The Historical Foundation of Medical Quality

- George Crile
- Frederick Taylor
- Will & Charlie Mayo
- Ernest Codman
George Crile
Anoci-Association
1908-1915

FIG. 21. SCHEMATIC DRAWING ILLUSTRATING PROTECTIVE EFFECT OF ANOCI-ASSOCIATION.

I. Conscious patient in whom auditory, visual, olfactory and traumatic no-ci-impulses reach the brain.

II. Patient under inhalation anesthesia in whom traumatic no-ci-impulses only reach the brain.

III. Patient under complete anoci-association; auditory, visual, and olfactory impulses are excluded from the brain by the inhalation anesthesia; traumatic impulses from the seat of injury are blocked by novocain.
<table>
<thead>
<tr>
<th>Mortality Rate</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1908</td>
<td></td>
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<tr>
<td>1912</td>
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<td>1913</td>
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</tbody>
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**Fig. 54.—Comparison of the Mortality Rate of all Operations performed at Lakeside Hospital by the Authors and their Resident Staff during 1908—the year before Anoci-association was introduced—with the Mortality Rate of the last two years, 1912 and 1913.**
In the operating room and during the process of healing also the patient must be considered *as a whole*. That is, the surgeon, and the members of his office staff, the hospital superintendent, the intern, the nurse, the orderly—every one who comes into relation with the patient—must bear in mind that even apparent slight factors may contribute—mightily even—to his ultimate welfare.

G. Crile, *Anoci-Association*, 1915
“Group medicine is the only means by which the patient can receive the attention to which the advancement of medical science entitles him.”

“Properly considered, group medicine is ... a scientific co-operation for the welfare of the sick.”
1912 Congressional Testimony on Business Management Theory

Frederick W. Taylor (1856-1915)

Taylor F. Testimony of F.W. Taylor, Hearings before the Special Committee of the House of Representatives to investigate the Taylor and other systems of shop management under authority of House Resolution 90, Vol. III, 1912, pp 1377-1508
Ernest A. Codman, M.D.  
(1869-1940)

• First anesthesia record (1895, with Harvey Cushing)  
• First atlas of normal skeletal radiographs  
• First English-language report of rotator cuff repair (1911)  
• First English-language text on surgery of the shoulder (1934)  
• First cancer registry (1921)  
• Founding member of ACS (1910)  
• Chaired ACS End Result Committee and ACS Committee for Hospital Standardization
Ernest A. Codman, M.D. (1869-1940)

CODMAN: THE PRODUCT OF A HOSPITAL

By E. A. CODMAN, M. D., Boston

The product of a hospital is an interpretation of the nomenclature used by the committee on the registry of bone sarcoma of the American college of surgeons.

The address is to stimulate discussion of the standards for which hospitals are aimed at improving the one — not to be the best. It is for this reason that some of the best hopeful material here appear to be local such institutions and which would enable those interested to compare the work done by the different ones. Unfortunately, many of the things which seemed to me the first importance for which I am the Massachusetts General Hospital, of Boston; I find to be as full and instructive as the report of any hospital in the country; but even that carefully prepared volume is not wholly satisfactory.

For the sake of promoting discussion, it is for the attempt to give an account of the...
ACS Committee For Hospital Standardization

• Medical staff
• Medical staff membership based on graduation from a medical school, competency, and character
• Regular staff meetings to review cases
• Medical records for all cases
• Clinical laboratory and radiology sections
[Character representing Harvard President Lowell]: “I wonder if clinical truth is incompatible with medical science? Could my clinical professors make a living without humbug?”

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