

The Lucile Salter Packard Children's Hospital at Stanford

An Essay
Presented to
the California Pioneers
of Santa Clara County

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This paper is dedicated to
My brother Brad
A frequent patient at
Lucile Salter Packard Children's Hospital at Stanford

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Introduction

"All children deserve equal access to the highest quality of health care. Nothing would be better than for childhood diseases to disappear. Caring for the whole child within the hospital or beyond its walls, requires more than technology and medicine." (1) Lucile Salter Packard believed these words with all of her heart. She knew that there were and still are many children all around the world who suffer from life-threatening disease. Some of these children have to be treated in hospitals with adults and stay in a place that was not designed for them. Lucile Packard had a great love for children. Therefore, she wanted children to stay in a place that was designed for them and where they were with children their own age while they were being treated for various illnesses. Lucile and her husband, David Packard, were richly blessed and they donated money so that the Lucile Salter Packard Children's Hospital at Stanford could be built. Due to their generosity, many children have a wonderful place to stay while they are being treated. Through the Packard's gifts children's lives are being saved every day.

David and Lucile Packard

Lucile Salter Packard was born in 1914 in San Francisco, California. Her father was a photo engraver. She enrolled in Stanford University in 1931 and graduated in 1935 with a degree in English. She then went on to business school and learned skills that enabled her to get a job as a secretary at Stanford. As a sophomore at Stanford, Lucile Salter met her husband, David Packard. He had a student job washing dishes in her sorority house in order to help pay for his college tuition. They stayed in touch while David did graduate work in engineering at the University of Colorado and while he worked for General Electric Company in New York.

David Packard was born in 1912 in Pueblo Colorado. He was interested in electricity and science as a young boy. He graduated from Stanford University in 1934 with a Bachelor of Arts degree. While he was at Stanford, he met an engineering student named William Hewlett and they became friends. On a climbing trip in Colorado, they decided that they would someday start a business together. "His degree in engineering would later help him in the start of his company Hewlett-Packard. " (2)

David Packard returned to Palo Alto in 1938 and a few months after his return to Palo Alto, Lucile and David were married in 1938. They started their new life together and they rented a small house in Palo Alto. (3) William Hewlett lived in a cottage behind their house. They became better friends and

began to ponder new ideas of how to improve technology. It was at this point that their lifelong business partnership was born.

Hewlett-Packard

David Packard and William Hewlett soon turned the now famous one-car garage into a workshop in which they worked on their inventions. In 1939 Hewlett designed an audio oscillator. This would help to develop and test sound systems. In 1939, with \$539 in capital, the two partners began to produce and sell oscillators for \$71.50 each, under the company name Hewlett-Packard. One of the first customers was Walt Disney Studios. They ordered eight oscillators, which helped create the soundtrack for the movie "Fantasia." (4)

David Packard was a very busy man. During World War II he ran Hewlett-Packard alone while William Hewlett was in the Army Signal Corps. At this time the company grew from annual revenues of \$34,000 to one million dollars and from thirty-five employees to two hundred employees. (5) William Hewlett was surprised at the growth of the company upon his return from the war in 1945.

Lucile Packard helped her husband and Hewlett on nights and weekends while they were starting their business. Soon she became a paid employee. She was once quoted as saying, "My role was typing the letters, keeping the records and heating up the coffee pot." (6) In the family kitchen she baked metal panels for the company's electronic products.

As the company grew in size, Lucile Packard initiated a number of personnel policies that remain: gifts to mark the birthdays and weddings of

employees or the birth of a child, company picnics, and the “beer bust” – an afternoon break of beer and hot dogs several times a year. During the growth of Hewlett-Packard, Lucile and David had four children: David, Nancy, Susan and Julie.

In 1947, Hewlett-Packard was incorporated. For the first few years, Packard and Hewlett made twenty-five cents an hour. Packard was not interested in the money. He once said, “Bill Hewlett and I were brought up in the Depression. We weren’t interested in the idea of making any money. Our idea was if you couldn’t find a job, you’d better make one for yourself.” (7) “The Korean War brought the first buildup in electronics.” (8) Consequently this helped to increase the size and the demand of Hewlett-Packard products.

In 1968 Hewlett-Packard designed and built the first desktop calculator. They then created the handheld calculator in 1972. In 1969, David Packard accepted a Pentagon position as deputy Secretary of Defense, offered to him by President Nixon. He agreed to give all Hewlett-Packard stock dividends and appreciation to charity, costing him twenty million dollars over a three- year term. (9) This was done to avoid any conflict. Gerald Ford, who succeeded Nixon as President, offered to promote Packard to Secretary of Defense, but this would have required dumping all his Hewlett Packard stock in an undervalued market. This was too high of a price to pay, particularly for the charities that have since benefited from the rising stock.

The Packard's Commitment to the Community

Along with the demands of a family, a business and many other interests, both Lucile and David Packard still found time to donate effort and money to many charities. David Packard had a great love for the outdoors and this love inspired him to give time to the California Nature Conservancy and the National Fish and Wildlife Foundation. He was also a member of the Stanford University Board of Trustees and a member of the Palo Alto School Board. Packard was a member of the Pacific Union, Bohemian and Engineers clubs in San Francisco and the Commonwealth Club of California. He was the director of the Wolf Trap Foundation in Vienna, Virginia. He personally donated forty-five million dollars to launch the Monterey Bay Aquarium. He and Hewlett together have given Stanford University more than \$300 million. At Packard's retirement, Hewlett-Packard was the second largest manufacturer of computer equipment in the world. In 1995 the company posted net revenues of \$35.1 billion. (10)

Lucile Packard was involved in many charities, but she was most interested in the health care of children. Except for three years, Lucile was a member of the board of the Children's Hospital at Stanford from 1967-1987. She was also involved in the Blood Bank, Junior Red Cross, Children's Health Council of the Mid-Peninsula, San Francisco Symphony, Wolf Trap National Park for the Performing Arts and Woodside-Atherton Auxiliary of the Children's Hospital at Stanford. While she was on the Children's Hospital board she helped develop the services and programs that ushered in a new era for the hospital.(11)

The Convalescent Home

In 1917, Stanford Lane Hospital in San Francisco began providing summer outings in the sunny climate of Palo Alto for young patients with rheumatic fever and other long-term illnesses. In 1919 the Convalescent Home came into existence in what remained of Jane and Leland Stanford's mansion after the 1906 earthquake. The "Con Home Day" was a day in which students from Stanford were dismissed from classes for a day each May to help beautify the grounds of and entertain the children at the Convalescent Home. When the medical school moved onto Stanford's campus in 1969, the Convalescent Home expanded and included treatments and research. The invention of antibiotics and the polio vaccine, however, eventually tamed the effects of rheumatic fever and polio. In 1964 the Home's name became the Stanford Children's Convalescent Home. In 1969, the 'Con Home' moved into a new \$5 million building to meet its growing needs and it was renamed the Children's Hospital at Stanford. (12) The new hospital began to work in conjunction with Stanford hospital.

The Children's Hospital at Stanford

In 1969, the Children's Hospital at Stanford occupied a total of 146,000 gross square feet (gsf). It also had a parking lot of 411 spaces. There were a total of sixty patient beds. (13) The pediatric department at Stanford Hospital treated patients with acute medical problems and performed surgery. The department was very crowded. Some of the rooms had three beds per room and many rooms did not have windows. Parents that wanted to stay with their children

had to sleep on cots in the jammed playroom. About forty percent of the children in intensive care had to stay in the adult intensive care unit. (14)

The Children's Hospital focused on recuperation of patients with chronic illnesses. "For years, the line between those services began to blur. Children, hooked to IV's and other equipment, were shuttled back and forth by ambulance between the two hospitals, about a mile apart." (15) Staff at the Children's Hospital were known to make a child's stay as comfortable as possible. Some children had their dog come and visit them or they would ride their bikes down the halls. Volunteers and staff members would take some of the children to McDonalds or to the Stanford Shopping Center. (16)

Hospital leaders soon realized that it would make more sense to consolidate expensive services. "What we had were two hospitals with separate missions. And by 1982, both were no longer able to fulfill them," said Dr. Irving Schulman. (17) Lucile Packard was involved in the planning of the new hospital. She wanted the hospital to be as friendly as possible and she wanted it to be built from the ground up for children. "Mrs. Packard visited at least twenty children's hospitals as a part of her involvement in the planning of the new hospital." (18)

Mrs. Packard was the chairwoman of the hospital board. "I've seen in the course of my career many chairmen of the board," said Charles A. Anderson, the former president of Stanford Research Institute in Menlo Park and the man who succeeded Lucile Packard as chairman of the board of Children's Hospital. "She was probably one of the most effective in that role that I've ever known. She was neither domineering nor was she so self-effacing so as not to exercise leadership. She operated on the basis of getting the consensus views of the people who were involved in these activities." (19) She was the one who insisted that the windows

of the hospital be extra big so that the children could look out of them. She also wanted flora in the interior corridors of the hospital. "She was concerned with everything from the color of the upholstery of the furniture to the broad medical direction of the place," said Diarmuid McGuire, the director of community affairs for Stanford Children's Hospital. (20) Mrs. Packard put much time and money into the building of the new hospital. The Packard family gave \$40 million dollars of the \$100 million for the construction of the new hospital. (21)

Lucile Packard worked on the new hospital until she was stricken with cancer in 1986. She died in May of 1987, at the age of seventy-two. David Packard continued to give time and money to charities until his death in March of 1996 at the age of eighty-six of pneumonia. At his death he was rated the wealthiest person in northern California and forty-sixth wealthiest person in the nation. "He had a net worth of \$1.4 billion." (22)

Ground Breaking

After his wife's death, David Packard continued her plans to make sure that the hospital was just what she wanted. He was there to see the opening of the hospital which was in the memory of his wife. The new children's hospital was named the Lucile Salter Packard Children's Hospital at Stanford. "All I was really interested in was having it come out the way that my wife wanted", said David Packard. (23)

The ground breaking of the new hospital was in April of 1988. It took three years to build. The location that was chosen for the new hospital was on Welch Road about one-quarter mile south of the existing Children's Hospital.

The new hospital connects to the pediatric and maternity ward of Stanford Hospital. The pediatric department of Stanford Hospital combined with the new hospital. The combination of the two hospitals resulted in a net loss of four beds for patients. Together the old Children's Hospital and Stanford Hospital's pediatric unit had 129 beds and the new hospital has 125 beds. (24)

Lucile Salter Packard Children's Hospital at Stanford (LSPCH@ Stanford) has a total of 274,700 gross square feet. The basement is 80,900 square feet, the first floor is 69,800 square feet, the second floor is 67,000 square feet and the third floor is 57,000 square feet. The parking lot is approximately 105,000 gross square feet and has approximately 300 parking spaces. Out of the total gross square footage 225,900 square feet are used for patient rooms, clinical and research facilities. Hospital support facilities take up 31,800 gross square feet and the remaining 17,000 square feet are used for administrative offices and other offices. The hospital rises forty-six feet plus an elevator and penthouse that rise another sixteen feet to a total height of sixty-two feet. The parking garage is nine feet below the ground level of the hospital building. (25) The public agency that had the principal responsibility for approving the project was the Palo Alto Zoning Ordinance. They required a conditional use permit for occupation of the new hospital floor area. The use of a permit was issued by the Zoning Administrator after a public hearing. All documents and certificates to build the hospital were received and the building started in 1988. The architects were Anshen and Allen Architects of San Francisco. First Lady Barbara Bush and Governor Pete Wilson were at the dedication of the hospital when it opened its doors in June of 1991.

Objectives of the Lucile Salter Packard Children's Hospital at Stanford

The stated objectives of the Lucile Salter Packard Children's Hospital are as follows: "To advance the health and well-being of infants, children and youth by providing the highest quality patient care in an environment designed to meet the developmental needs of children and their families. To provide an environment suitable for the training of future physicians, research scientists and other health professionals and for the on-going education of those engaged in the care of children. To promote the acquisition of a design specifically for the care of children, sensitive to their relationship to the built environment, as well as being functionally superior in its internal operation and its physical relationship to Stanford University Hospital, and integrating an exterior design and landscaping motif sympathetic to surrounding existing buildings and environmental features." (26)

The Lucile Salter Packard Children's Hospital at Stanford

The Lucile Salter Packard Children's Hospital is one of the only children's hospitals that is linked to a leading university medical hub such as the Stanford Medical Center. "Lucile Packard Children's Hospital brings together the pediatric services of UCSF Stanford Health Care, which brings together the clinical programs of University of California, San Francisco and Stanford University Medical Centers." (27) Today, the Lucile Salter Packard Children's Hospital has 214 beds. They provide pediatric surgeries and medical treatments.

They are also in partnership with the 133 bed Lucile Packard Children's Hospital at UCSF in San Francisco. (28) In 1997 Stanford Health Services merged with UCSF Medical Centers.

At the hospital there are patients whose degree of illness ranges from the best condition to the worst. Each patient is cared for based on their individual condition and needs. Each patient has a nurse who gives him or her their medications, monitors their vital signs and makes sure that they are comfortable. The following terms are used to describe the condition of patients: good condition, fair condition, serious condition, critical condition and deceased, which is the announcement of the patient's death.

In 1999 at Lucile Salter Packard Children's Hospital at Stanford, there were 611 medical staff members and 214 licensed beds. In 1998 there were 13,627 admissions. The number of days of inpatient care was 56,671 with an average length of a stay of 5.6 days. There were also 60,622 clinic visits. The total operating revenue was \$200,725,155. Patient services were 93% of the total operating revenue. Funds were allocated as follows: 47% to salaries, wages and benefits, 21% to purchased services, and 32% to other operating expenses. (29) Of the patients at Lucile Salter Packard Children's Hospital at Stanford, 94% come from northern California, 5% come from out of state and around the world and 1% come from southern California. (30) There are many different ways that parents pay for the treatment of their children: 31% use Medi-Cal, 60% use HMO or PPO, and 9% use charity or pay themselves. (31) However, children are admitted no matter what the financial situation of their families.

The focus of Lucile Salter Packard Children's Hospital is on the care of the whole family. They teach families how to cope with the illness that the child has.

Each ward has a family lounge equipped with kitchen, laundry machines and showers. The state-of-the-art hospital is a cross between a homey dormitory and a glossy Silicon Valley corporate campus. Each floor opens onto landscaped terraces and each nurse's station has a scooped-out counter so children can see nurses at eye-level. The rooms are like miniature houses. Each entrance has a welcome mat and picture windows. Inside, there are just one or two beds. There are also desks and shelves to hold stuffed animals from home and window seats that convert into beds for parents. Nurses dress in street clothes instead of traditional white uniforms like regular hospitals.

Within the hospital there are many things for the patients to do. There are special places like the Ann Sobrato Dayroom for preschoolers and the Forever Young Zone for elementary age children and teens. In the Ann Sobrato Dayroom there are many activities to choose from including toys and games to play with and check out. In the Forever Young Zone there are afternoon and evening activities, crafts, games, video games and toys and games to play with and check out. Also in the Forever Young Zone there is the Teen Zone which has sports merchandise that has been donated and signed by different professional athletes. The teen group is a group for patients ages thirteen to nineteen. They plan their own activities and they meet every Monday through Thursday evening from four o'clock to five o'clock. Pet therapy is a time when volunteers bring their dogs and cats to the hospital. The patients come to an activity area to interact with the pets provided that they have permission from their doctors. Pet therapy takes place every third Wednesday and fourth Tuesday evening of each month from seven o'clock to eight o'clock. Triton Art Night is a night of art

activities for patients. The Triton Art Museum provides this activity every Tuesday night.

There is an extensive library at the hospital. It houses a collection of books, magazines, pamphlets and videotapes on topics from coping with chronic illnesses and hospitalization to parenting skills and child development. It also provides books and videos for the patients to check out to read and watch while they are in the hospital. Checking out the books is free to the patients and there is no limit on how long they can have them as long as they are in the hospital.

Many children worry about falling behind in school while they are in the hospital. There is a school within the hospital. Basic academic subjects are offered such as reading, math, social studies, history and non-lab sciences. There are also studies offered in computers, art and some foreign languages. The teachers from the hospital contact the patients' schools to make sure that the student will be up to date with what the students at his or her school are learning. In addition, there is bedside instruction available for students who cannot come to the classroom in the hospital.

Brad Kompelien is a patient at Lucile Salter Children's Hospital. He goes to the hospital every week, sometime only for check-ups and other times for chemotherapy. He is being treated for Osteosarcoma, which is a rare form of bone cancer. He has been going to the hospital for ten months. When asked if he liked the hospital staff, he answered, "Yes, they are very nice and try to do their best to help me." (32) His physician is Dr. Michael Link and his surgeon is Dr. Lawrence Rinsky. He enjoys going to pet therapy and the Forever Young Zone. He keeps up with his schoolwork through the help of his twin brother, Brent, who brings him his work from school. At the hospital a patient can be treated as

an outpatient. This is when a patient comes in to the Day Hospital to get chemotherapy and then goes home later that day. The patient then returns for several days after that to get chemotherapy again. The Day Hospital is a place where patients go for blood transfusions if they have an infection or if they are doing chemotherapy as an outpatient. The Day Hospital is located on the first floor of the hospital. For a blood draw, a patient would go to one of the six clinics. Brad goes to clinic D and he is there every week for check ups and blood draws.

Support Services

There are many programs that are an extension of the hospital. Children can call into a hotline for help with homework or if they want to talk to someone. There is also the Teen Health Resource Line. This is a hotline that teens can call about relationships, HIV testing, eating disorders and other health related issues. There is a third hotline which is the parent information and referral center. Pediatric nurses answer questions that parents have about their children's health.

News Channel 11, is in partnership with the Lucile Salter Children's Hospital and together they sponsor the Packard Children's Health Van 11. "The Packard Children's Health Van 11 is a thirty-eight foot mobile medical clinic that travels within San Mateo and Santa Clara Counties, bringing comprehensive health care services to uninsured children and teens." (33) The health van makes regular weekly visits to provide things like physical exams, hearing and vision testing and pregnancy tests for teenagers. News Channel 11 also has a weekly

report called "Kids Health Matters" This is a segment that focuses on children's health and safety. It is on every Thursday night during the six o'clock newscast.

Another extension from Lucile Salter Packard Children's Hospital is the Ronald McDonald House. The Ronald McDonald House at Stanford provides a home-away-from-home and support for the families of children with life-threatening illnesses receiving treatment at local hospitals. (34) The Ronald McDonald House was built in 1979. It was the fifth Ronald McDonald house built in the United States. When it was built it had thirteen bedrooms. It has been expanded so that there are now twenty-four rooms with baths. There are seven employees and over 150 volunteers. The House serves about 800 families a year. There are as many as 450 families turned away each year due to lack of room. In order to meet the growing need for rooms at the House, they are planning to expand to forty-six rooms in the near future.

The House requests ten dollars a night, but a family is not turned away because they cannot pay. Bay Area McDonald's owners provided about 10% of the operating budget. In order to keep the cost to families so low, they fund-raise over 80% of the operating budget. (35) In 1998 the operating budget was about \$700,000. The Budget for 1999 was \$1,165,000. Over 53% of the budget was spent on house operations. The Randy Cross Invitational Golf and Tennis Tournament was one of the major fundraisers for the House. This event raised more than \$340,000 for the House. Another major fundraiser was the Denim to Diamond gala. "This raised more than \$390,000 for the House." (36)

There are several auxiliaries which help to raise funds for the hospital. The Thrift Box (which opened in the 1950's) is run by the San Jose Auxiliary of the Lucile Salter Packard Children's Hospital at Stanford. People can donate

their unwanted items to the Thrift Box, which is located at 1362 Lincoln Avenue in downtown Willow Glen and is run by volunteers. The items that are donated are then sold for a very low price. All of the money that is made is donated to the hospital. In 1999, the Thrift Box raised more than \$220,000 for the Lucile Salter Packard Children's Hospital at Stanford. (37)

The David and Lucile Packard Foundation

The David and Lucile Packard Foundation was created in 1964 by David Packard and Lucile Salter Packard. They believed America to be the home of a unique type of organization dependent upon private funding and volunteer leadership. Guided by the personal commitment of many individuals, these nonprofits complement government efforts to meet the needs of society. The David and Lucile Packard Foundation continues to support nonprofit organizations with the hope that people can be helped through the improvement of scientific knowledge, education, health, culture, employment opportunities, then environment, and quality of life. (38)

In 1996 the Packard Foundation gave two major gifts to the Lucile Salter Packard Foundation. One was to expand its specialty medical programs and the second was to help establish a world-class pediatric medical imaging center. The Foundation also gives money to the hospital to aid in the operation expenses. Each year the Foundation also donates money to other children's charities. The Foundation will continue to donate money to the Lucile Salter Packard

Children's Hospital at Stanford. Children and their health are very important to the Packard Foundation.

In 1999 the Packard Foundation gave approximately \$412 million worth of grants to nonprofit organizations. The Foundation provides grants to organizations with program areas of science, children, families, communities, population, conservation, arts, organizational effectiveness and philanthropy. The Foundation's assets were approximately \$13 billion as of December 31, 1999.(39) The Foundation expects to make grants of \$500 million in 2000. There is an eleven member board and it includes five members of the founders' family. "A staff of over 125 conducts the day-to-day operations of the Foundation in a way that honors David and Lucile Packard's core values: integrity, respect for all people, belief in individual leadership, commitment to effectiveness, and the capacity to think big." (40)

Since the mid-1980's the Foundation has given more than \$250 million dollars to the Monterey Bay Aquarium Research Institute. (41) Throughout the last several years the Foundation has become the largest philanthropic donor in the United States in the areas of science, environment and population issues. They also award more than \$24 million in fellowships to science and engineering students. In November of 1999 the Foundation announced plans to donate \$375 million over the next five years to slow the world population growth. (42) Over the next five years the Foundation plans to spend \$175 million to buy open space to put new parks in California. (43)

On May 3, 1999 a new president and chief executive of the Foundation took over. His name is Richard T. Schlosberg. He was the former Los Angeles Times Publisher. He was in the Air Force during the Vietnam War and was a

pilot in the war. He earned his masters degree from Harvard University.

"Schlosberg will oversee 113 staff members and help direct one of the power houses of charitable giving in the nation." (44) He will be succeeding Wilbur Colburn who retired after twenty-three years of working with the Foundation.

The Lucile Packard Foundation

"The Lucile Packard Foundation for Children's Health was established in 1996 through gifts of Lucile Salter Packard Children's Hospital to Stanford University Health Services." (45) The Lucile Packard Foundation is the only foundation in the Bay Area that is dedicated to Children's health. They support three main areas: charity care, pediatric research and community outreach. "The Lucile Packard Foundation for Children's Health now directs all fundraising for Lucile Salter Packard Children's Hospital and all pediatric programs of the Stanford School of Medicine." (46) Contributions help with the millions of dollars Packard Children's Hospital spends on charity care each year.

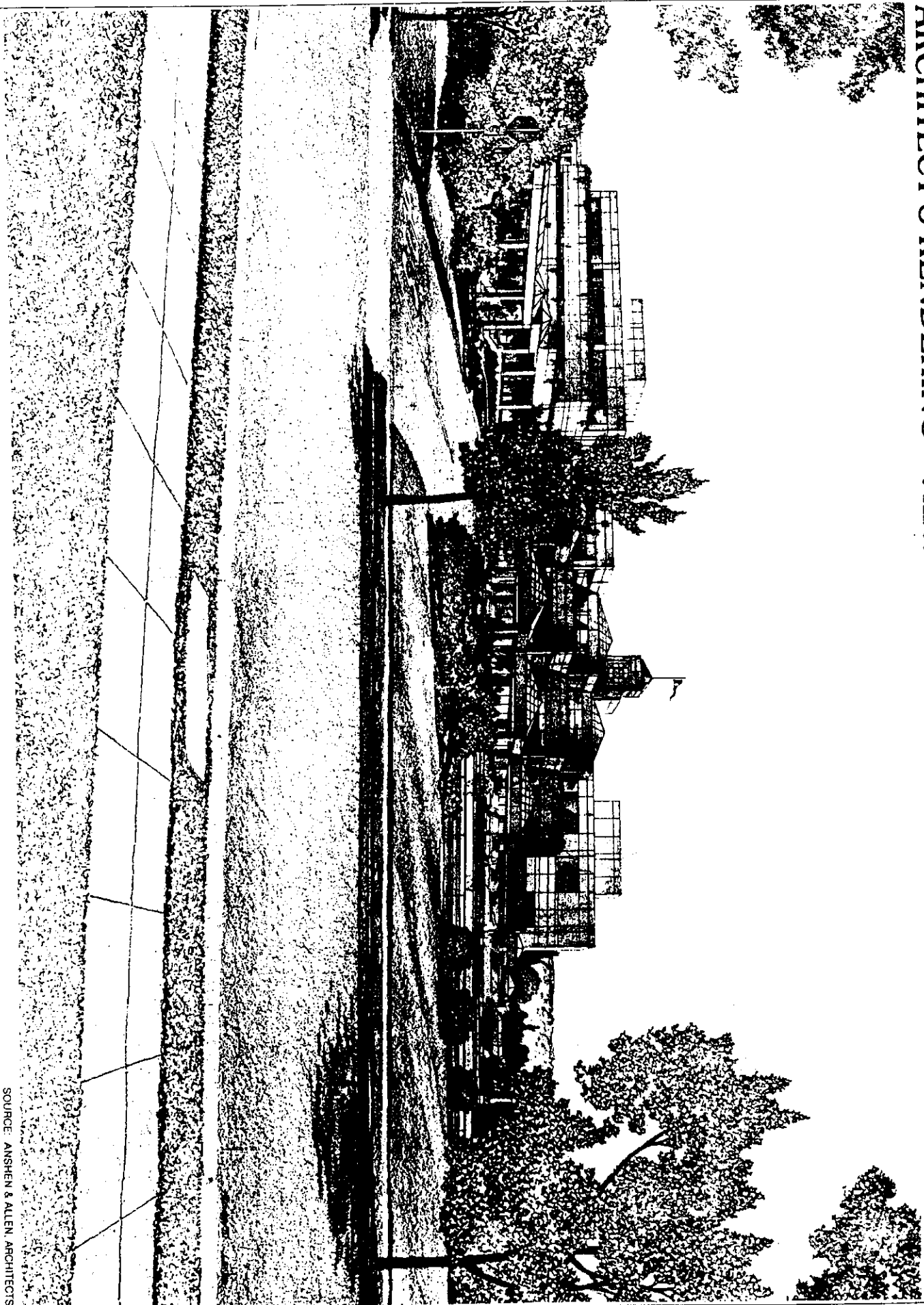
Conclusion

David and Lucile Packard gave to others all of their lives. Even though they are gone, their generosity still lives on. The foundations that they founded are changing the lives of people everywhere. They devoted their lives to helping others. The Lucile Salter Children's Hospital at Stanford is helping to save children's lives and is also researching illnesses that kill children every day. This hospital would not have happened without the contributions of time and money from the Packard family. There are many people around the world who will

have a family member still with them due to the treatment that they received at Lucile Salter Packard Children's Hospital. So many families have the Packard family to thank for the support and love that Lucile and David left behind. It goes to show how big of an impact two people can have on the rest of the world. Lucile and David Packard were richly blessed people and they chose to share their blessings and use them for the good of others.

ARCHITECT'S RENDERING - VIEW FROM WELCH ROAD

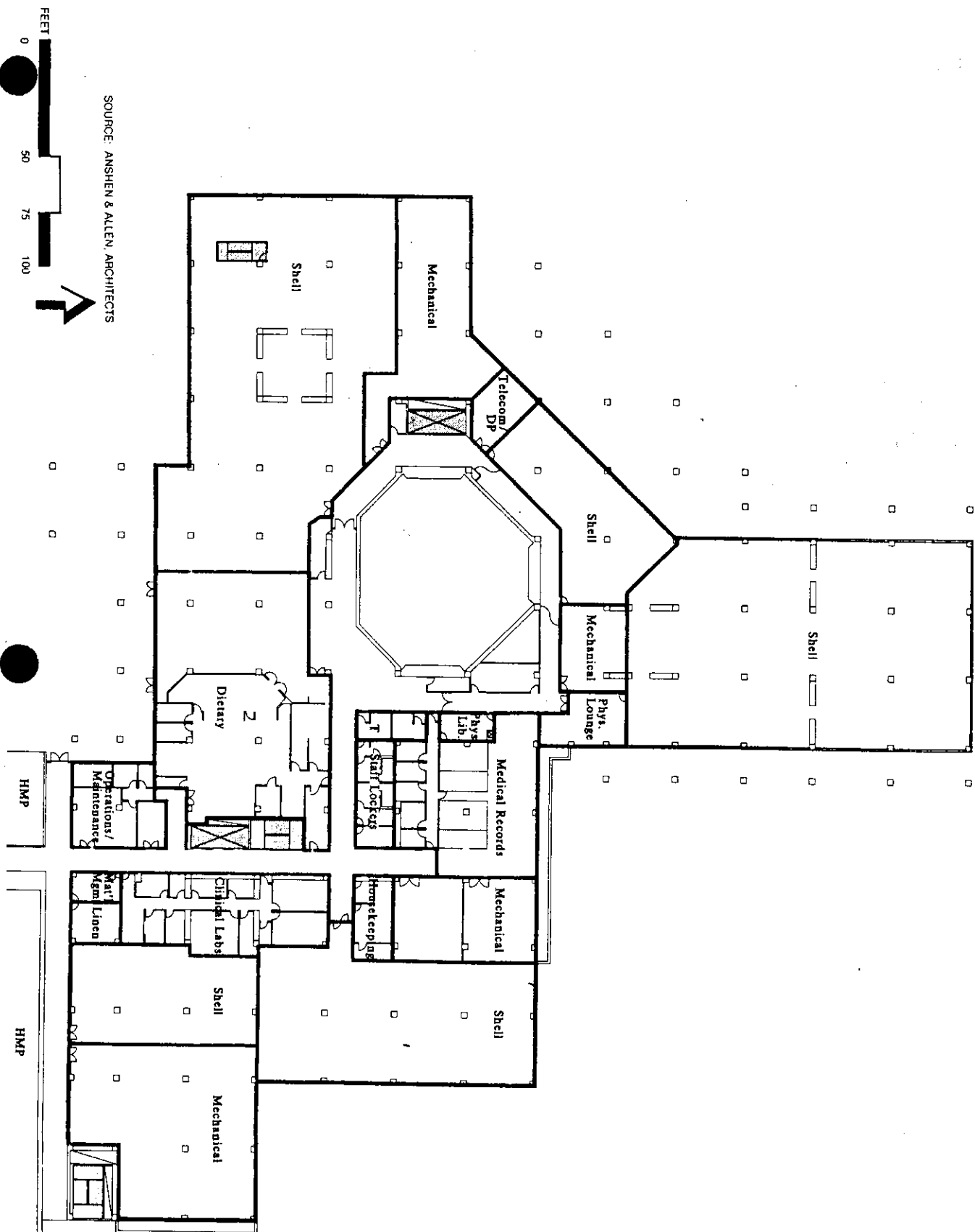
FIGURE 4



SOURCE: ANSHEN & ALLEN, ARCHITECTS

BASEMENT FLOOR PLAN

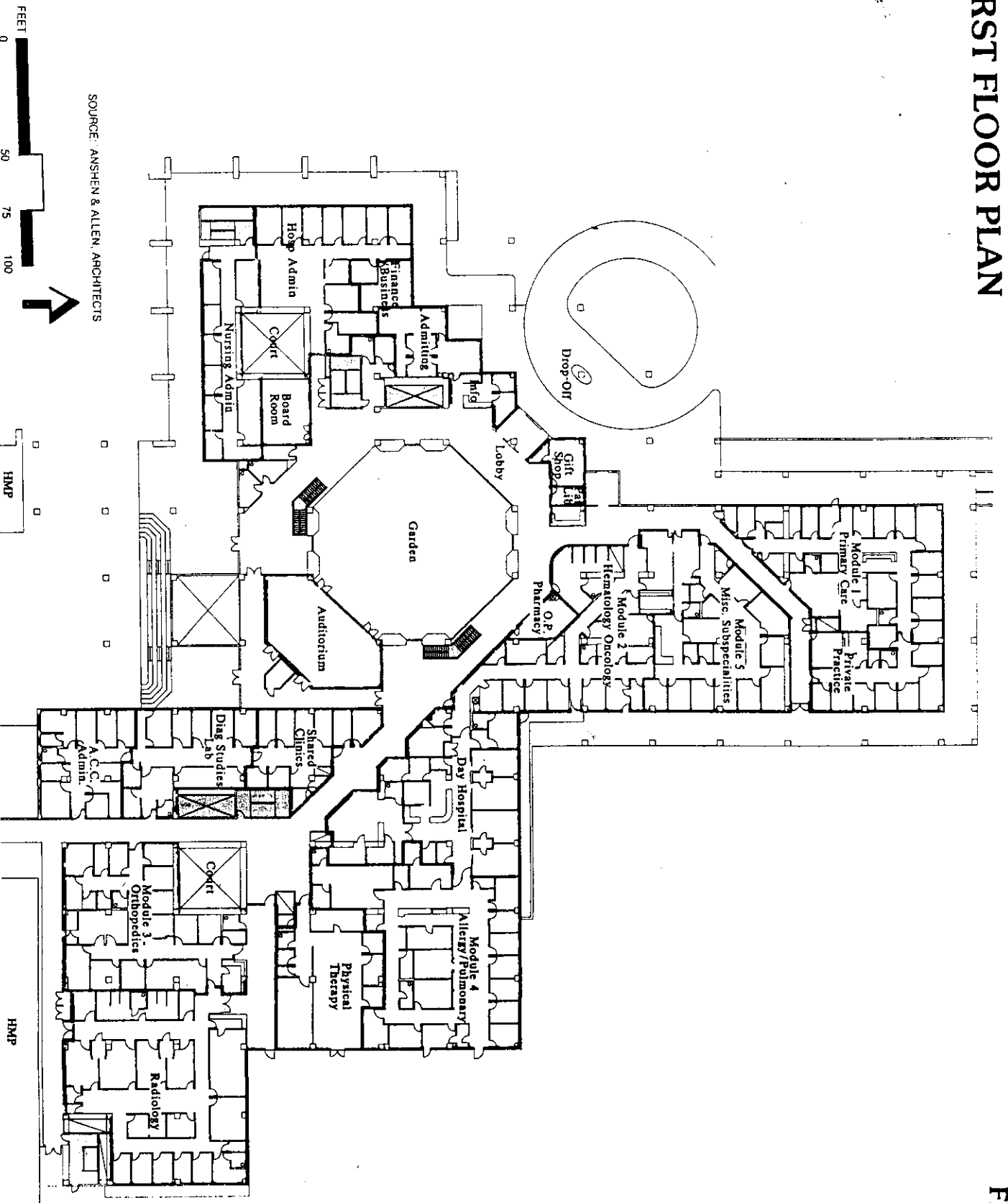
FIGURE 7



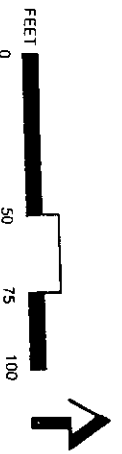
SOURCE: ANSHEN & ALLEN, ARCHITECTS

FIRST FLOOR PLAN

FIGURE 8

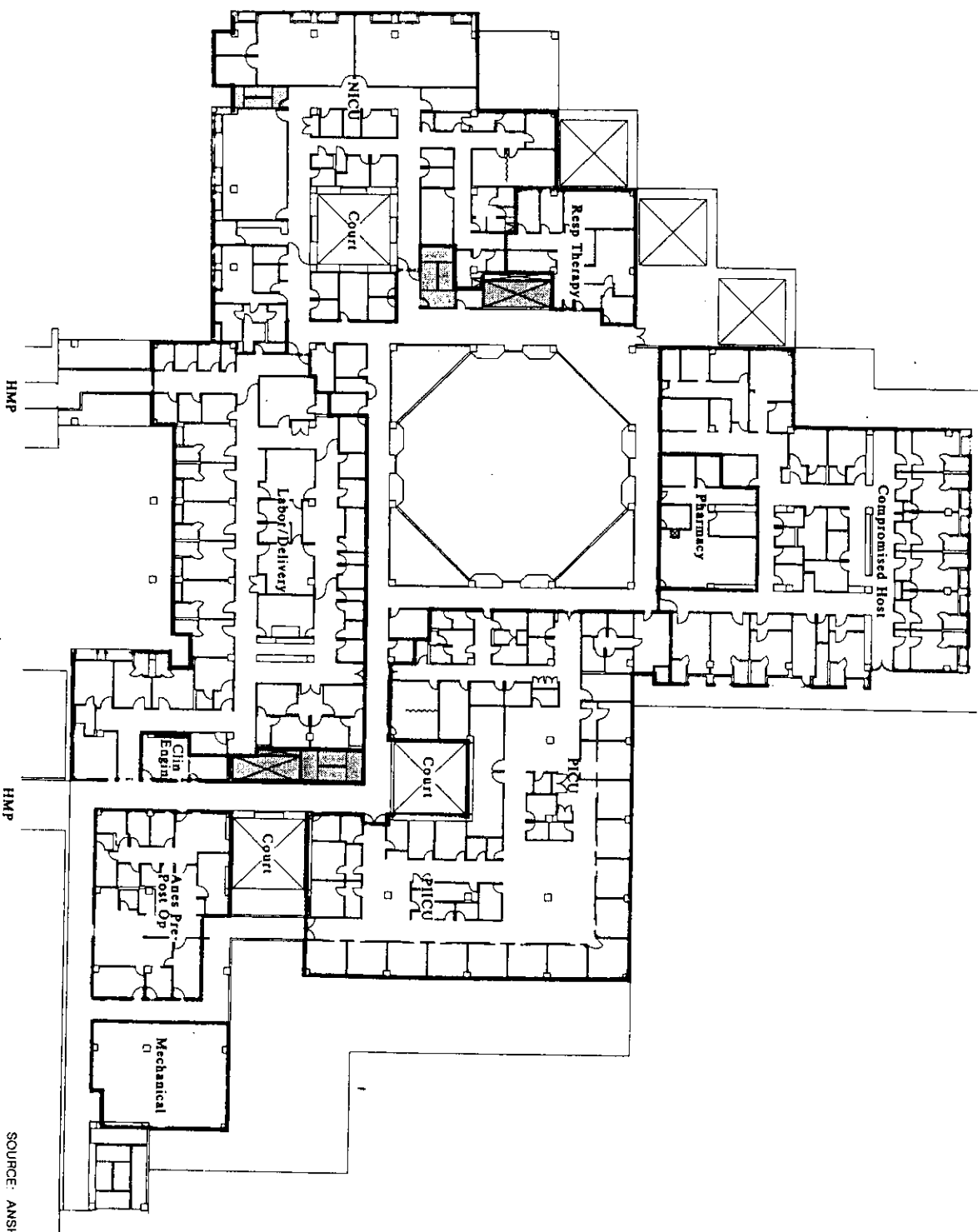


SOURCE: ANSHEN & ALLEN, ARCHITECTS



SECOND FLOOR PLAN

FIGURE 9



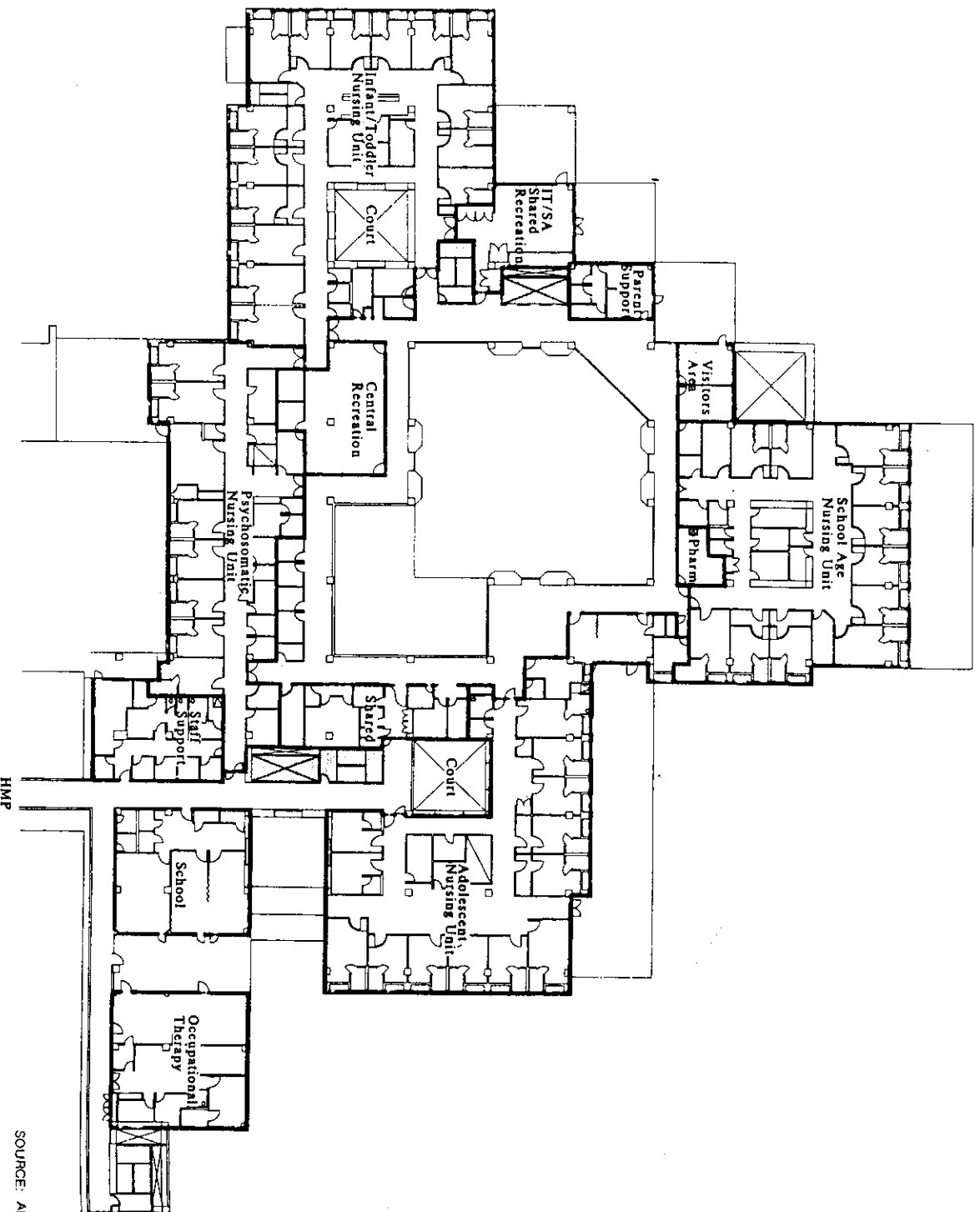
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0 50 75



THIRD FLOOR PLAN

FIGURE 10



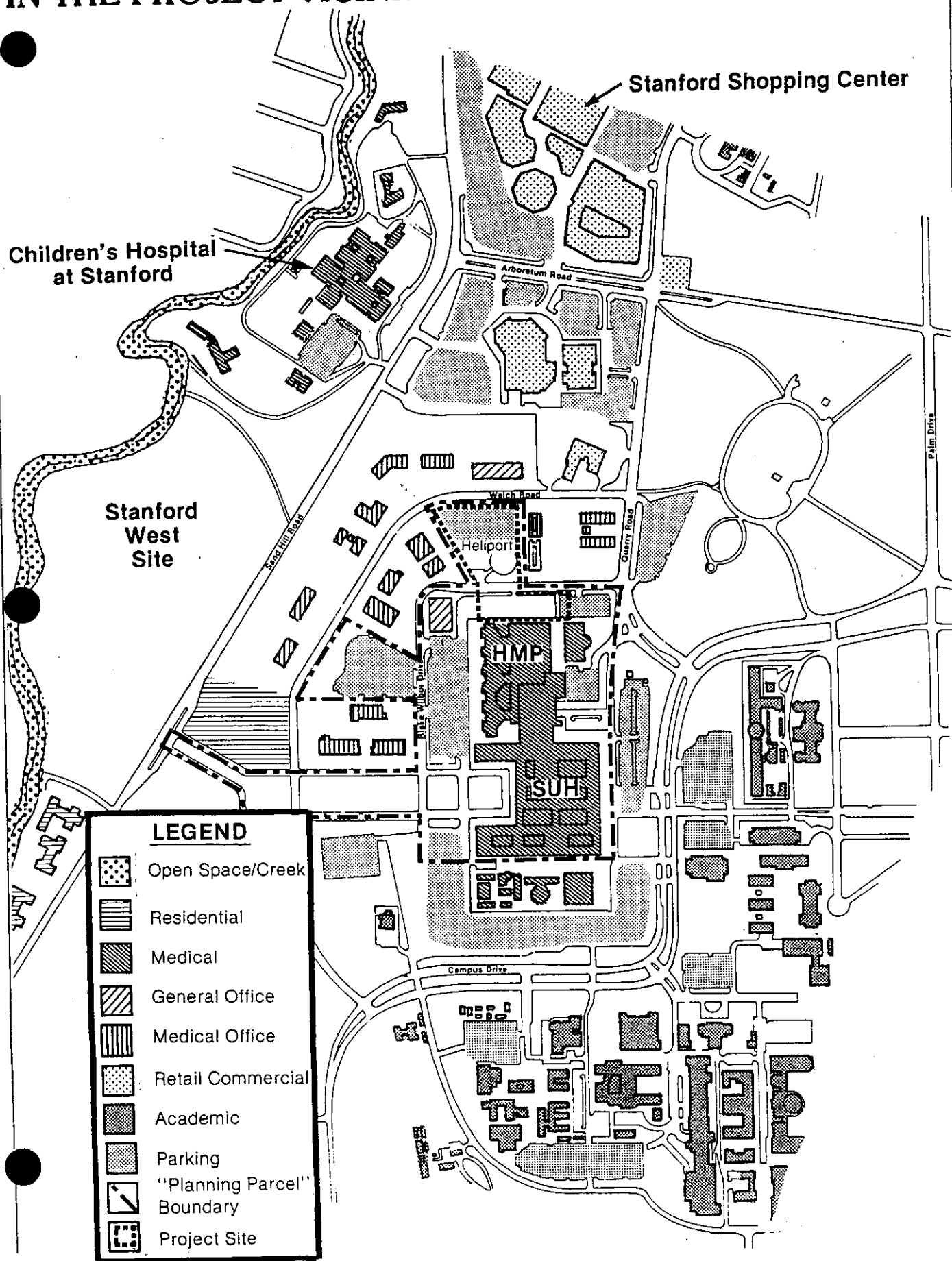
HMP

SOURCE: ANSHEN & ALLEN, ARCHITECTS



EXISTING LAND USES IN THE PROJECT VICINITY

FIGURE 13



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