility, which opened in 1937, brought the bed count to 182. By keeping the Japanese Hospital open between 1943 and 1945, The White temporarily gained 50 beds, but had to return them after the war. While some partial measures prior to 1953 increased patient beds to 207, that number fell short of the space needed. Hospital leaders began searching for a place with plenty of room to grow.

Initially they considered a large rural site bordering the newly opened San Bernardino Freeway where Interstate 710 and Interstate 10 intersect today. In fact, they purchased the property from Henry Huntington’s heirs with the intent of moving the entire hospital operation from Boyle Heights to Alhambra. Hoping to gain approval to develop a new campus there, hospital officials hosted a picnic on the property for its board members. But the plan never materialized due to a financial recession in the early 1950s when the nation’s gross domestic product dropped by 2.6 percent.

Many envisioned a new White Memorial Hospital on a rural property in Alhambra once owned by railroad magnate Henry Huntington.
Prior to opening a health care center in Hinsdale, Dr. David Paulson oversaw an extensive mission program in Chicago, including clinics, dispensaries and a home for unwed mothers and their children. This work offered clinical experience for students of the new American Medical Missionary College, which opened in Battle Creek in 1895 under the direction of Dr. John Harvey Kellogg. Dr. Paulson was a colleague and friend of Dr. Kellogg as well as a lifelong friend and faithful supporter of Ellen G. White. Dr. Paulson was known for his dedication to caring for the needs of the poor. He died in Asheville, N.C., in 1916, only a few days before his 48th birthday.

Built on the corner of State and Michigan in 1931, Paulson Hall was one of the most recognizable landmarks on the Los Angeles hospital campus for many years. It served as a church, lecture hall, library and community meeting place. Despite plans to demolish Paulson Hall in 1981 to make room for a hospital parking lot, the building was saved and is now home to the Spanish-American Seventh-day Adventist Church.

Facing potential loss of the building which had served as their place of worship for 10 years, the Spanish-American congregation persuaded the hospital to allow them to move it. Hospital leaders not only agreed to the plan; they helped pay to slice the building into three huge pieces and haul them four blocks down State Street where the church was reassembled on Bridge Street, its present location.

Paulson Hall changed addresses in 1981, moving from 1) the corner of State and Michigan to 2) its present home on Bridge Street.
Squashing all hopes of moving the hospital to a rural area, the board voted to expand in Boyle Heights. California State University, Los Angeles later bought the Alhambra property. Meanwhile, work began on a $2.5 million addition in 1953. The new wing completed in 1955 nearly doubled the hospital’s size with an additional 200 beds. Extending from the back of the 1937 hospital, which faced Boyle on the south side of New Jersey, the completed structure stretched along New Jersey almost to Bailey. The new wing featured the latest in equipment and facilities, including a radiation laboratory, electro-encephalography unit, psychiatric ward, medical record library storage, modern dictation, rehabilitation therapy pool and updated emergency department.

The hospital and church building projects represented only part of the changing Boyle Heights skyline in the 1950s. In the name of progress, the Golden State, Hollywood, Pomona and San Bernardino freeways pushed directly through the neighborhood, displacing hundreds of homeowners and disrupting the area’s economic life. Streetcars became relics, replaced by the automobile. By the 1950s Los Angeles County had more cars per capita than any country in the country. Without streetcars, a poor resident of Boyle Heights unable to afford an automobile found travel increasingly difficult to find a job outside of the community or to access essential services such as medical care.

Vice President Richard Nixon, the highest ranking elected official to ever visit White Memorial, was on hand for the dedication of the new wing on March 15, 1955.
Members of the community and hospital staff fought a hard battle against the displacement and disruption the freeway created. In a letter dated April 14, 1958, Dr. T. Gordon Reynolds, ’23, associate professor of orthopedic surgery, wrote to Edward Roybal of the Los Angeles City Council, urging his support for urban renewal programs in the area. He begged the councilman for assistance, explaining, “… our new freeways will all pass this section and unless we develop this section our visitors will enter our fair city receiving one of the most unfavorable impressions imaginable as they pass through the ragged back yard fences, the broken down garages and the sight of sagging kitchen doors.”

Unlike wealthy residents of Pasadena, who succeeded in preventing extension of I-710 through their city, citizens of Boyle Heights ultimately lost their fight—drowned out by the Los Angeles Times and its owner, Norman Chandler, a passionate champion of freeways and a large stakeholder in the automobile industry. While the 1950s brought dramatic growth and change to other parts of Southern California, White Memorial Hospital’s fate lay in the declining economy of Boyle Heights.

CLASS OF 1954

Racing its beginnings to 1905 when Adventists started a school of nursing in Loma Linda, CME marked its 50-year anniversary in 1955. Celebrating this milestone, the graduating class of 1954 published a book in which the 92 classmates shared thoughts on their careers, achievements, interests and memories of days at The White.

“We had lectures, conferences, ward assignments, case presentations, ward rounds, clinics, and even field trips in internal medicine, cardiology, gastroenterology, general surgery, chest surgery, proctology, public health, dermatology, syphilology, allergy, orthopedics, pediatrics, anesthesiology, ophthalmology, stomatology, gynecology, obstetrics, psychiatry, neurology, neuropathology, urology, ENT, legal medicine, and religion.”

The career paths taken by many graduates reflect a dedication to the mission of the Adventist church. Some served significant periods as overseas missionaries while others offered short-term relief services. Dr. Roy Berglund completed at least seven stints in various Asian and African countries. Drs. Walter Cason and Walter Martin as well as many other CME graduates over the years have volunteered with Flying Doctors of Mercy, now Liga International. This organization was founded in 1934 to provide free health care and education to the people of Sinaloa, Mexico.

Dr. Harold Dupper served on the Amazon and in Nepal, Dr. Robert Gloor in Cambodia, and Dr. Donald Hann in Indonesia, Malaysia and Okinawa. Drs. Carl Houmann and Robert Rigsby spent several years in Addis Ababa, Ethiopia, where they delivered the babies of the wife of Emperor Haile Selassie. Also in Ethiopia, following an unsuccessful military coup in 1960, Drs. Houmann and Rigsby nursed the rebel leader back to health only to see him later hung in a public square.

Numerous other countries benefited from the services of the Class of ’54, including Singapore, Pakistan, Thailand, Libya, Trinidad, Vietnam, Tanzania and Burma. Typical of graduates of all years, most contributed their time, talent and means to local churches, serving in various offices and committees. Some also served in government agencies such as the Indian Health Service, or on boards and commissions of their state or professional organizations.

Several class members realized significant research accomplishments, including Dr. Larry Longo, publisher of 16 books and more than 300 scientific papers, not to mention millions of research dollars he collected for the school. Dr. Longo, now a professor at Loma
Linda University School of Medicine, was named 1974 Alumnus of the Year.

The Class of ’54 had its share of tragedies as well as triumphs. In his junior year, Dr. Glenn Reynolds contracted polio from a patient at Los Angeles County Hospital. Unfortunately, the first nationwide trial of the Salk polio vaccine in 1953 came too late to save the doctor or his patient from the disease. For 50 years Dr. Reynolds practiced medicine from a wheelchair, specializing in physical medicine and rehabilitation. As a teacher at Stanford University, he instructed medical students about disabilities, and after retirement served as a consultant on the topic with leading corporations.

Medicine introduced several more advances in the 1950s. For one, introduction of the heart-lung machine in 1951 launched the era of open-heart surgery. Drs. James Watson and Francis Crick uncovered the structure of DNA in 1953. The first successful kidney transplant took place in 1954, the same year hospitals began using the external defibrillator. Fluoride toothpaste came on the market in 1955, and the contraceptive pill in 1956. Physicians used ultrasound for the first time in 1958 to examine unborn children, the same year pacemakers were used for the first time to treat heart patients.

NURSES AROUND THE WORLD

Graduates of the White Memorial Hospital School of Nursing served all over the world, too, many at the encouragement of Dr. Maureen Maxwell, director of the master’s program in nursing, a position she held for nearly 20 years. Maxwell, who had a doctorate in nursing, urged her students into international service. Among other things, she kept a world map displayed with markers indicating the countries in which the nurses served: Ruth White in India and Tanzania, Naomi Bullard at the University of Eastern Africa-Baraton, Ina Longway in the Philippines, and Dolores Gibson in Guam, to name only a few.

Throughout its history, The White had been a teaching hospital, providing clinical training for hundreds of medical and nursing students preparing for service at home and abroad. By the end of the decade, however, rumors began to surface about consolidating the Loma Linda and Los Angeles campuses. For a hospital born to train physicians, with its history of overcoming extreme obstacles, and at risk of losing faculty from its medical staff, any suggestion of consolidating the school on a single campus brought fears of separation and signaled coming challenges, perhaps the greatest White Memorial Hospital would ever face.
The nursery has always been one of the busiest areas at White Memorial.

Children cared for at The White revealed the diversity of cultures the hospital served.

A story helps pass the time for young patients.
CHIEF ADMINISTRATIVE LEADERS: 1913-PRESENT

Dr. Daniel Comstock  
*Chief of Clinics*  
1913-1915

Dr. August Larson  
*Chief of Dispensary*  
1915-1916

(None listed 1916-1920)

Dr. Percy Magan  
1920-1927

Dr. Hersel Butka  
1927-1929

Dr. Percy Magan  
*Superintendent*  
1929-1930

Dr. Ralph Thompson  
*Superintendent*  
1930-1935

Dr. Arthur Coyne  
1935-1937

(None listed 1937-1938)

Dr. Orlyn Pratt  
*Director/Superintendent*  
1938-1946

Dr. Harold Watson  
*Superintendent/Medical Director*  
1946-1955

Erwin Remboldt  
*Administrator*  
1955-1960

Raymond Pelton  
*Administrator*  
1960-1963

Erwin Remboldt  
*Administrator*  
1964-1968

Ronald Sackett  
*Administrator*  
1968-1973

Robert Morris  
*President*  
1973-1976

Richard Pierce  
*President*  
1976-1982

Erwin Remboldt  
*President*  
1983-1984

Michael Jackson  
*President*  
1984-1987

Harvey Rudisaile  
*President*  
1987-1992

Robert Carmen  
*President*  
1992-1998

Charles Ricks  
*Chief Operating Officer*  
1992-1994

Fred Manchur  
*President*  
1999-2001

Beth Zachary  
*Chief Operating Officer*  
1994-2001  
*President*  
2001-Present
Loading surgical equipment into the trunk of his car, open-heart surgeon Dr. Ellsworth Wareham, ’42, and his cardiologist colleague Dr. Joan Coggin, ’53, prepare to drive from White Memorial to repair another patient’s heart. Soon they are asking themselves, “If we can move this equipment safely one mile, why can’t we move it thousands of miles and make open-heart surgery available overseas?” The idea appeals to others, too, and by 1963 the U.S. State Department, on the recommendation of Vice President Lyndon Johnson, sponsors Dr. Wareham, Dr. Coggin and half a dozen others to go to Pakistan on the first of many overseas mission trips by the International Heart Surgery Team.

*Open-heart surgeon Dr. Ellsworth Wareham (center) and a local Pakistani surgeon consult with cardiologist Dr. Joan Coggin (right) prior to surgery during the first overseas trip of the International Heart Surgery Team in 1963.*
When a contractor named Ammanullah Kahn heard of the heart team’s visit to his country, he rushed from his home in northern Pakistan to the hospital where they were working in Karachi, only to arrive in time to find the team packing up to return to the United States. Undaunted, Kahn later traveled to Los Angeles where Dr. Coggin oversaw his care and Dr. Wareham performed the surgery that saved his life.

This is one example of cutting-edge technology delivered in a spirit of Christian compassion that has been the heart and soul of patient care at White Memorial Hospital for more than a century.

A Canadian by birth, Dr. Wareham grew up in a log house his father built. After completing studies at The White, he served as medical officer on a U.S. Navy destroyer in World War II. Watching his injured captain die for lack of trained surgeons aboard ship, he determined he would get the best possible training to become a surgeon. He took two residencies in New York, finishing one in chest surgery about the time of the first successful open-heart procedure in 1955.

Within three years, perfection of a heart-lung machine led to an increase in open-heart surgeries. Dr. Wareham traveled to Denver, Toronto and Minneapolis to observe top surgeons performing these procedures. In Minneapolis he observed in the lab and watched surgeries by Dr. C. Walton Lillehei whose pioneer career in open-heart surgery is documented in King of Hearts by G. Wayne Miller.

Shortly after returning to White Memorial in 1958, Dr. Wareham performed his first open-heart surgery. Over the next 20 years the heart team would achieve remarkably low mortality rates compared to other heart surgery programs. However, Dr. Wareham, along with many other physicians based at White Memorial, would leave the hospital following a highly controversial consolidation of the medical school campuses. Talks that had been going on for some 20 years finally came to a vote in 1963.
VOTE FOR CHANGE

Acting on the counsel of the American Medical Association (AMA), the medical school board voted to consolidate on a single campus. While the AMA preferred the Los Angeles location, Loma Linda had strong supporters. By 1963 the population in California’s Inland Empire of San Bernardino and Riverside counties had grown to nearly a million. Moreover, many years earlier, while church founder Ellen White had consented to building White Memorial in the city, she had clearly preferred the Loma Linda site. Debate raged back and forth among students, faculty, board members and church committees. It would finally take the strong—some thought iron-fisted—leadership of Dr. David Hinshaw, ’47, to force a decision. When the votes were counted, Loma Linda won.

Separating the two institutions was difficult, and from a financial perspective, almost impossible. One board member believed the split, which required White Memorial to buy its own accounts receivable from Loma Linda entities, had left the hospital “high and dry.” Eventually, however, The White realized a profit from collecting outstanding accounts.

SCIENTIFIC ADVANCES

White Memorial’s pioneer spirit continued throughout the 1960s with hospital-based research and history-making surgery. A $164,000 grant in 1968 funded a study of the antigen-antibody mechanism in multiple sclerosis. Later, White Memorial surgeons Drs. Joseph Bogen and Philip Vogel, ’34, performed the first split-brain operation to relieve severe epilepsy. Dr. Bogen had been part of a research team at California University of Technology with Drs. Roger Sperry and H.G. Gordon, which conducted the first split-brain study. Dr. Bogen’s early surgical interventions to control epilepsy laid the foundation for developing modern ideas about the unique identities of the right and left brains. His work played a crucial role in developing the split-brain experiments that won Sperry the 1981 Nobel Prize in physiology.

White Memorial physicians Dr. Philip Vogel and Dr. Joseph Bogen pioneered split-brain surgery.
HISTORICAL TRANSFER

Ownership of White Memorial Hospital transferred to the Southern California Conference of Seventh-day Adventists on January 1, 1964. The new owners made several immediate changes, including a name change to White Memorial Medical Center. They called Erwin Remboldt, chief administrator from 1955 to 1960, to return to the post—while continuing as administrator of Glendale Adventist Medical Center. Remboldt, well on his way to becoming a legend among Adventist hospital executives, skillfully guided White Memorial through the challenges of its new independence.

During Rembolt’s administration, time came to replace the old Boyle Avenue Clinic that had served the community for more than half a century. Plans for a $4.2 million Diagnostic and Treatment Center promised to bring improved technology and health care to Boyle Heights. Thanks to the Hill-Burton Act of 1964, federal grants provided 15 percent or $650,000 of the needed funds.

The Southern California Conference of Seventh-day Adventists owned White Memorial Medical Center until 1973. It then became part of the Pacific Union Conference of Seventh-day Adventists Health Services. Finally, along with other Adventist hospitals in the Western United States and Hawaii, in 1980 The White comprised part of Adventist Health System/West, now Adventist Health. With headquarters in Roseville, California, Adventist Health operates 19 hospitals, more than 100 clinics and outpatient centers, 37 rural health clinics, 14 home-care agencies and four joint-venture retirement centers.

Construction in the 1960s changed the White Memorial Medical Center landscape once again. The Diagnostic and Treatment Center opened in 1968, replacing many services previously housed in the 50-year-old Boyle Avenue Clinic.
Among The White’s long-time staff members, Dr. Florence Armstrong Keller was a graduate of American Medical Missionary College in Battle Creek. Early in the century, Dr. Keller and her physician husband, Martin, worked in New Zealand where she was the country’s first woman surgeon and served on many important health and hospital committees. As the official physician for the Maori people, she was known to travel up to 70 miles on horseback to care for the sick in their villages. She was one of the four women in 1915 who urged the Adventist church and medical school leaders to leave the women of the church in charge of raising funds for the proposed White Memorial Hospital. The Drs. Keller joined the medical staff in 1922. Florence, a member of the medical staff for more than 50 years and ever a champion of the poor, saw patients in the living room of her home on Boyle Avenue, often at no charge. She continued to do surgery with a steady hand into her 90s.

Dr. Florence Keller (right) (1875-1974), linked the hospital’s past with its future. Pictured with her are (left to right) her daughter Dr. Frances Keller Harding, ’29 (daughter-in-law of Dr. George T. Harding III, ’28, president of CME, 1948 to 1951); granddaughter Dr. Florence Harding Hiscock, and great-granddaughter Shirley Marien, a marriage and family therapist.
CHANGING DIRECTION

For White Memorial, the decision to consolidate the medical school at Loma Linda meant students no longer spent two years at the Los Angeles hospital, with the exception of a few who chose to complete selected rotations there. However, the medical school's departure did not end medical education at The White. In the mid-1960s the hospital's house staff included 50 residents, 12 interns, and seven physicians on fellowship programs in 13 fields, representing 21 different countries. Whereas in years past, many health professionals trained at The White and left to serve in countries around the world, in later years health professionals from around the world came to The White for training.

The renamed Loma Linda University School of Medicine did not completely forsake the Los Angeles hospital. The medical school’s 1967 Alumni Postgraduate Convention adopted new affiliations for nursing, dietetics, and medical and radiologic technologies. Also, some Loma Linda graduates continued in residency programs available at White Memorial.

Throughout the 1960s White Memorial Medical Center continued to grow, with employees numbering about 1,000, or approximately half the number in 2013. At the end of the decade the hospital honored eight persons with more than 30 years of service. In 75 instances more than one family member had worked at The White. Reporting at the first board meeting following the separation from the medical school, Remboldt announced every bed was filled and employee morale was high.

HEADLINE NEWS

While White Memorial Medical Center regularly advertised for nurses in the Los Angeles Times during the 1960s, the hospital name also appeared in frequent news reports related to automobile accidents. Now surrounded by four of the busiest freeways in the nation, and in the absence of seat-belt laws, The White’s emergency department saw an increased number of accident cases.

Another hospital story making headlines involved an open-heart surgery on 30-year-old William Spangler. Dr. Joseph Verska, ’55, chief of thoracic surgery, successfully removed a bullet that had been bouncing around inside Spangler’s heart ever since a hunting accident 15 years earlier.
LITTLE GIANT FALLS

Unfortunately, not every hospital-related story ends happily, such as the tragic death of boxing featherweight champion Davey Moore. Only 5 feet 2 inches tall, “The Little Giant” as he was called, had successfully defended his title five times before stepping into the ring at the newly opened Dodger Stadium on March 21, 1963. Knocked into the ropes, Moore lost the fight by a technical knockout. He walked to his dressing room, talked to reporters and suddenly fell unconscious. At White Memorial Hospital, doctors diagnosed him with inoperable brain damage. He died four days later.

Folksinger Bob Dylan memorialized the boxer’s death in his lyrics to “Who Killed Davey Moore?” Rated by *Sports Illustrated* (July 4, 2011) as the best sports song of all time, Dylan’s words asked whether it was the blood-thirsty crowd, the referee, the boxing promoters or the opposing fighter who killed Moore. Neuropathologist Dr. Cyril Courville (Page 35) later determined Moore’s injury occurred when he fell into the ropes, not by a blow from his opponent. While Dylan’s work did not end boxing, Dodger Stadium never again provided a venue for a prize fight.

CHANGE ENDURES

As science and technology advanced, medical care became ever more expensive even as it offered patients a wider range of lifesaving procedures. While White Memorial strived to control hospital rates throughout the 1960s, residents of Boyle Heights struggled financially. Many could not pay for medical services. This was not an isolated problem. Only half of older adults in the United States had health insurance, with coverage either unavailable or unaffordable to the other half. Older adults had half as much income as younger people and paid nearly three times as much for health insurance.

To help alleviate the problem, in 1965 Congress created Medicare to provide health insurance to people age 65 and older, and Medicaid (Medi-Cal in California) for low-income families. By early 1966, thanks in part to these new forms of assistance, The White reported its first operating gain since separation from Loma Linda. Occupancy rates increased from about 80 percent in 1966 to nearly 90 percent in 1967.

The sixties were years of dramatic change for White Memorial Medical Center as well as other hospitals. Science and technology promised a future of hope and capabilities once only imagined. Organizational restructuring promised efficiencies and economical benefits. Laws promised help. The only thing certain at the dawn of the 1970s was the surety that change endures.
## Medical Staff Presidents: 1963-2014

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Smog permeates the valley with a bluish haze blotting out the view of everything beyond a few blocks. People complain of burning eyes and difficulty breathing the unhealthy polluted air hanging over Los Angeles—sometimes more than 200 days a year. The National Academy of Sciences reports in 1972 that air pollution is probably a major reason city dwellers suffer twice the cancer rates of people living in rural areas. Added to the concern about the health effects of air pollution is the increasing evidence of a link between tobacco smoking and cancer. The Surgeon General also reports in 1972 that secondhand smoke is harmful to health. Yet nearly 37 percent of adults continue to smoke cigarettes, compared to less than 20 percent in 2012. Advertising tobacco products on radio and television is banned in 1971.

Less than two miles from White Memorial Medical Center, smog fills the air along Spring Street in Los Angeles in the 1970s.
Many tobacco users of Los Angeles in the 1970s sought help to quit smoking through a program called the Five-Day Plan to Stop Smoking offered at White Memorial Medical Center and the White Memorial Church. Developed by Dr. J. Wayne McFarland and Pastor Elman J. Folkenberg, the popular program begun in 1959 drew on both scientific and spiritual resources to help smokers kick the tobacco habit. Adventist churches and hospitals all over the world offered the popular Five-Day Plan.

White Memorial doctors also fought tobacco on another front. Dr. Weldon Walker, ’40, director of the cardiopulmonary laboratory, served on the editorial board of the influential *Journal of the American Medical Association (JAMA)*. He wrote an article in 1974 calling for an end to federal subsidies to the tobacco industry, charging Congress and other federal bodies were “responsible for programs that foster death, disability, and increasing health care costs.” At that time health care costs resulting from cigarette smoking amounted to $11.5 billion, more than five times the total receipts of federal taxes on all tobacco products.

*JAMA*’s senior editor Dr. Robert H. Moser backed up Dr. Walker’s broadside, decrying seductive tobacco advertising and concluding: “Walker’s stern challenge to the legislators should be heeded.” The pseudoscientific Tobacco Institute fired back in a letter to the editor of *JAMA*, attempting to discredit Dr. Walker’s arguments, but he successfully fended off every criticism.

*Dr. J. Wayne McFarland and Pastor Elman J. Folkenberg developed the popular Five-Day Plan to Stop Smoking, presented for many years by teams of physicians and clergy around the world.*
Smog and tobacco were not the only battles fought in the 1970s. Los Angeles homicide rates skyrocketed 84 percent—and more than twice that number among Hispanics, the predominant ethnic group of Boyle Heights. White Memorial’s emergency department saw an increase in tragic cases resulting from the growing crime rate. While graffiti on hospital buildings became a nuisance, it did not compare to the $100,000 loss of the historic Osler House, target of an arson fire one Saturday morning in 1978. Located on Michigan Avenue at the corner of State Street (across from Paulson Hall), the Osler House had served at various times as student housing and hospital offices. At the time it burned, it was a community health education center.

At The White alone, the cost of medical education and research in 1970 topped $1 million. At the beginning of the decade, the outpatient clinic, which began as a free dispensary in 1913, lost a quarter of a million dollars a year. Medi-Cal and Medicare, which reimbursed at less than cost of care, represented 70 percent of patients seen at The White in the 1970s. With one in five Americans having no health insurance, emergency departments, especially in areas like Boyle Heights, treated a large number of patients with little or no means to pay. While patients expected hospitals to provide sophisticated diagnostic procedures and equipment, the cost to purchase, maintain and use this technology sometimes exceeded the income it produced, especially in hospitals with large numbers of low-income patients.
Walter E. MacPherson arrived at The White as a junior medical student in 1922. After graduating in 1924, he completed an internship at Los Angeles County Hospital, and took additional training at Washington University in St. Louis, Missouri. He joined the medical school’s White Memorial faculty in 1926, serving at various times as chairman of the department of internal medicine, associate dean, dean, vice president and president of the school.

When the medical school closed its Los Angeles division in 1964, Dr. MacPherson remained at The White where he served as director of medical education from 1967 to 1971. In recognition of his dedicated service as a medical scientist and teacher of physicians, Loma Linda University School of Medicine honored him in 1963 with a professional chair and a medical society in his name.

In 1975 White Memorial named a new student-housing complex in Dr. MacPherson’s honor. The complex, built on the site of then closed Michigan and Bailey avenues, consisted of 75 units for residents, interns and fellows. The nurses’ quarters connected to the west end of the complex provided an additional 52 single student rooms.

Dr. Walter MacPherson ceremoniously turns a shovel of dirt, breaking ground for the residence hall to be named in his honor.

MacPherson Hall construction nears completion.
CUTTING COSTS

The Adventist church drastically reduced subsidies to White Memorial following its separation from Loma Linda University. Meanwhile, the hospital continued offering several educational programs, despite the rising cost to supply the technology and specialized training these programs required. Internships and residencies in addition to schools for nursing, licensed vocational nursing, laboratory, X-ray and respiratory therapy—all eroded the bottom line.

Intending to lower malpractice insurance costs by decreasing doctors’ potential liability, California enacted the Medical Injury Compensation Reform Act in September 1975. However, the measure failed to satisfy all doctors. Physicians at Los Angeles County Hospital and other hospitals around the state staged a partial strike in January 1976 to protest rising malpractice insurance premiums. White Memorial doctors did not strike, choosing instead to draw up a contingency plan to deal with the possible influx of patients transferred to The White during the strike. Actually, few were transferred.

Crucial to the hospital’s survival at this time was the selfless service of physicians and other individuals who remained at White Memorial after the medical school’s departure to Loma Linda in 1964. One example would be Dr. Orlyn Pratt, ’24. During his career he chaired the pathology department, school of medical technology and the blood bank. He also coordinated cancer teaching, directed the clinical laboratories and served as the hospital’s medical superintendent. After his untimely death in an automobile accident in 1980, many of Dr. Pratt’s students would keep the hospital viable. Many of his other students served as missionaries in foreign lands, and often consulted with him on difficult cases they encountered.

Meanwhile, White Memorial departments sought ways to cut costs while maintaining quality care. Travel budgets were slashed and personnel laid off. Residency programs struggled to maintain accreditation, and the vocational nursing school closed. Somehow through it all, the hospital continued to make ends meet—at least during the 1970s.

With all Adventist hospitals on the West Coast under similar financial pressures, the Pacific Union Conference of Seventh-day Adventists brought the 10 hospitals in its region into one corporation in 1973. This new organization called Adventist Health Services, Inc. helped cut administrative costs and gave the hospitals much-improved purchasing power. Instead of each hospital buying equipment and supplies on its own, together they could negotiate better prices and secure larger quantities to serve all the hospitals. Former White Memorial administrator Erwin J. Remboldt headed the new corporation.

CONSTRUCTION PROGRESS

Even in the face of extreme financial challenges, the hospital managed to improve its physical facilities. Along Bailey Street between New Jersey and Michigan, all of the old frame residential structures on the east side of Bailey were demolished in 1971 to add parking spaces. On the corner of Boyle and Michigan, White Memorial Clinic, formerly known as the Boyle Avenue Dispensary, was torn down in 1974. Its clinical functions had been replaced by the Diagnostic and Treatment Center six years earlier, in 1968.

The next year the nurses’ dormitory (Thomason Hall) and nursing classroom building (Martha Borg Hall) also came down. By the end of the 1970s, Minden Cottage was the only structure built in 1918 remaining on its original site. Montclair Cottage had been moved (Chapter 9). Paulson Hall, built in the early 1930s, also remained in its original position on Michigan near State Street. As old buildings disappeared, new ones appeared. The East Building nursing tower added
60 patient rooms in 1974, followed shortly with the $3.5 million Rehabilitation Center on the northeast corner of the hospital.

Both private and public funds enabled construction of the Rehabilitation Center. First, the family of the late Arthur Krider gifted his estate to White Memorial Medical Center in gratitude to nurse Astrid Chadwick, who cared for Krider during his stay at The White. Then, due to the hospital’s strategic location, it won all of the state’s available funds for rehabilitation facilities in 1974. Finally, thanks to the intervention of Boyle Heights’ native, U.S. Rep. Edward R. Roybal, the hospital secured an additional $1 million under the Hill-Burton Health Facilities Planning and Construction Act.

Improvements continued through the decade. The purchase of a CT scanner required construction of a solid ground floor. Other improvements included 22 additional beds for the East Building, redecorating the nursing floors, widening Brooklyn, State and Pennsylvania avenues, remodeling the eye, nose and throat clinic, adding 100 parking spaces, and refurbishing the physicians’ lounge. Almost any year in the 1970s saw a similar list of projects.

Robert Carmen’s association with The White began in 1974 when the young occupational therapist became director of the new Rehabilitation Center. Today, as chief executive officer of the hospital’s parent organization, Adventist Health, Carmen chairs the White Memorial Medical Center Governing Board.
In the spring of 1975, all signs pointed to the soon end of the long war in Vietnam. As communist forces advanced toward Saigon, a South Vietnamese civilian employee of the United States military, De Le, awaited the imminent birth of his fifth child, fearing the certain fate his family would face should the country fall to North Vietnam. But within hours after his wife delivered, even before they could name the infant, De Le, his wife, their children, a sister-in-law and grandfather boarded a plane headed for safety on the island of Guam.

Watching daily news reports from her home in California, radiologist Thora Howard, '63, felt compelled to do something to help those who had fled their homeland and awaited transfer from the island refugee camp in the middle of the Pacific. She filed a petition volunteering to provide a home for a Vietnamese family in the large house she shared with her father. After six months of paperwork and waiting for approvals, she finally drove to Camp Pendleton to meet De Le and his family, including the recently named baby, Guam.

In short time, Dr. Howard's new family settled into life in the United States. She helped De Le find work in the radiology department at White Memorial Medical Center. She enrolled his children in school, and took the whole family to church with her every Saturday. Her work attracted media coverage in the Los Angeles Times as well as several radio and television stations.

Taking in De Le's family was only the beginning for the big-hearted doctor who eventually adopted a Burmese-Laotian child and helped several refugees secure college educations. A total of 29 people gathered in her home for Christmas dinner in 1979, all members of her ever-expanding family with ties to war-torn countries of Southeast Asia. Following a long illness, Dr. Howard died at White Memorial Medical Center in 2000.
Behind closed doors in an executive office in Roseville, California, Frank Dupper, president of Adventist Health, pleads with God to save the hospital in Los Angeles. At the same time, White Memorial Medical Center’s president, Michael Jackson, reminds doctors, employees and visitors of an unseen force sustaining the struggle to keep the hospital open. Amid a series of difficult cutbacks, a beloved teacher and world-class physician anguishes over closure of the residency program he oversaw for eight years. Meanwhile, sister hospitals in the Adventist system put projects on hold while funds are diverted to White Memorial. Clearly, the story of White Memorial Medical Center in the 1980s is more than a tale of economic woes, soaring medical costs and government cutbacks. It is a story of faith tested and tried.

A display of Ellen White books and manuscripts in the hospital lobby told the story of one whose vision had created the hospital and whose name it bore. Her portrait reminded passersby of White Memorial Medical Center’s mission and legacy. Yet, in view of continual financial losses and inability to reduce the huge debt lingering on its books, the possibility of saving the hospital seemed nothing short of a miracle.
Notwithstanding severe financial difficulties, White Memorial could ill afford to allow services or quality of care to slip below the level needed to serve its community. Thus, construction and upgrading of facilities continued throughout the decade. A new cardiac catheterization laboratory opened in 1980 under the direction of Dr. Francis Y.K. Lau, ’47. The South Building nursing tower completed in 1982, today houses the cafeteria, a mental health unit, some support departments, and medical, surgical and OB beds.

To maintain accreditation of the pediatric residency program and accommodate the growing number of births during the 1980s, the neonatal intensive care unit was expanded from 10 to 20 beds. Additionally, a $601,000 Federal Department of Energy grant provided funds for two major energy efficiency projects—a steam-generating incinerator and a computerized temperature-control system.

Meanwhile, efforts to avert a financial collapse seemed futile. The downward spiral of the 1970s continued into the 1980s, much of it due to changing demographics.

Given its economic and demographic realities, White Memorial dropped its medical education residencies and fellowships in anesthesiology, neurosurgery, pathology, general surgery, otolaryngology, orthopaedic surgery, urology, radiology, cardiology, neurology, thoracic surgery, radiation oncology and ophthalmology. Instead, it opted for those most relevant to its patient population: family medicine, internal medicine, OB-GYN and pediatrics. This was difficult for physicians such as Dr. Isaac Sanders and others who had labored to develop and maintain excellence in their respective programs.

Dr. Sanders, a sergeant in the U.S. Army Air Corps, flew in B-29s with the 460th Bombardment Group from 1943 to 1947. Finishing medical school in New York in 1955, he completed a radiology residency at White Memorial in 1962, and was a full-time staff member from 1965 until 1999. He served two two-year terms as chief of staff in the 1980s, and chaired the radiology department from 1983 to 1999.

One of the first physicians not of the Adventist faith admitted to the medical staff, Dr. Sanders was among the many doctors of diverse faiths that have shared in The White’s mission, its spirit of excellence and commitment to the people of Boyle Heights. Many patients familiar with The White’s historic connection to the Adventist medical school in Loma Linda, assumed that all the doctors at White Memorial were of the Adventist faith. Dr. Sanders enjoyed telling the story of a patient, unaware of his Jewish religious heritage, who confided to him, “Dr. Sanders, I am not a Seventh-day Adventist, but you have treated me so kindly and compassionately that I am considering becoming one.”

The Isaac Sanders, M.D. Center for Diagnostic Imaging was named for the stellar educator voted eight times as Outstanding Teacher of the Year.
Maribel Reyes knows what miracles are about. The 17-year-old trade school student suffered the loss of both legs following Mexico City’s magnitude 8.0 earthquake in 1985. The quake left her buried for 74 hours beneath a heap of plaster and rubble with a heavy wooden bench across her legs. She lay in a hospital bed one week after surgery when two women from White Memorial Medical Center entered her room. Graciela Schaeffler, vice president for patient services, and Eunice Diaz, director of health promotion and community affairs, were delivering medical supplies to the stricken city when they heard about Maribel.

“We learned she would be sent home without artificial legs—not even a wheelchair. We knew we had to help,” Diaz recalled.

Back at White Memorial, Maribel’s story spread quickly around the hospital. Michael Holm, whose company fit braces and artificial limbs for many White Memorial patients, offered the prostheses Maribel needed. Soon others responded. Western Airlines donated airfare for her and her mother to travel to Los Angeles. The Southern California Conference of Seventh-day Adventists paid her father’s fare. Dr. Elizabeth Eberle, a rehabilitation specialist, organized a multispecialty team to care for Maribel through additional surgery and extensive therapy.

“She had a wonderful spirit, and her determination to walk again assured us she would,” Dr. Eberle said.

The team worked with Maribel until her new legs fit comfortably and her tentative steps turned confident. During the several months of rehabilitation, Maribel received hundreds of hours and well over $100,000 worth of care volunteered by physicians, therapists and other White Memorial staff.

The miracle created for Maribel is only part of the relief effort the medical center offered to earthquake-stricken Mexico. The White Memorial Medical Center Charitable Foundation raised hundreds of thousands of dollars for those left homeless or injured. Networking with Los Angeles Mayor Tom Bradley and Deputy Mayor Grace Davis, White Memorial’s relief committee collected and delivered more than 3,000 pounds of medicine and supplies valued at $35,000. Another $43,500 came from Adventist hospitals on the West Coast for reconstruction, housing and long-term relief. Hospital employees collected $2,400 in addition to participating with other volunteers in a Spanish International Network telethon that raised $5 million.
and the hospital’s resulting payor mix. Of the 160,000 residents in White Memorial’s immediate neighborhood, 92 percent were Hispanic, not a few of them undocumented immigrants. Of the one million people living within five miles of the hospital, 60 percent were Hispanic. While many families had lived in the area for decades and had good jobs and adequate health insurance, many did not enjoy these advantages. Nonetheless, The White treated all patients needing care, regardless of their ability to pay.

After a $5 million loss in 1982, the board turned again to Erwin Remboldt, who had guided the hospital through the transition years after the medical school closed its Los Angeles division. Nobody knew The White better than Remboldt. He immediately initiated a turnaround plan, and within a few months Michael Jackson arrived as the new chief executive officer facing a challenge many thought impossible. In addition, the board sought assistance from a consulting firm. However, the consultants saw no other recourse than to sell or close. Hospital and corporate leaders familiar with The White’s history and mission were reticent to take that step if it could be avoided. While some thought the hospital didn’t have a prayer of a chance, others never gave up praying.

**EXTREME MEASURES TAKEN**

Reducing costs meant laying off staff members, restricting overtime, instituting a productivity system, and urging employees to be cost-conscious when using purchased items. Reminders of prices, such as exam gloves at $4.31 a box and scrubs at $12.50 a pair, helped curb unnecessary use. By the end of 1983, the bottom line began to reflect significant

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**MIKE SWIMS AGAIN**

All-American swimmer Mike Nyeholt arrived by helicopter at White Memorial Medical Center after a motorcycle accident in 1981. Paralyzed from the chest down, the University of Southern California champion swimmer learned he might never walk again. Only a few years earlier, he had ranked 9th in the U.S. in the 400-meter freestyle, but fell short of making the U.S. team for the 1976 Montreal Olympic Games. Eight months of physical therapy plus a lot of determination and courage put Mike back on his feet, able to walk with crutches, and back into the swimming pool again.

“The Rehabilitation Center people (at The White) were terrific,” Mike said. “There were plenty of times when I’d get discouraged and impatient, but they were always patient with me.”

While he was in the hospital, Mike’s friends organized what they thought would be a one-time swim-a-thon to raise money for the Physically Challenged Athletes Scholarship Fund. Mike insisted an ambulance take him to the event.

**Julie Cano Gomez, physical therapist, supervises a therapy session with champion swimmer Mike Nyeholt. When he attended the first swim-a-thon event held in his honor, no one expected it to become an annual event to raise millions of scholarship dollars for physically challenged athletes.**

Furthermore, he vowed there would be another swim-a-thon the following year, and he would swim in it—and he did. Over the years the annual Swim With Mike event has raised more than $13 million in scholarship money for physically challenged athletes. Nyeholt, a successful Los Angeles businessman, co-chairs the annual event.
improvement. Losses dropped by $1 million, followed by a $1.5 million profit in 1984. Even so, progress proved difficult to sustain. By mid-1987 only 45 percent of patient beds were occupied while costs continued to rise.

California’s version of the federal Medicaid program, Medi-Cal, covered part of the care for low-income and uninsured patients. However, the unpaid portion, or uncompensated care, accounted for the hospital’s mounting debt. Not only did Medi-Cal fail to cover care of the uninsured, the state was woefully slow in sending payments. Due to the large amount involved, every day meant thousands of dollars to the hospital’s bottom line.

Then, at a time when The White least needed additional problems, Medi-Cal demanded refund of payments for maternity cases of undocumented immigrants. In the end, it did not receive the refund, but the episode cost the hospital many hours of administrative time that could have been spent resolving financial problems. On top of all this, United Health insurance declared bankruptcy in 1987 while owing The White $1.6 million.

Despite efforts to cut costs and increase revenue in the mid-1980s, White Memorial approached the close of another decade in its history facing the threat of sale or closure as it continued losing money and piling up debt. Prudent and defensible business sense would have dictated selling the hospital, but administrators felt compelled not to betray its heritage and mission.

**LEAP OF FAITH**

White Memorial Medical Center bore the name of their church founder, the one whose call for a fully qualified medical school had brought the hospital into existence. Pioneers of the Adventists’ medical work had faced far more daunting odds in their day, and history showed that when they moved ahead in faith, the way opened. In the beginning, the Boyle Heights community had served as a laboratory for student physicians. But by the 1980s, this was the hospital’s hometown. After helping generations of immigrants forge a new life in America, White Memorial could not abandon them. Radical measures were needed.
Adventist Health sent one of its own senior staffers to The White in 1987, charged with the task of saving the hospital from sale or closure. As chief executive officer, Harvey Rudisiaile proved to be a master at maintaining employee morale even as he instituted radical economic and organizational measures. Among other things, he succeeded in gaining crucial support of leading physicians such as Drs. George Kypridakis, Masao Nakamoto, Ron Nelson, William Hall, Herman Ricketts, Isaac Sanders, George Kafrouni and Leroy Reese.

To achieve the turnaround needed, Rudisiaile assembled a team of skilled professionals, some who remain with the hospital today. Warren Tetz became chief financial officer, followed by Edward Fox. Al Deininger, recently returned from overseeing construction of Taiwan Adventist Hospital in Taipei, came on board as executive vice president. From the Adventist Health corporate office, Alan Rice moved to White Memorial as vice president of business development, and Beth Zachary came as director of marketing and business development.

Rudisiaile brought to this challenge an ability to identify promising talent. One example was Tammie McMann Brailsford, the neonatal intensive care unit nursing director he promoted to vice president for nursing. Among other things, she would help manage expenses with shifting patient volumes, and endeavor to create the best possible experience for patients and their families. Today she is executive vice president and chief operating officer of Memorial Care Health System in Orange County, and serves on White Memorial’s governing board.

Undertaking a rigorous top-to-bottom study, the turnaround team scrutinized everything from administration to product lines, personnel management and operating procedures. Most top- and mid-level management positions were eliminated and personnel moved to other posts. Staff was reduced the equivalent of more than 100 full-time employees. Moreover, the assessment identified major obstacles to the hospital’s financial viability such as the expense of medical educational programs and a huge debt.

A monument in Cerritos is dedicated to those who died in the crash of Aeroméxico Flight 498.
Fox’s inquiry to malpractice insurance rates resulted in nearly $300,000 savings per month.

Board minutes, which in the 1960s might have filled half a dozen pages per month, generated a stack of paper an inch and a half thick by 1989. The bulk of it related to the reimbursement programs of Medi-Cal and Medicare. Requirements for massive recordkeeping and reporting resulted in a dizzying array of bar graphs, circle graphs, trend analyses, projections and consultant recommendations. Add to these the herculean effort by staff, department leaders, administrators and corporate executives to save The White.

Soon, however, the bottom line began to reflect the changes implemented. Productivity improved 20 percent, supply costs dropped nine percent while the cost of purchased services dipped eight percent. Primary care physicians more than doubled to 219. The average daily census improved from 189 to 238, thanks to a new skilled nursing facility and mental health service along with business development and marketing. The $9 million loss in 1988 turned into a $3.1 million gain in 1989. While these successes appeared promising, the hospital continued to contend with its debt, fully aware that any number of factors out of its control could mean a return of red ink.

The White was not alone in this financial milieu. Other hospitals faced similar problems with uncompensated care. Unable to sustain the continuing financial drain, some emergency departments closed, resulting in increased numbers of patients at White Memorial. The hospital’s large proportion of Medi-Cal patients exceeded most other private hospitals in the state, contributing to a loss in the first two months of 1988 of more than $200,000 on uninsured patients arriving by ambulance.

Losses in hospitals throughout California led to predictions of the collapse of the state’s public health care system. In an effort to avert disaster, Los Angeles County Hospital initiated Bill 855, which was up for a vote by the California Senate in late 1989. If
passed, it would provide an annual bonus to hospitals serving a disproportionate share of Medi-Cal patients. Initially, it did not include private hospitals such as The White, but that was about to change. The day before Bill 855 was scheduled for a vote, the president of Adventist Health received a phone call from Jim Foley, a consultant and former head of Medi-Cal.

“For hospitals like White Memorial, I think we could change a few words in the bill and make them eligible to get these funds,” Foley told Frank Dupper.

Even with little time remaining, Foley’s suggestion was certainly worth exploring. Dupper called Rudisaile at The White, who in turn immediately spoke with and visited those spearheading the bill at Los Angeles County Hospital. Dupper then called Carl Weissburg, the attorney working on behalf of the county hospital. Weissburg saw no problem in adding private hospitals to the bill. In fact, counties were eager for other hospitals to take more patients.

“It will mean more money for everyone,” Weissburg told Dupper.

Wasting no time, the Adventist Health president continued calling people who could help, including his friends at St. Francis Hospital in Lynwood, and Paul Teslow, president of another not-for-profit hospital group. These busy people are usually very difficult to reach by phone. But instead of the usual “He-will-have-to-call-you-back” response, Dupper reached each executive in one phone call. Within hours Foley had persuaded the legislative committee to add private hospitals to Bill 855. The next day it passed.

Dupper’s prayers and the prayers of many others on behalf of The White had been answered in a most unexpected way. Suddenly White Memorial’s disproportionate share of Medi-Cal patients became an asset instead of a liability. Hundreds of millions of dollars in disproportionate share funds would turn the hospital into one of the strongest in the Adventist Health system. Yet, the changing community would offer new challenges and opportunities in the decades to come.

CEO OF THE YEAR

“People Making Waves.” The message on Harvey Rudisaile’s sweatshirt aptly describes what it took to turn White Memorial Medical Center into a financially stable organization. WAVE, an acronym for Working to Achieve a Vision of Excellence, recognized employees for innovation and excellent service. While the well-liked hospital leader initiated some unpopular measures to bring about the positive change, he managed to improve employee morale at the same time. Adventist Health recognized Rudisaile in 1989 as CEO of the Year.
Gunshots explode on First Street, and a young father instinctively grabs his three-year-old daughter, pushing her to the sidewalk. But he is not quick enough. His little girl is shot. In the nearby White Memorial emergency department, doctors and nurses struggle to repair a life-threatening tear in the little girl’s chest while Father Greg Boyle quietly waits with the distraught parent. After an hour of desperate struggle, Dr. Brian Johnston cannot save little Denise Silva. Nurses stand by, helpless as their department chief leads the trembling father into a private office to break the terrible news to him. Four generations of Silvas have lived and flourished in Boyle Heights, but tonight one of their own, a precious child, is the innocent victim of a stray bullet shot in one of the senseless gang fights that have become all too common here.

Anxious family members welcome the presence of Father Greg Boyle while they wait for doctors and nurses to care for their loved ones in the White Memorial emergency department. In cases such as Denise Silva, he shares their pain in the most difficult times.
After dozens of interviews with neighbors, police learned the gunman's name and subsequently arrested him. He was later convicted and jailed, but that did not ease the grief of Denise Silva's family. Times had changed in Boyle Heights. Once this colorful community offered safety and comfort to new residents of Los Angeles, but crime and violence in the hospital's neighborhood had grown increasingly worse in recent years. In fact, during a gang fight in the street only a few months earlier a bullet went through an open door of the emergency department waiting room, through a corridor and eventually lodged in a wall—while doctors and nurses inside struggled to save another victim of gang violence.

White Memorial officials determined to help thwart crime in this East Los Angeles neighborhood. Among other things, they turned to a man often seen ministering to grieving families in the emergency department, Father Greg Boyle. A friend of Dr. Johnston's from the nearby Dolores Mission and promoter of the motto “Jobs, not Jails,” Father Boyle, was already on his way to becoming one of the best-known gang intervention specialists in the country. He founded Homeboy Industries in 1988 to assist at-risk, recently released, and formerly gang-involved youth to become contributing members of their communities. In an effort to help young people redirect their lives, Homeboy offers counseling, education, tattoo removal, substance abuse and addiction assistance, job training and job placement. Boyle's story is chronicled in his book *Tattoos on the Heart*.

More assistance came from former gang member Mike Garcia who grew up in Boyle Heights. After serving a prison term, he turned his life around, becoming a pacifist, vegetarian and Christian. With funds at first supplied by Dr. Johnston, the hospital hired Garcia to visit hospitalized gang members. Giving them pseudonyms for security purposes, he sought opportunities to direct them toward a life free of crime and violence.

**DEBT-FREE AT LAST**

The prospect of receiving disproportionate share funds resulting from California Senate Bill 855 by no means relaxed the vigilance with which the hospital board, administration and staff endeavored to control costs while improving quality. Thanks in large part to income from disproportionate share funds, the hospital erased its multimillion-dollar debt by 1992.
Financial success aside, life at The White in 1990s was a far cry from the early decades of the hospital’s history. A concrete wall had to be erected to protect the emergency room windows from gunshots. Stronger security measures were put in place following the kidnapping of a baby from the maternity ward. Thanks to surveillance cameras installed earlier, the kidnapper’s relatives quickly identified her from video clips shown on local television newscasts. They alerted police and the baby was soon returned to the hospital.

From the riots that broke out following the acquittal of police officers in the beating of motorist Rodney King, 18 injury cases came to White Memorial for treatment. In another part of the city, gunshots hit the car in which three White Memorial nurses were riding. Miraculously, none were injured. While Boyle Heights may have escaped the riots, the hospital took extra precautions as officials doubled security forces, and the National Guard patrolled the area neighborhood.

White Memorial also weathered natural disasters in the 1990s, notably the Northridge earthquake in 1994. The magnitude 6.7 quake killed 67 people, injured 9,000 and caused $40 billion in property damage. Surprisingly, the hospital suffered little damage. But White Memorial radiologist Dr. Michael Neglio made news because the quake caught him in his underwear and he did not stop to get dressed before rescuing his daughter who was trapped in her room, or aiding a neighbor suffering a heart attack.

**Passion for Service**

As chairman of the emergency department, Dr. Brian Johnston often served as spokesperson for the hospital because his department was a key crossroads to the community, both clinically and financially. Frequently quoted in newspapers, Dr. Johnston warned of the dangers of funding cuts to hospital emergency departments. No stranger to publicity or the needs of the poor, he was uniquely qualified for this role at such a time and place. At 11 years of age he moved with his family to Mexico after his father, a Hollywood writer, refused to sign a loyalty oath to the United States government during the McCarthy era of anti-communism hysteria in the early 1950s. Living in Mexico proved to be a valuable experience and turning point for young Brian. While he loved the Mexican village culture and learned to speak Spanish, it anguished him to see people suffer for lack of adequate medical care.

Educated in Quaker schools and a member of the Society of Friends, Dr. Johnston later served in the Peace Corps in the Philippines during a tragic cholera epidemic, an experience that persuaded him to become a physician. Entering medical school at age 27, he graduated from the University of California at San Francisco at age 31. His association with Adventist physicians in Santa Monica led him to White Memorial in 1975. Here he found the hospital’s mission aligned with his personal passion for service. Moreover, his Adventist colleagues’ understanding of the human body as the “temple of God” harmonized with his Quaker belief that there is “that of God” in every person.
COMMUNITY PARTNERS

When asked to create ways in which to partner with their neighbors to improve the quality of life and health in the community, White Memorial staff stepped forward with numerous ideas. For one thing, the hospital joined the local Latin Business Association to raise $3,500 at a kickoff luncheon to provide scholarships for Latino students pursuing health care careers. The White committed to purchase supplies from local businesses whenever possible, and to work with local businesses to improve the health of the Latino community.

With approximately 130,000 citizens over the age of 65 living within five miles of the hospital, White Memorial also launched a senior membership program called Privilege Plus. Membership included discounts, transportation, VIP parking, travel club membership, insurance counseling, wellness services and a host of other benefits.

Another program began after two homeless men suffering terminal AIDS complications received treatment in the emergency department. Dr. Brian Johnston sensed their unspoken cry for help. He invited

A CUT ABOVE

When wealthy Japanese farmer and businessman Katsumasa (Roy) Sakioka had a pacemaker inserted into his heart in 1988, few knew his interesting story. Sakioka’s property had been confiscated and his family forced into an internment camp during World War II. He returned to Orange County after the war, and with hard work and wise land investments, amassed a fortune, earning him recognition by Forbes Magazine as one of the 400 richest Americans in 1991. Yet Sakioka maintained his humility and work ethic. Twenty years after retirement in 1960, he continued to carry a celery knife and a pair of rubber boots in his car—just in case he found some farm work needing his attention.

Sakioka’s family physician, Dr. Wilfred Hanoaka, had been on the White Memorial Medical Center staff for 25 years, and shared a special bond with Mr. Sakioka: both had been interned in relocation camps during World War II. Later, Dr. Francis Y.K. Lau, ’47, head of the cardiac catheterization lab, attended to Sakioka following his pacemaker procedure. In gratitude to these doctors as well as the hospital, Sakioka donated $150,000 to the White Memorial Medical Center Charitable Foundation to benefit the catheterization lab. He died in 1995 at the age of 96.

Philanthropist Roy Sakioka prospered on his vegetable farms and real estate investments.
himself to their campsite by the river—not once, but often. He took food and clothing, and perhaps more than anything else, he assured them and other nearby groups that White Memorial was prepared to help. Soon others from the hospital joined in this mission of mercy as well as provided meals for the homeless at the Dolores Mission.

Other community programs included a clinic—one of the nation’s largest—to serve some 5,000 students at Roosevelt High School and Hollenbeck Middle School. Hospital staffers also joined tutoring and mentoring programs at local libraries or the Sheriff’s Youth Activities League. Some even played Santa Claus, thanks to an idea of Kathy Hannah, emergency department nurse. She arranged with a local post office to secure letters addressed to Santa from children in Boyle Heights. Then she and other hospital employees made sure the children received gifts at Christmastime—often toys, but practical items such as school uniforms and warm coats, too. In recent years the program has expanded to reach 500 children in 11 schools plus children in homeless camps and the hospital’s pediatrics patients.

The Parish Nursing program launched in 1994 took another kind of gift to the community. Hitting the streets of East Los Angeles with stacks of books and pamphlets in her car, nurse Nancy Robles focused on some of the area’s health and education needs. She distributed pamphlets on sexually transmitted diseases, boxes of infant formula and bags of sterile baby-bottle nipples. An experienced emergency and psychiatric nurse, Robles also found opportunity to offer grief counseling for families suffering the loss of loved ones due to gang violence.

White Memorial Medical Center was chosen in 1995 as the location for one of the largest WIC (Supplemental Nutrition Program for Women, Infants, and Children) centers in Los Angeles. Mayor Tom Bradley and U.S. Rep. Lucille Roybal-Allard, were on hand to launch the new center.

Hospital staffers and their families handed out thousands of gifts to needy children, some of whom lived in camps for the homeless.
BRIDGING NEW SERVICES

Throughout the decade, renovations and upgrades continued inside the hospital along with construction of new facilities. For one thing, a new cancer center opened in the basement of the North Building. But the major project of the '90s was the Medical Office Building I, built opposite the hospital on Brooklyn Avenue, now Cesar Chavez Avenue. The street's original name was chosen as part of an effort to attract new immigrants from the East in the early 1900s. However, with the Boyle Heights' population overwhelmingly Latino by the 1990s, the name was changed in 1994 in recognition of the labor leader who fought for improved conditions for Mexican farm workers.

Medical Office Building I, which opened in 1993, presently houses more than 70 physician practices in 28 office suites. Construction of a pedestrian bridge insured the safety of people crossing Cesar Chavez Avenue between the Medical Office Building and the hospital.

The bridge bearing Los Angeles Mayor Tom Bradley’s name recognizes his intervention in securing permission to build the structure, as well as his long-standing support for the hospital. Standing inside the Bradley Bridge over Cesar Chavez Avenue are (left to right) Frank Dupper, Adventist Health president; Serge Sarkis, sculptor of the commemorative bust Bradley holds; Mayor Tom Bradley; Robert Carmen, White Memorial president; and Charles Ricks, chief operating officer.

From the highway exit sign for Cesar Chavez Avenue, travelers on the Golden State Freeway can see the tower of White Memorial Medical Center on the left.
Who says dreams don’t come true? Not Jesus (Jesse) Velazquez. After working 18 years as a janitor at White Memorial, the 37-year-old went back to school to realize his childhood dream. A former teen chess champion in Mexico, he understood that education held the key to his future.

Whenever possible, Jesse enjoyed nothing more than chatting with the doctors who worked in surgery, especially Drs. Sherif Azer, anesthesiologist, and Miguel Martinez, urologist. Both men took special interest in the friendly janitor, and were always willing to answer his questions about the surgeries they performed. Dr. Martinez had a personal reason for mentoring Jesse. He remembered how he had struggled to get through medical school, working his own way with so little money he sometimes went hungry.

Jesse had come to the United States as a teenager with the goal of learning English. He took night classes at Roosevelt High School and managed to earn an associate’s degree at East Los Angeles College. Meanwhile, he got a job as a janitor at White Memorial. While he loved working in the hospital environment, he always wished he could work with patients. Years later, after learning he already had the prerequisites for a two-year nursing program, he returned to school.

Finally, without much ado, Jesse enrolled in the nursing program at East Los Angeles College. Three days a week he attended classes till 1 p.m., rushed to get to work by 2 p.m., worked until 11 p.m., and then studied into the early hours of the next morning. In spite of remarks by some who thought he’d never make it, Jesse pursued his dream. He often read ahead in his textbooks before the chapters were assigned, and he always carried with him a stack of index cards containing medical terms to study during breaks at work.

“When he loved working in the hospital environment, he always wished he could work with patients.”

When Jesse finished school and announced to Dr. Azer that he was a registered nurse, the doctor offered him a job on the spot. “Would you like to work here in the operating room?” he asked.

Indeed he would. By 1998 Jesse was a surgical nurse, member of the heart team and a shift supervisor of the five-member evening crew of nurses and technicians—sometimes including a nurse who said he’d never make it.

During Hispanic Heritage Month in 1999, Jesse’s story received wide publicity in the Los Angeles area when television station KCET celebrated him as one of five outstanding Latino men and women in Southern California. Reports by other television stations, the Los Angeles Times, and La Opinión also highlighted his heartwarming story.
FAREWELL BYGONE DAYS

To make room for the major hospital expansion of 1955, Montclair Cottage was moved to Boyle and New Jersey. It housed a clinic for some time before it was later demolished. Minden Cottage, twin to Montclair Cottage, did not come down until 1994—the last of the 1918 structures. Located on the corner of Michigan and Bailey, Minden Cottage had served many purposes—men’s dormitory, executive offices, grocery store, mail room, bookstore, supply center, surgery offices, public relations and human resources department.

The Comstock Building also came down in the 1990s. Constructed in the 1940s on the corner of Bailey and New Jersey (site of today’s underground parking garage), the Comstock Building was built by the physician who admitted the first patient to White Memorial Hospital in 1918 (Page 20). It initially served as a clinic and offices for Dr. Daniel Comstock and his wife, Dr. Belle Wood-Comstock, and later housed the administrative office for the Los Angeles division of the College of Medical Evangelists and the surgical residency program. The Comstock Building was moved in the 1960s across Boyle Avenue to the corner of New Jersey, site of today’s Parking Lot 7.

MARKING 80 YEARS

White Memorial celebrated its 80th anniversary in 1993 with a modest party featuring a birthday cake large enough for 80 candles. With 1,300 employees and 400 physicians on staff at that time, the event recognized a number of employees who were born at The White. Twenty years later as the hospital celebrates a century of birthdays, the staff numbers nearly 2,000 employees in 2013, in addition to 445 physicians and nearly 40 nurse practitioners and physician’s assistants.

With the demolition of Minden Cottage in 1994, the last of the 1918 hospital buildings was gone.
Growing up in El Sereno, young Juan Silva is a gifted student who consistently makes the honor roll. Living only four miles from White Memorial Medical Center, he watches the changes occurring in his once diverse and dynamic neighborhood. He sees people of means move out while the gangs move in. Other top students in his school view academic success as a stepping stone for moving up—and out of El Sereno. But Juan is determined not to abandon the people of his community, preferring to serve those often overlooked by society. After completing medical school, he seeks a residency program that will equip him to care for the underserved, a search that leads to White Memorial. Then, true to his intentions, Dr. Silva returns to El Sereno to open the Mosaic Family Care Medical Group. Here he and classmate Dr. Lisa Ma provide medical care in an underserved neighborhood of East Los Angeles.

Doctors at Mosaic Family Care provide medical services in a Latino community only a short distance from White Memorial Medical Center.
ENTRING A NEW CENTURY
Building upon nearly 90 years of experience, White Memorial Medical Center entered the 21st century approaching its centennial anniversary as a strong viable health care provider in East Los Angeles. With the appointment of Beth Zachary as president and CEO in 2001, the hospital continued to strengthen facilities, services, relationships, mission and financial stability. A proven leader whose entire career is in Adventist health care, Zachary would take the organization through the transformation to a new White Memorial Medical Center.

Recognizing success lay in the hands of the people who provide the hospital’s services, much effort focused on employees and medical staff. This emphasis improved patient satisfaction and reduced the high cost of employee turnover. Replacing one nurse, for example, approached $40,000, and as much as $5,000 for a nonclinical employee. Among other things, staff members were recognized for outstanding service and innovation. Employees identified co-workers to receive the Hero Award for superior achievements and performance, especially in safety and quality care, while patients and their families nominated caregivers for the DAISY Award. By 2011 The White exceeded its goal of 90 percent employee retention.

IMPROVING THE EXPERIENCE
Further enhancing its historic approach to whole-person care, White Memorial partnered with Planetree, a coalition of hospitals worldwide committed to patient-centered health care. Its comprehensive view encompasses a cultural transformation of the entire healing environment—from architecture to community relationships, spirituality to therapy, information to nutritional services, and much more. In the words of Eileen Lange, recruitment and retention manager, “Our job, no matter what we do at White Memorial, is to PHD—personalize, humanize and demystify—the experience (of patients, guests, physicians and staff members).” Partnering with the prestigious Planetree organization gives The White added expertise, tools and support in removing barriers of traditional health care and transforming the healing environment into a patient-centered culture.

EMPLOYEE AWARDS
And the winner is Daisy! The first White Memorial recipient of a DAISY Award for extraordinary nursing just happened to go to a nurse named Daisy. Patients and their family members nominated Daisy Aguilar, neonatal intensive care unit nurse, for this special recognition.

The DAISY—an acronym for Diseases Attacking the Immune System—is awarded by the DAISY Foundation, formed in 1999 by the family of J. Patrick Barnes, who died at age 33. Desiring to do something positive in his honor, the family remembered the skillful and compassionate care provided by his nurses. The award is their way of thanking nurses for the “super-human” work they do for patients and families every day.

In addition to participating in the DAISY Award program, White Memorial initiated a Hero Award to recognize its physicians and employees for continuous excellence in patient care. Candidates are recommended by their co-workers. Dr. Joon Kim, who completed his internal medicine residency at White Memorial, exemplifies the Hero Award recipient. In nominating him, his co-workers cited the compassion he demonstrated when a small child’s grandfather died.
One significant factor in encouraging employees throughout the transformation was the improvement in buildings and equipment. Al Deininger, vice president of construction and facilities, was a major force in this process, assisted by many others, especially Dr. John Vanore, ’73, otolaryngologist, chosen by the medical staff to represent them in the process.

Deininger joined The White in 1987 during the financial crisis that nearly led to the sale of the hospital. Over the next quarter century, he carried half a dozen
Adventist Health President Bob Carmen and newly-elected Los Angeles City Councilman Antonio Villaraigosa participated in ground-breaking ceremonies for the Specialty Care Tower. Term limits had just ended Villaraigosa’s tenure as speaker of the California State Assembly. He was elected mayor of Los Angeles in 2005, the first Latino to hold that office in 130 years.

When ground was broken for the Specialty Care Tower, work had already begun on the underground parking structure between the North Building and White Memorial Church.

Dr. Brian Johnston adds his name to the many signatures on the final steel beam for the Specialty Care Tower. Somewhere under the roof, that beam bears scores of names of White Memorial staff members.

Although many members of the medical staff contributed to plans for the new hospital, Dr. John Vanore was the key medical staff representative.

vice presidential titles with various responsibilities. The biggest was overseeing construction of the Specialty Care Tower—the current main hospital building—and related projects between 2000 and 2010.

Plans for the new facility called for a 346,000-square-foot building between the East and South buildings, perpendicular to the then main hospital, which was essentially the 1955 structure. Construction projects were underway concurrently on both the north and south sides of the campus. When ground was broken in 2003 for the Specialty Care Tower, Medical Office II was already under construction, and the underground parking garage was in progress. By March 2004, all the steel for the new tower was in place. Departments and patients moved into the tower on April 26, 2006, but the transformation was by no means complete.

The 1955 hospital and the West Building (remainder of the 1937 hospital) were demolished in 2008. A new entrance, lobby, gift shop and chapel were created, along with an outdoor dining area, meditation garden and additional landscaping. An underground tunnel connecting the North Building with the Specialty Care Tower and South Building completed construction in 2010.
The young woman stood reluctantly at the doorway watching other patients interact with the specially trained dogs that had come to the hospital that day. With tails wagging, the four-legged visitors were on their best behavior, circulating around the room and generating smiles while enjoying the patients’ outpouring of love pats and hugs. A recently added animal-assisted therapy program at The White had proven to help many patients in the medical setting, but until today, Monika La Barbera, adjunctive therapy coordinator of behavioral medicine services, was not sure the animal visits would be right for her patients.

She watched as the young woman in the doorway slowly made her way inside and sat in a chair away from the rest of the group. About this time a small brown terrier named Prince decided to introduce himself. The patient carefully patted his head, and the magic of animal-assisted therapy began. As Prince begged for more attention, the young woman reached down and lifted him to her lap. He responded with wet puppy kisses, bringing a big smile to the girl’s face—something her caregivers had not seen in a long time. “You’re a good boy,” she told him, “I love you.”

Prince seemed to understand he was doing a good job, and when someone came with a Polaroid camera, both pooch and patient were all smiles. When Monika checked in later to see what her patient thought of the four-legged visitors, she learned it had taken a lot of strength for the young woman to join the activity. But she was happy that she met Prince.

“He loved me even though I am sick,” she said, adding, “I’m going to work really hard at getting better. Then I can get a dog of my own and take him to visit people in the hospital, too.”

Two pet handlers, each with a trained therapy dog, visit White Memorial every week. This program led by the Spiritual Life Council, chaired by Chaplain Edgar Urbina, is made possible by a generous donation from Dr. R. Philip Doss of the Alliance Eye Medical Group in conjunction with LoveOn4Paws, a nonprofit organization fostering animal-assisted therapy.
PROVIDENTIAL MEETING

Managing the construction project, Deininger handled scores of details with contractors, constantly shifting parking patterns and staggering logistical challenges in addition to required approvals and inspections. At one point, a delay in approval by the Office of Statewide Health Planning and Development (OSHPD) threatened to halt the whole project, which would have cost thousands of extra dollars.

Deininger had done all he could, and used every persuasive tactic he knew. He prayed daily for God's blessing on the hospital and its work. In fact, he had just finished praying while riding to work one morning on the Metrolink commuter rail when he noticed Gordon Oakley, an OSHPD officer, sitting across the aisle—asleep. When the train stopped at Union Station, Deininger approached Oakley and explained his plight to the officer, who agreed to meet with him later that day. He approved enough of the plans for work to continue.

RELATED BUILDING PROJECTS

Construction of Medical Office Building II began in 2003, replacing the buildings at 1700 and 1710 Cesar Chavez Avenue at the southeast corner of Boyle and Cesar Chavez. Because the Bradley Bridge connecting Medical Office Building I with those old structures was fully self-supported, it remained intact while the older buildings were demolished.

Then it was attached to the new building in 2004, as planned when Medical Office Building I was built. At the same time, a multilevel underground parking garage linked the White Memorial Church and Medical Office Building II. Construction of Medical Office Building III began in 2012 at Cesar Chavez Avenue and State Street, former site of the old Standard Oil gas station.

Total cost of the new buildings and equipment eventually reached $250 million, due in part to new earthquake standards. To insure The White met those standards, the Federal Emergency Management Agency (FEMA) paid $90 million of the price tag (Page 105). Borrowed funds, investment returns and gifts raised by the White Memorial Medical Center Charitable Foundation covered the remaining costs.

With sledgehammers in hand, hospital officials and participating dignitaries symbolically prepare for demolition of older buildings, breaking ground for Medical Office Building II in 2003 (named Chen Building in 2007).
The scope and variety of patient services continued to expand in the new century. The Cleft Palate Program came to The White after funding cuts forced its closure at Rancho Los Amigos National Rehabilitation Center in 1996. White Memorial provided a new home for the program, but after only two years, the medical director left, taking 90 percent of the patients with her. Newly hired manager Steve Engle was left with nothing but an empty room and a sign on the door.

However, The White refused to let the program close. Engle, together with Sherry Foldvary, speech pathology manager, and Joan August, rehabilitation services director, developed a plan to rescue the program and rebuild its patient base. Plastic surgeon Dr. Allan Perry, Jr. joined the staff as medical director, working with some of the original physicians who stayed on, plus a team of dentists, nurses, social workers, dietitians, audiologists, speech-language pathologists, and physical and occupational therapists.

Armed with a binder of photographs illustrating the possibilities of cleft palate surgery and therapy, Engle visited every hospital in the area that had maternity services. As a result, whenever a baby was born with a cleft palate—day or night—he rushed to the hospital to inspire parents with hope that the defect could be repaired. Today the White Memorial Cleft Palate Program handles approximately 400 cases a year, accounting for 1,500 outpatient visits and nearly 90 surgeries. The Eisner Foundation has provided $100,000 in funding.

Children in the Cleft Palate Program enjoy an outing to Dodger Stadium with Dr. Allan Perry (back, third from right). A testament to Dr. Perry’s warm, compassionate and skillful ways with patients and their families, in 2011 he received Adventist Health’s mission award for Physician of the Year.
EXPANDING SERVICES

The Arrhythmia Center. Dr. Koonlawee Nademanee came on board to establish The Arrhythmia Center in 2008, offering a wide range of services and treatments for patients with abnormal heart beats. His expertise in electrophysiology expanded the hospital’s cardiac services to include studies of the electrical system of the heart. Dr. Nademanee pioneered a breakthrough treatment of atrial fibrillation, the most common abnormal heart beat condition. His method reduces recovery time with an improved success rate. Among other services, the center’s staff monitors cardiac devices as well as the effectiveness of medications. Other advanced technologies available include flexible soft-touch catheters, detailed 3-D maps of the heart, and a magnetic navigation system for precise discovery and treatment of remote and delicate areas of the heart. Trained in Thailand and Tulane University in New Orleans, Dr. Nademanee is author or coauthor of nearly 250 scientific articles, editorials and abstracts in prestigious medical journals.

Kerlan-Jobe Orthopaedic Clinic. As the hospital worked to expand its physician base, Dr. Frank Jobe (Page 42) suggested the Kerlan-Jobe Orthopaedic Clinic open an office at White Memorial. The relationship proved so successful the surgeons eventually established a full-time branch at the hospital. The clinic was further strengthened with the addition of Dr. John Itamura, orthopaedic surgeon. And, thanks to Dr. Jobe’s longtime relationship with the Los Angeles Dodgers, White Memorial’s diagnostic imaging department now operates a digital portable radiography system at Dodger Stadium for immediate diagnostic X-ray examination of injured players. Additionally, Dr. John Plosay, emergency medicine physician at The White, is one of four physicians on the Dodgers’ staff. Dr. Jobe continues as special advisor to the team.

Los Angeles Surgery Center. White Memorial nearly doubled its operating room capacity in 2010 with the opening of the Los Angeles Surgery Center by redesigning and renovating space in the hospital’s former operating rooms that were in the North Building. Thus, most inpatient surgeries take place in the new Specialty Care Tower, while most outpatient surgical procedures are performed in the North Building suites.

Los Angeles Advanced Imaging. Diagnostic radiology expanded into Medical Office Building II (Chen Building) in 2009 with an outpatient imaging center equipped with a PET-CT and 3.0 Tesla MRI. This was followed with the opening of the Women’s Imaging Center in 2011, thus expanding services such as mammography and bone density scans.

The Arrhythmia Center offers many services and treatments for patients with abnormal heart beats, often avoiding the need for surgery.
A review of White Memorial Medical Center’s first century uncovered a number of stories of individuals who worked at the hospital for many years as well as patients and families who utilized the hospital generation after generation. One such story spans nearly the entire history of White Memorial.

Dr. Elizabeth Larsson arrived in the United States from Sweden in 1930 with $200 in her pocket. The money did not last, but her faith and determination lasted a lifetime. She was a third-year medical student in the College of Medical Evangelists in 1930 when a census taker dutifully listed her and more than 80 other students as living at White Memorial Hospital.

Dr. Larsson finished her medical degree in 1932, and after an internship and residency in obstetrics and gynecology, remained at The White until her retirement in 1971. In addition to teaching medical students and residents, and delivering over 6,000 babies, she published multiple articles about childbirth and motherhood, winning many awards. On hand at her retirement party were more than 250 babies she had delivered—including the first one and the last one. Interestingly, at the birth of the last baby, the doctor discovered she had delivered the infant’s father and mother as well as the anesthesiologist who assisted with the delivery.

Dr. Larsson’s place in the delivery room was eventually assumed by a new generation of OB-GYN specialists such as Dr. Masao Nakamoto, ’55. He in turn yielded to a member of the succeeding generation of physicians—his residency student, Dr. Laurence Spencer-Smith, ’82. Both served as medical staff presidents: Dr. Nakamoto in 1970, and Dr. Spencer-Smith from 2003 to 2004.

Not only did three generations of physicians deliver babies at White Memorial. In some cases, the patients also spanned three generations. For instance, in the 1950s, Juanita Tilley became a patient of Dr. Larsson, who attended at the birth of her youngest daughter, Tomilee. Years later, Dr. Nakamoto delivered four of her sister Anita Tilley Althouse’s children. Meanwhile, Anita’s older sister, Jaclyn Tilley Hill, also turned to The White for maternity services. Dr. Larsson delivered three of her four daughters and Dr. Nakamoto delivered her fourth daughter. When time came for the next generation of Tilley babies, Dr. Spencer-Smith attended the births of eight of Jaclyn Tilley Hill’s grandchildren.
**Primary Stroke Center.** The hospital was certified as a primary stroke center in 2009. This allowed ambulances in its service area to transport patients to White Memorial because it had the ability to provide rapid advanced treatment, thus minimizing possible physical damage to patients as a result of stroke.

**Administrative Residency.** As part of succession planning, White Memorial and its parent organization, Adventist Health, identified a need to formally develop executive leadership at The White. In a two-year program developed by Adventist Health, individuals with relevant master’s degrees are offered residencies in various fields of hospital management. Each is matched with an experienced executive sponsor who serves as mentor. At the end of the training period, a position is usually available for the candidate to assume a director-level or higher position at The White or within Adventist Health.

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**RAINBOW OF PROMISE**

As a child, Dionicio Morales (1918-2008) suffered the hardships that plagued many poor Mexican farm worker families. Deplorable living conditions and lack of health care led to the tuberculosis that claimed seven of his siblings and almost killed him, too. But he survived to become a civil rights leader and social entrepreneur known as an “urban Cesar Chavez.”

Living in East Los Angeles in the early 1960s, Morales laid the groundwork for what became the Mexican American Opportunity Foundation (MAOF), one of the largest social service providers in the United States. Eighty percent of MAOF’s $60 million budget goes to child-care programs which enable parents to work. With added funding from Los Angeles County, MAOF partnered with White Memorial Medical Center to launch the Rainbow Children’s Center on the hospital campus in 2001. Half of the children enrolled are from local families eligible for state-assisted child care, and half are children of hospital staff members.

The center received a $1 million grant in 2004 from local government and community organizations to establish a full lending library with the aim of helping to prepare young children for school. On hand when the grant was received, Morales said, “Our partnership with White Memorial Rainbow Children’s Center is part of our commitment to raising the quality of child care in Los Angeles.”

White Memorial provided MAOF with office space to open its Senior Hispanic Information and Assistance program in 2007. This program provides assistance for such things as health, transportation, housing, employment and naturalization.
A GROWING EXPERIENCE

Family medicine resident Dr. Robert Krochmal (Dr. Rob) looked out the back windows of Medical Office Building I and saw an empty lot strewn with weeds, and a run-down building festooned with graffiti. “Who owns that lot?” he asked himself. When he discovered the hospital owned it, his dream of a community garden soon blossomed. After all, he had chosen to do his residency at The White in part because he sensed the staff’s commitment to the local community.

Here he was embedded in an area plagued with life-threatening diseases of obesity, diabetes, cancer and heart disease. At the same time, the people surrounding him had a rich knowledge of medicinal plants and traditional cures. Inspired by his passion to understand the cause of disease and not just its treatment, he teamed up with Archie Tupas, director of the Los Angeles Development and Relief Agency to spearhead Proyecto Jardin (Community Garden) in late 2000.

In spite of his demanding medical residency, Dr. Rob oversaw the project that soon brought together individuals from the hospital, community and schools to transform a vacant lot into an oasis for healing. It gave people opportunity to grow and harvest their own fruit, vegetables and medicinal herbs as well as provided opportunities for physical exercise and socializing with neighbors.

Initially, the doctor persuaded his alma mater, the University of California at Los Angeles, to help start the project. The university’s Center for Community Partnerships contributed nearly $50,000. The hospital leases the property free of charge to Proyecto Jardin and provides free site maintenance. When Dr. Rob secured a matching grant to create an exercise and fitness area in the garden, the hospital provided the matching funds and now pays a fitness instructor to lead the exercises. In 2012 the hospital arranged for Bank of America Career Pathway interns to work in the garden, thus expanding its hours and outreach. Dr. Rob continues to lead Proyecto Jardin as chairman of the board of the nonprofit organization which operates it.

Proving that nature can thrive in the middle of the city, the garden fits into the hospital’s total transformation process, connecting a cutting edge medical center with the natural healing power of plants, conscious urban renewal, food security, education and an empowered community.
KEEPPING THE MISSION ALIVE

The White continued its historic participation in mission outreach, involving physicians and employees of many faiths in various efforts. On their own time, and as part of their work responsibilities, hospital staffers kept White Memorial’s world mission alive as illustrated in the following examples:

Dr. Lisa Ma, family medicine specialist, traveled annually to Ensenada, Mexico, to treat impoverished patients. On one of those trips she was challenged to serve impoverished people back home, which led her to join classmate Dr. Juan Silva in founding the Mosaic Family Care Medical Group just four miles from White Memorial Medical Center.

Dr. Faisal Khan led a group of physicians, nurses and technical specialists to provide medical care in Peru in 2003. This annual project has involved some 14,000 patients and 900 volunteers performing 2,700 surgeries, plus donations of supplies exceeding $5 million. He and another team traveled to Pakistan with Dr. Ralph Kuon, a Peruvian surgeon with Direct Relief International, to render aid after an earthquake there claimed 78,000 lives in 2005. He also coordinated missions to Haiti in 2010 and 2012 where White Memorial doctors and nurses along with doctors from Shine Humanity treated more than 10,000 earthquake victims. Dr. Khan continues relief work in Pakistan today.

Dr. Brian Johnston, along with chief financial officer John Raffoul and former administrative resident Peter Baker, spent a week in 2008 in Zambia at Mwami Adventist Hospital, managed by Adventist Health International of Loma Linda, Calif. Their visit resulted in The White’s adopting Mwami as a sister hospital. Over the next two years, White Memorial helped Mwami add a fully equipped dental clinic in addition to providing paint, mattresses and other much needed supplies.

Dr. Ramadas Abboy, critical care physician, traveled up to four times a year to his home town in India where he established a college and elementary school.

Janet McBean, RN, and Ted Ortiz, emergency department technician, provided postoperative care for patients in Mexico undergoing cleft palate surgery.

After Kandice Medina, RN, went with the team to Haiti in 2010, the next year she traveled to the Amazon jungles of South America to deliver medical supplies and treat patients in remote villages.

Traveling with Liga International, Flying Doctors of Mercy, two residents and Dr. Ernie Guzman, pediatric residency program director, treated 150 patients in a day in a rural Mexico clinic in 2011.

Al Deininger recruited Frank Dupper, retired Adventist Health CEO, to accompany him to Hong Kong to assist in consolidating the management of two Adventist hospitals into one. Later, leaders from the Hong Kong hospitals visited White Memorial to consult with Deininger and Dupper before launching their rebuilding project.

ON THE HOMEFRONT

White Memorial’s mission to Boyle Heights and Los Angeles continued to expand with a total of $49.5 million contributed in various community benefits in 2009. Of this amount, more than $40.1 million assisted low-income families, and more than $9.3 million provided free or low-cost services for the broader community. Almost 80 percent of The White’s total community benefit contributions helped cover uncompensated costs of uninsured and underinsured patients, including charity care.

With one-third of The White’s workforce living within its service area, nearly $40 million a year stays in the local community in the form of salaries and benefits. Nearly 50 percent of employees in 2005 were Hispanic as were 70 percent of residents in its primary service area. Thanks to efforts such as The East Los Angeles Community Union (TELACU) Health Careers Bridge to Nursing (Pages
106-107) for low-income college students, the percentage of Hispanic nurses employed at The White continued to grow.

Patients also benefit from the services of the hospital’s five medical residency programs—internal medicine, pediatrics, family medicine, OB-GYN and podiatry. Of particular note is the family medicine residency program designed by Dr. Hector Flores, chairman of the family medicine department and co-director of the family medicine residency. Dr. Flores modeled this program specifically to meet the needs of medically underserved communities. Because White Memorial is in a highly populated Latino community, it is ideally located to conduct research and develop ways to enhance health among the fastest growing ethnic group in the United States. Nearly 70 percent of the family medicine residents come from under-represented ethnic minorities and disadvantaged backgrounds, and a high percentage of graduates work in underserved areas.

Like many graduates from White Memorial’s family medicine residency program, Dr. Juan Silva works in a medically underserved community. Committed to the hospital’s ongoing mission, he is a member of the White Memorial Medical Center Governing Board.

Joe Coria, the hospital’s community relations officer for many years, was born at White Memorial and grew up in Boyle Heights. He currently serves on seven community organizations. He was voted Community Man of the Year in 2000 by Madres Del Este Los Angeles Santa Isabel (Mothers of East Los Angeles Santa Isabel).

MY SISTER LIVES ON

At her desk in the rehabilitation department, White Memorial secretary Patricia Argueta was unprepared for an emergency phone call. Her beloved sister Jessica was due to deliver in a few weeks, but something went terribly wrong. Wasting no time, Patricia and her mother rushed to Jessica’s bedside at a hospital in the San Fernando Valley. After a few hours, the baby was born safely, but Jessica did not survive a rare childbirth complication. Working with One Legacy, an organ transplant clearing house, her family agreed to donate her organs.

At the same time in another hospital, singer Natalie Cole, daughter of the famous Nat King Cole, sat with her sister Carole, who was dying of cancer. Natalie’s thoughts were doubly troubled by her own health challenges with hepatitis C and kidney disease following recovery from drug addiction. She was on the waiting list for a kidney transplant as she anguished over her sister’s approaching death. When she learned that Jessica’s kidneys were a match for her, Natalie could not delay. She tore herself away from her sister’s bedside to receive the kidneys she desperately needed.

Singer Natalie Cole carries a living memorial to the beloved sister of White Memorial secretary Patricia Argueta.

Natalie and Patricia met after the operation and became friends, even appearing together on television shows such as “Larry King Live” and “Dr. Phil.” Natalie told the story in her biographical book, Love Brought Me Back. Patricia came to feel that her sister lived on in her new friend.
Among other things, under Zachary’s leadership, by 2008, the hospital’s market share increased from 16 to 20 percent and annual discharges grew by 19 percent. Cash reserves of $260 million were in place to supplement patient care and capital expenses. Further, the hospital received numerous awards, recognitions and favorable rankings in recent years, a few of which are listed here:

- In the first-ever *Consumer Reports* patient satisfaction ratings, White Memorial ranked 10th among 82 hospitals in Los Angeles County in 2009.

- The Joint Commission (formerly Joint Commission on Accreditation of Healthcare Organizations) in 2009 certified White Memorial as a Primary Stroke Center.

- Professional Research Consultants, a premier health care marketing research firm, recognized White Memorial in 2010 with eight 4-star awards for scoring in the top 25th percentile in employee satisfaction among the nation’s hospitals.

- California Awards for Performance Excellence selected White Memorial as one of 10 California organizations—and the only one in Los Angeles—to receive its Silver Award in 2010 for excellence in such areas as social responsibility, customer service and quality, a distinction it had previously earned five times.

- Professional Research Consultants granted White Memorial the following National Excellence in Healthcare Awards in 2011: six 5-star awards for exceeding overall quality of care for patient satisfaction, and one 5-star and two 4-star awards for medical staff perception.

- The Office of Statewide Health Planning and Development Health Care Workforce Commission in 2011 ranked White Memorial’s family medicine residency program No. 1 in California for attracting socially aware students and placing them in the areas of greatest need. This recognition came with a monetary award of $206,460.

- In 2012 *U.S. News & World Report* ranked White Memorial No. 12 of the 32 top-rated hospitals in the Los Angeles metro area and No. 20 of the 41 strong-performing hospitals in California.

She graduated from Far Eastern Academy in Singapore where teachers and schoolmates remember her as a creative and bright student known for sometimes pushing boundaries when it came to school rules—perhaps exhibiting an asset for a future executive with an aptitude for thinking “outside the box.” While attending Walla Walla College (now Walla Walla University) in Washington, she married her high school sweetheart, Jim Zachary. They have one daughter.

Earning a degree in journalism in 1980, Zachary worked first as assistant director of marketing at St. Helena Hospital and Health Center in northern California, followed by two years as director of marketing and communication at Adventist Health System/West. She joined White Memorial in 1987, serving two years as director of marketing and business development and then vice president of business development—the same position she later held for the Adventist Health/Southern California Healthcare Network.

After completing a master’s degree in business administration from Claremont College, Claremont, Calif., in 1992, she was appointed chief operating officer for White Memorial Medical Center in 1995, and chief executive officer in 2001. Zachary views her role as steward of a sacred trust which traces its roots to the origins of the Seventh-day Adventist church and its mission of service and health promotion.

“This is God’s hospital,” she says. “And throughout our history, He has always supplied our needs, often in ways that we could never imagine.”
The generous support and community leadership through the White Memorial Medical Center Charitable Foundation was crucial to the progress of White Memorial Medical Center in the early years of the 21st century. Indeed, the hospital has been blessed throughout its 100-year history by the generosity of philanthropically minded individuals and organizations.

In the beginning, women of the Seventh-day Adventist church assumed the task of raising funds to build a training center in the city for a struggling young medical school. Some sold baked goods and farm produce to donate their dollars and dimes for the first hospital buildings. Then women of means such as Lida Funk Scott, Josephine Gotzian and Josie Phillips contributed larger gifts.

Today that same spirit of generosity continues through the White Memorial Medical Center Charitable Foundation. Under the expert leadership of Mary Anne Chern, an experienced and credentialed philanthropic fundraiser, the Foundation employs best practices in hospital philanthropy. Chern, who has headed the Foundation since 1997, helped develop a fundraising model built on key leadership by committed and respected stakeholders in the community. The support generated by major gifts, grants, government support and planned giving provides ongoing funding for construction, medical equipment, and hospital programs and staffing.

White Memorial Medical Center.
In addition to establishing a strong Foundation Board of Directors, a Capital Campaign Cabinet raised $30 million to build a new White Memorial Medical Center. This group of highly dedicated and nationally renowned leaders, many of whom grew up in East Los Angeles, desired to help the hospital succeed. Exceeding its goal one year ahead of schedule, the Campaign Cabinet actually raised $31 million with more than 90 percent coming from local community leaders, their friends and business associates.

RELATIONSHIPS RENEWED

Much of the Foundation’s success comes from the contribution of highly respected and local business leaders on its board. These individuals, as well as others, contribute personally to the hospital, and offer recommendations for engaging support from others who believe in its mission. Interestingly, some board members first connected with the hospital as patients. For example:

• **Christina Pappas**, a marketing director for an international money transfer corporation, was born at The White.

• **Ernest Camacho**, who heads his own engineering firm, came to the hospital as a 5-year-old whose fingers needed reattaching after he reached into a lawn mower to rescue a toy. Years later he was reintroduced to the hospital through some of The White’s dedicated Latino physicians, especially Dr. Miguel Martinez, current elected president of the White Memorial medical staff.

• **Gabriela Barbarena**, an executive at a marketing firm, has grandchildren born at the hospital, and her daughter worked in the Foundation office for 10 years.

TOP DONORS

The Foundation’s current approach to fundraising emphasizes major gifts, grants, government support and planned giving as opposed to special events featuring paid celebrity guests. Employing this approach, White Memorial has raised more than $54 million since 1997.

**Foundations.** The names of many prestigious foundations appear on the Foundation’s list of the top 25 donors. These include UniHealth Foundation, Bank of America Foundation, National Breast Cancer Foundation, Weingart Foundation,

**CAPITAL CAMPAIGN CABINET**

David Lizárraga, Chair  
George Ramirez, Vice Chair  
Gabriela Barbarena  
Ruben Beltrán  
Mary Anne Chern  
Steve Eisner  
Christian Hart  
Dr. Miguel Martinez  
Jorge Mettey  
Frank Quevedo  
Raul Salinas  
R.C. Schrader  
Beth Zachary

*Committed to the community’s health care needs, Dr. Miguel Martinez introduced champion boxer Oscar De La Hoya to the needs of White Memorial. He also encouraged Jesus (Jesse) Velazquez to pursue a nursing career (Page 87).*

**Medical Practices.** The largest medical practice groups that serve White Memorial have made substantial donations as well to support the hospital and the health of the community. Among the top 25 are Janzen, Johnston & Rockwell (emergency medicine), White Memorial Medical Group (internal medicine), White Memorial Radiology Medical Group, Family Care Specialists Medical Group and White Memorial Gynecological Obstetrical Medical Group.

**Employees.** Also leading the way are White Memorial employees, who have generously contributed over $1 million in cash gifts from 2001 to the present.

**Federal Funds.** Thanks in part to the support of U.S. Rep. Lucille Roybal-Allard, The White applied for and received generous federal funding for its building programs as well as a number of community programs. U.S. Rep. Xavier Becerra was instrumental in securing a $90 million grant for the new hospital from FEMA (Federal Emergency Management Agency) to ensure the building complied with earthquake safety standards (Page 94). The city and county of Los Angeles also supported the hospital. A major donation came from First5 LA, the Los Angeles County agency that receives tobacco tax money to improve the health and quality of life of children from prenatal through 5 years of age.

**Banks.** Wells Fargo, Bank of America and Union Bank form a cornerstone of support for this medically underserved community. Bank of America Foundation contributed an anchor grant of $1 million, given to only one organization nationally each year. These funds launched the Workforce Development and Volunteer Program in which youths and young adults from East Los Angeles learn vital job skills through volunteer service. The bank earmarked a second expansion grant of $500,000 to provide stipend

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**Janzen, Johnston & Rockwell, Inc. made the lead gift for the new emergency department entrance named for Dr. Brian Johnston.**
checks to the Workforce Development volunteers who complete the 12-week Career Pathway Internship Program. Of the students who participate, 90 percent indicate a desire to become physicians and nurses.

**Individuals.** Generous individuals with vision and passion for The White and its mission support the hospital with personal donations. Dr. Isaac Sanders, Oscar De La Hoya and The Oscar De La Hoya Foundation, Guillermo de la Viña and Family/Sigue, Dr. Lyman Brewer III and his family, Dr. Yin Fong Chen, Lilian L. Gong, and the Hazzard family are among the hospital’s top 25 donors.

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**Names of Honor**

Guillermo (Bill) de la Viña is founder and chief executive officer of Sigue Corporation, a leading global money transfer company. When the noted philanthropist toured White Memorial Medical Center in 2006 and observed the staff’s compassionate care for disadvantaged people, it resonated with his own passion to assist the community. He was honored as Man of the Year at the hospital’s annual gala later that year. His $500,000 gift tipped the capital campaign over its $30 million goal. This gift was used to create the cardiovascular wing which today bears his name.

Dr. Yin Fong Chen, born into humble circumstances in China, lived in Vietnam, Hong Kong and Singapore before immigrating to the United States in 1965. A God-fearing successful businessman and dedicated Seventh-day Adventist, Dr. Chen made a number of generous contributions to Adventist organizations, including White Memorial Medical Center. Medical Office Building II was named in his honor in 2007. The Chen Building houses physicians’ offices and the hospital’s advanced diagnostic imaging services.

David Lizárraga, founder of the TELACU (Page 100) family of companies and the TELACU Educational Foundation, chaired the Capital Campaign Cabinet and is current chair of the White Memorial Medical Center Charitable Foundation Board of Directors. He was appointed by President Barack Obama to

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Guillermo de la Viña’s corporation transfers funds all over the globe. Inspired by White Memorial’s commitment to the local community, his generous donation helped complete the hospital’s capital campaign.

Dr. Yin Fong Chen’s gifts made possible Medical Office Building II, named the Chen Building. He enjoyed the new hospital lobby grand opening with Mary Anne Chern, White Memorial Medical Center Charitable Foundation president.
the Community Development Advisory Board in the United States Department of the Treasury. Partnering with White Memorial for more than 10 years, TELACU Educational Foundation provides scholarships to college nursing students from the community. The new hospital lobby named for Lizárraga honors his personal support in addition to donations from TELACU.

Oscar De La Hoya, Olympic gold medalist and world champion boxer, has been one of the largest donors to the hospital. His mother, Cecilia, died of cancer at White Memorial Medical Center in 1990. A few years later he was reintroduced to The White through Dr. Miguel Martinez who had been a key part of his life. Recognizing the hospital’s need for a cancer center, and in gratitude for the care his mother received, he donated funding for the Cecilia González De La Hoya Cancer Center, which opened in 2001. A later gift in 2004, together with matching funds, totaled more than $1 million dollars for the hospital’s capital campaign. Two additional areas are named in recognition of his generosity: the Oscar De La Hoya Labor and Delivery Center, and the Oscar De La Hoya Neonatal Intensive Care Unit. De La Hoya has provided pro bono radio ads and publicity for the hospital valued at over $5 million. In addition, the champion boxer once known as “The Golden Boy” gave the hospital his gold medal from the 1992 Barcelona Olympic Games.

Dr. Lyman Brewer III, distinguished thoracic surgeon, author and teacher, with his wife, Jane, were committed to education. Several years before his death in 1988, they established the Lyman A. Brewer III, M.D. Fund, which under the aegis of White Memorial Medical Center Charitable Foundation, sponsored the Cardiac Symposium Lecture at the Western Thoracic
Surgical Association’s annual meeting. In addition to supporting nurses’ training programs, the Brewer Fund also assisted in funding a children’s reading room at the Courville-Abbott Memorial Library on the hospital campus.

Recently, gifts from the Brewers’ sons, Lyman Jr. and Jonathan, along with the support of family friend Dr. Arnold Mulder and others, provided the lead gift for a state-of-the-art simulation center at the hospital in 2013. The realism offered by simulation is a valuable resource for providing best practice training for physicians, medical residents and other clinical staff.

**Drs. Alfred Lui, ’45, and his wife Pearl, who holds a doctorate degree in education, have also shared generously with the hospital.** An accomplished cardiothoracic surgeon, Dr. Lui served as co-chairman of the first International Cardiac Thoracic Symposium held in 1981 in Beijing, China. This symposium represented the profound efforts envisioned by Dr. Lyman Brewer III and Dr. Wu Ying Kai. It was sponsored by the Lyman A. Brewer III International Surgical Society, endeavoring to strengthen friendship between East and West. Dr. Lui also served on the Lyman A. Brewer III, M.D. Fund Committee throughout its history. Among their contributions, the Drs. Lui established a charitable trust that includes White Memorial Medical Center as a beneficiary.

![Drs. Alfred and Pearl Lui](image)

**THE FLOWER GROUP**

In another effort to help the hospital, Dr. Pearl Lui established The Flower Group in 1979 to arrange and sell flowers in the hospital’s gift shop. For many years she and her husband journeyed together early Monday mornings to the Los Angeles Flower Mart to purchase flowers and bring them back to the medical center where she and volunteers of The Flower Group arranged them for sale. All proceeds from the flower sales benefitted the hospital: the cardiac department, the chaplaincy, and more recently, the volunteer program.

*Thanks to Dr. Pearl Lui’s leadership and inspiration, The Flower Group of volunteers has contributed many thousands of dollars and continues to thrive and support the hospital.*
An attractive main entrance now welcomes visitors to White Memorial Medical Center. The front doors of the 1918 hospital stood in today’s lobby concourse, just outside the gift shop, the windows of which are pictured on the right.

LIFETIME OF SERVICE

From its beginning in 1913 to its centennial celebration in 2013, White Memorial Medical Center has been dedicated to a mission of service. Initially a free clinic for struggling immigrants, today’s thriving new medical center offering the latest in sophisticated medical technology and treatment bears no physical resemblance to its early campus of ivy covered cottages. Indeed, White Memorial is now a facility that matches the level of expertise of its medical team and staff—while maintaining the same spirit of service that compelled Dr. August Larson with his wheelbarrow full of medical supplies to set up a clinic in a renovated storefront in 1913.

And the same spirit of excellence that drove Dr. Percy Magan to build White Memorial into a facility fit for an A-rated medical school continues just as assuredly today as it did in the 1920s and 1930s. Like many of the doctors drawn to White Memorial, Dr. Magan had a burden for the underserved. In the hospital’s early days, the culturally diverse community of Boyle Heights provided an ideal place for young men and women planning to serve as missionaries in foreign lands as well as communities across the United States. While its local demographics changed over the years, the mission of today’s White Memorial Medical Center remains steadfast. It is fitting on this 100th anniversary to reflect on that mission in view of the hospital’s history, its faith and its future.

“This is God’s hospital, and throughout our history, He has always supplied our needs, often in ways that we could never imagine.”

—BETH ZACHARY
WHITE MEMORIAL MEDICAL CENTER

1. David C. Lizárraga Lobby and Concourse.
2. White Memorial Medical Center 2013.
3. The Arrhythmia Center.
4. The Chapel.
5. Meditation Garden.
White Memorial Medical Center Campus 2013
APPENDICES

PERSONS INTERVIEWED

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HEALTH REFORMERS

The deeper roots of White Memorial Medical Center go back to 1863. The Seventh-day Adventist denomination, founded by James and Ellen White, had grown up among the many reform movements of the mid-nineteenth century. Many of the pioneers were abolitionists, and most abolitionists were also health reformers. Guided by James White’s organizational and promotional skills, and Ellen White’s insights and advice, in the early 1860s Adventists moved their headquarters to Battle Creek, Michigan.

An 1863 vision convinced Ellen that God wanted the church to make healthful living a vital part of its religious message. Soon the link between spiritual, mental and physical health was a tenet of the faith. Adventists advocated a vegetarian diet, abstinence from tobacco and alcohol, and healthy lifestyle choices.

A PLACE OF HEALING

The Western Health Reform Institute, opened in 1866, grew into the Battle Creek Sanitarium under the direction of the James and Ellen White’s protégé, Dr. John Harvey Kellogg.

PHYSICIAN, TEACHER, INVENTOR

Many early Adventist physicians studied under Dr. Kellogg at the Battle Creek Sanitarium and American Medical Missionary College in the late nineteenth century. During that time he invented the cereal that became Corn Flakes, which his brother Will Keith (W.K.) Kellogg parlayed into the Kellogg Cereal Company. After a split with the church, Dr. Kellogg took the hospital and medical school with him. Seeking a place to train physicians for their growing network of hospitals in the United States and abroad, Adventists established the College of Medical Evangelists in Loma Linda, California, in 1909.
DISEASES OF EARLY TWENTIETH CENTURY

Death was an all-too-common reality when it came to treating diseases of the early twentieth century. Los Angeles’ death rate reached 11.59 per thousand in 1914—compared to 8.2 for the whole country today. Records reveal the following incidents of selected diseases and related deaths in the city in 1914.

**Tuberculosis:** More than 1,000. The cure came 1946 with the development of streptomycin.

**Diphtheria:** 32. A vaccine was developed in 1913, but the curing sulfa drugs did not arrive until the 1930s.

**Smallpox:** Of the 58 smallpox cases reported, no one died. While a vaccine had long been available, many patients were not vaccinated.

**Polio:** 16 people contracted polio (compared to 242 in 1913).

**Diabetes:** Children with diabetes suffered lingering, agonizing deaths until discovery of insulin in the following decade.

**Infections:** World War I soldiers died of infection from battle wounds at an appalling rate. Until the discovery of sulfa drugs in the 1930s, many succumbed to post-surgical infections.

Medical advances in the early twentieth century promised improved health care for future generations.

- Blood tests and X-rays came into common use.
- Researchers learned to preserve blood with citrate.
- Medical records were greatly improved.
- The word “vitamin” was coined in 1912.
- Discovery of vitamins A and B2 (riboflavin) made blood transfusions possible.
- Research revealed vitamin D deficiency as the cause of rickets.

*Appendix B*

*X-ray department at The White in the early twentieth century.*
More than 80 individuals offered their time, memories and insights for this history of White Memorial Medical Center. These included many employees who had worked at The White 30 years or more, former employees, physicians and other health professionals, administrators and governing board members. Some of the physicians finished their training at The White way back in the 1930s. Even if specific facts and anecdotes from individual interviews did not end up in the book, they all helped me see what life was like at The White, and understand what was important to the hospital’s success. The positive, cheerful attitude of these individuals was a constant inspiration, and no small factor in the hospital’s survival through the crisis years of the 1980s. I thank and bless them all for helping with this book, but even more, for devoting most of their lives to a ministry of health and healing.

Dr. Wilbur Alexander
Cres Arciga
Patricia Argueta
Ruth Benitez
Alfred Blanca
Dr. Danielle Borut
Father Greg Boyle
Dr. Samuel Bruttomesso
Arlita Buenjemia
Dawn Burt
Ernest Camacho
Insoon Chai
Mary Anne Chern
Cleo Chung
Martha Comstock Comley
Joseph Coria
Dr. Christopher Cumings
Diane Davis
Al Deininger
Benjamín Del Pozo
Frank Dickens
Supreeda Dispun
Albert Dittes
Jamie Driver
Frank Dupper
Linda Eberhardt
Georgia Froberg
Eduardo Galicia
Dee Hart
Gloria Hernandez
Dolores Hughes
Michael Jackson
Carol Jobe
Dr. Christopher Jobe
Dr. Frank Jobe
Meredith Jobe
Dr. Brian Johnston
Ruben Juarez
Dr. George Kafrouni
Dr. Faisal Kahn
Jon Kaji
Troy Kaji
Esther Kim
Hellen Kim
Barbara Kump
Barbara Stafford Landers
Dr. Francis Lau
Jean Lawler
De Le
Ok Lee
Rebecca Levario
Elviminda Lloren
Josefina Lopez
Drs. Alfred and Pearl Lui
Fely Magnaye
Dr. Ramesh Manchanda
Viola “Vicki” Martinez
Dr. J. Wayne McFarland
Luz Mejia
Maryann Morales
Rosie Moreno
Stella Mungia
Patricia Nanez
Dr. Michael Neglio
Hana Norris
Aida Ordas
Carlos Orozco
Wilma Otero
Evelyn Pang
Penney Petersen
Robert Peterson
Dr. Leroy Reese
Dr. Glenn Reynolds
Dr. Herman Ricketts
Harvey Rudisaille
Honorio Sabino
Dr. Isaac Sanders
Richard Schafer
Andria Serafin
Mayuree Somwan
Dr. Laurence Spencer-Smith
Joseph Stevenson
Lloyd Stoll
Dr. Robert Tefft
Jaclyn Tilley-Hill
Grace Umana
Jemimiah Ungson
Dr. Ellsworth Wareham
Ralph Watts
Beth Zachary

— Dr. Ron Graybill
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At the threat of being shut down, a young medical school builds a hospital in Los Angeles to expand clinical opportunities for student doctors. Over the next century it struggles with challenges from within and without. Wars take students and teachers far from home. The medical school connection dissolves. Depressions and recessions erode the bottom line as do soaring costs and excessive uncompensated care. When all hope seems lost, the hand of God intervenes, renewing the faith of those who believe in the mission of White Memorial Medical Center. The hospital survives, indeed thrives in the face of every obstacle it overcomes.