



JAMES HERSHETT

## Shouldice Hospital Limited

Two shadowy figures, enrobed and in slippers, walked slowly down the semidarkened hall of the Shouldice Hospital. They didn't notice Alan O'Dell, the hospital administrator, and his guest, who had just emerged from the basement boiler room on a tour of the facility. Once they were out of earshot, O'Dell remarked good naturedly, "By the way they act, you'd think our patients own this place. And while they're here, in a way they do."

Following a visit to the five operating rooms, also located on the first of three levels, O'Dell and his visitor once again encountered the same pair of patients still engrossed in discussing their hernia operations, which had been performed the previous morning.

### History

Born on a farm in Bruce County, Ontario, Dr. Earle Shouldice, who was to found the hospital bearing his name, first displayed his interest in medical research at the age of 12. He performed a postmortem on a calf that, he discovered, had died from an intestinal obstruction. After a year of following the wishes of his parents that he study for the ministry, Shouldice persuaded them to let him enroll in medicine at the University of Toronto.

An attractive brochure that was recently printed, although neither dated nor distributed to prospective patients, described Earle Shouldice as follows:

While carrying on a private medical and surgical practice in the years between the two World Wars and holding a post as lecturer in anatomy at the University of Toronto, Dr. Shouldice continued to pursue his interest in research. He did pioneer work towards the cure of pernicious anemia, intestinal obstruction, hydrocephalic cases and other areas of advancing medical knowledge.

His interest in early ambulation stemmed, in part, from an operation he performed in 1932 to remove the appendix from a seven-year-old girl and the girl's subsequent refusal to stay quietly in bed. In spite of her activity, no harm was done, and the experience recalled to the doctor the postoperative actions of animals upon which he had performed surgery. They had all moved about freely with no ill effects. Four years later he was reminded of the child when he allowed washroom privileges immediately following the operations to four men recovering from hernia. All had trouble-free recovery.

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Professor James Hershett prepared this case. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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# Shouldice Hospital Limited Case Study

**BM King**



**Shouldice Hospital Limited Case Study:**

## Decoding **Shouldice Hospital Limited Case Study**: Revealing the Captivating Potential of Verbal Expression

In an era characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its capability to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Shouldice Hospital Limited Case Study**," a mesmerizing literary creation penned with a celebrated wordsmith, readers attempt an enlightening odyssey, unraveling the intricate significance of language and its enduring effect on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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