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Grace-New Haven Community Hospital Annual Report 1948 - 1949

Grace-New Haven Community Hospital

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Annual Report

1948 - 1949



NOTE: For detailed report and statistics, see 8½ x 11 folio - Annual Report, Grace-New Haven Community Hospital, 1947-1949.

GRACE-NEW HAVEN COMMUNITY HOSPITAL

789 HOWARD AVENUE
NEW HAVEN 4, CONNECTICUT

FOREWORD

THIS REPORT has been prepared in an effort to present to the Hospital's friends a very brief account of the significant developments of the fiscal year ending June 30, 1949.

DR. A. W. SNOKE, our Director, has prepared a detailed report of operations covering each department which, because of its necessary length, is being reproduced in a limited quantity. We also have a limited supply of the Auditors' Report. Either or both of these will be gladly sent on request.

Grace-New Haven Community Hospital

ANNUAL REPORT

1948 - 1949

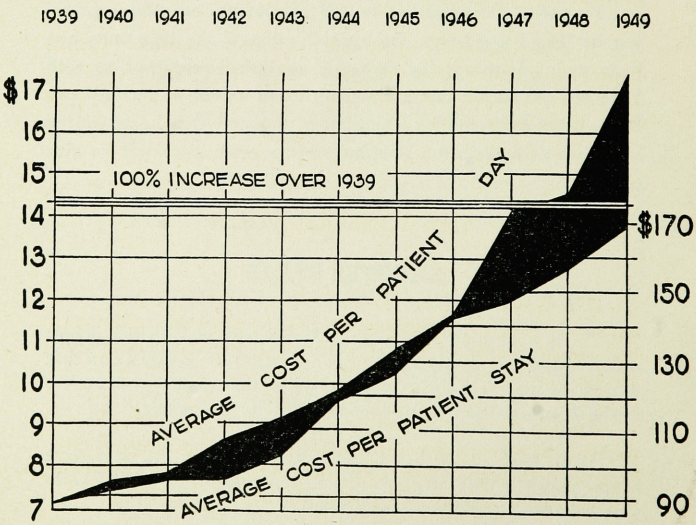
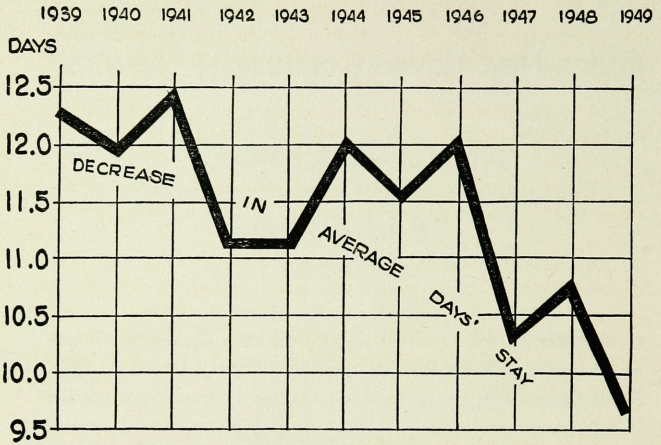
IT IS A PLEASURE to report to the Hospital's friends that it has weathered a difficult year in good condition, has made significant progress in its program of constantly increasing service to the community, and is at work on a number of projects designed to increase its service still further.

Financial problems, while still perplexing, are not as pressing as they have been; the consolidation of the two units has been well advanced; the mutually confusing relationships with Yale are gradually being clarified; more extensive services are being offered community physicians; and very definite advances have been made in the Hospital's main work of caring for sick people.

SHORTER STAYS

As an institution primarily concerned with making sick people well as quickly and as permanently as possible, it is gratifying that during the past year the average length of time patients have spent in the Hospital has been reduced more than *one whole day*.

With over 20,000 bed-patients, this saving is the equivalent of one person's time for 55 years, — a period which might otherwise have been spent in a hospital bed.



Individually, it has meant to patients getting back on the job and retrieving earning power. And it has also meant a substantial reduction in the time during which hospital bills build up.

A glance at the graphs on the opposite page will show what has been happening along these lines during the last ten years.

The *average* length of time spent in the Hospital by our patients has been reduced from more than 12 days to just over 9½.

At the same time, the cost of each day's service has more than doubled because all the things that make up hospital service, — wages, food, drugs, equipment and supplies of all kinds, — are more costly. Today's dollar, according to U.S. Department of Labor figures, will buy only about 59 cents worth of goods in terms of the 1939 dollar.

BUT, because the patient's hospital stay is nearly three days less now than in 1939, his total hospital bill has not increased proportionately to the daily cost.

And he is generally better able to afford it. Bureau of Census figures show that in these ten years per capita income in Connecticut has risen 123%; the dollar cost of a hospital stay has gone up 91% in the same years.

THE CONSOLIDATION

The Grace and New Haven Units of the Hospital are showing steady progress in merging more and more of their activities to the mutual benefit of both the Hospital and the community it serves.

During the year all private physicians of both Units became members of a single general medical staff, having identical privileges in both Units. The Yale University staff, with its teaching responsibilities, retains its separate identity.

Through another forward step, resident physicians receiving post-graduate training in Obstetrics, Gynecology and Pathology may now work in both Units in a single year through rotating residencies. It is hoped that this plan may be extended into other specialties next year.

The consolidation of various operating departments during the year has made for greater efficiency. Six major departments now operate under a single chief in the two Units: Accounting, Laundry, Maintenance, Pharmacy, Purchasing and Stores, and Social Service.

CONNECTICUT HOSPITAL ASSOCIATION

Not only have the two Units drawn closer together, but important strides have been made in cooperative work with other hospitals throughout the State through the reorganized Connecticut State Hospital Association.

The Hospital's personnel have taken a leading part in the Association's activities, including the successful effort to obtain more equitable reimbursement for the cost of treating State patients and the important advances made in uniform hospital accounting.

THE HOSPITAL AND YALE

For more than a hundred years the New Haven Unit has been very closely associated with Yale University. As the demands of mutual growth have increased the complexity of this collaboration on community care and the education of physicians and nurses, there has grown up a tangled skein of agreements, contracts and assumptions which have left both parties confused by divided responsibilities. Progress toward clarification of some of the factors has been made.

Financial retrenchment has forced the University to reduce its annual grants, which for many years have balanced out the Hospital's operating deficits. At the same time, it has been reducing its requests for service to the School of Medicine.

The Hospital is, accordingly, taking over certain functions formerly performed for it by the University but which most hospitals normally do for themselves. Among these have been operation of its X-Ray Department and its patient-service laboratories. The Hospital also took over during the year operation of its Psychiatric Out-Patient Clinic.

Another area in which many Hospital-University problems have arisen is in the ownership of land and buildings. The Hospital has owned all of the land in the block on which the New Haven Unit is situated, while the University has owned most of the buildings, having independently raised the money for their construction, — mostly outside New Haven.

A review of use and ownership of both land and buildings has been in progress during the year and will continue in the hope that mutually helpful trades may be negotiated. During the year the Hospital deeded to Yale a small plot of ground at the corner of Howard and Congress Avenues, used for tennis courts, in order that the University might take advantage of a substantial grant toward constructing a building for cancer research work.

FINANCIAL

The past year saw the Hospital substantially closer to a balanced budget than it has been for some time, — and this despite a continued rise in the cost of doing business and a reduction in the Yale contribution.

Among the many factors helpful in bringing this about was the decision to give up the inclusive rate, whereby a single charge was made for most hospital services, and go back to the standard hospital rate structure whereby patients are billed item-by-item

for services rendered. This change has not only been popular with the great majority of patients but has substantially increased Hospital income.

A more realistic schedule of charges in the New Haven Dispensary has reduced the operating loss there by nearly half without apparent hardship to patients, who still receive free service as they require it.

A decrease in the expected cost of food helped to offset increases in the cost of professional care, equipment and most other items.

The table on the opposite page shows the comparative expenses and income for the past two years.

STATE AND CITY

One of the year's most important contributions to the future welfare of the Hospital was passage by the Connecticut General Assembly of Public Act 327. This provides for the State, on July 1, 1949, to double its previous \$5 per day payment to all voluntary hospitals for treatment of State patients and it further provides that on July 1, 1951, the State will pay the actual cost of such care as computed by State auditors. It is expected that this will bring immediate relief to the Hospital of about \$60,000 annually, while payment of cost will relieve the Hospital of an annual loss of about \$100,000 on State patients.

Efforts to eliminate a similar inequity in payments made by the City of New Haven for City patients treated in the Isolation pavilion have been only partially successful. The City has regularly paid the published ward rates for all patients it sends to the Hospital except those sent by the Board of Health to the isolation building for treatment of communicable diseases. According to an agreement made in 1912, a very low rate has applied to these patients. For the last several years it has been \$4 a day. During October, 1949, the Board of Aldermen voted to double this rate to \$8. The Hospital will continue to seek payment of regular ward charges.

WHERE THE MONEY WENT

	1947-1948	1948-1949
Administration	\$ 329,907.80	\$ 342,371.98
(Business offices, admitting, personnel, telephone, insurance, etc.)		
Food	460,700.75	431,124.86
House & Property	707,593.11	736,632.63
(Housekeeping, utilities, linen, laundry, maintenance, etc.)		
Professional Care	1,650,612.89	1,734,109.07
(Resident physicians, nurses, aides, laboratories, X-ray, drugs, medical records, social service, etc.)		
Depreciation	52,993.30	63,821.71
Other Expenses	26,489.60	27,489.66
(Interest, taxes, annuities, etc.)		
Provision for Repairs		60,000.00
	\$3,328,299.45	\$3,396,549.91
Loss, New Haven Dispensary	71,956.59	34,636.98
	\$3,300,256.04	\$3,431,186.89

WHERE THE MONEY CAME FROM

Patients	\$2,780,709.70	\$2,995,715.18
(Includes payments by agencies, other third parties.)		
Endowment Fund Interest	127,682.32	123,157.00
Yale University Appropriation ..	172,000.00	162,000.00
Other Income	154,733.08	126,551.52
(Includes Community Chest allocation, State grant, donations, etc.)		
	\$3,235,125.10	\$3,407,423.70
Net Loss	\$ 65,130.94	\$ 23,763.19
(Taken from working capital)		

Thanks are due to the Hospital's many good friends. During the year, hundreds of gifts have been received from many individuals. A list of these will be found on pages 9, 10 and 11. In behalf of the patients for whom they were intended, we say "thank you."

A loyal corps of volunteers, much smaller in numbers than during the help-starved days of the War, but just as welcome, has helped to fill in the gaps of service which no Hospital ever quite succeeds in filling. To them, "thanks."

And to the hard-working staff and employees of the Hospital, whose 24-hour-a-day service, 365 days of the year is what moulds the reputation of a hospital, — also "thanks."

Our patients, for whom we have all done our best, have been most appreciative. A few of their "going-home" comments are reproduced on the back cover of this brief report. We are happy that we have pleased most of them. That is, essentially, our main job.

D. SPENCER BERGER,

President.

October 28, 1949.

DONORS OF GIFTS

1948 - 1949

Cash

Grace-New Haven School	Mr. Ben S. Michaelson \$	50.00
of Nursing, Class of 1948	Soroptomist Club	50.00
(For Obstetrical doll) \$230.00	Mrs. Nathan Stone	10.00
	Alma Strauss	
Dr. James R. Angell	Memorial Fund	145.00
200.00		

Other Gifts

Mrs. Harold Abrams	Calvary Baptist Church
Rev. John Adams	Dr. Norton Canfield
Miss Phyllis Albert	Mrs. Clara J. Carlson
Miss Dalton Arnold	Mrs. Alice B. Caron (42 Club)
	Mr. Andrew N. Carsons
Miss Betty S. Bailey	Mrs. Isabelle Champagne
Mrs. Alfred Barton	Mrs. Herman Chapman
Mr. Edward G. Begle	Mrs. Robert C. Charbeneau
Mrs. Robert Berneike	Mrs. Charles F. Clark
Mrs. Francis Blake	Mrs. David Clift
Miss Louise Bogart	Mrs. Francis Coker
Mrs. E. Borchard	Mrs. Charlton Cooksey
Mrs. Lewis Bracken	
Mrs. Glen Brewer	Miss M. T. Dana
Mrs. Charles Brown	Mrs. George Darling
Mrs. Donald Brown	Mr. Jerome Davis
Mrs. Lindsey Brown	Mrs. Nelson Dodge
Brownie Troop No. 71	Mrs. S. W. Dudley
Brownie Troop No. 81 - No. 84	
Miss Hazel Bruch	Mrs. James Earle
Miss Janice Buck	Mrs. John Eckle
Mrs. Norman Buck	Mr. M. A. Edgecomb
Mrs. H. Milton Bullard	Elm City Rubber Company
Mrs. F. K. Burwell	
Mrs. James Butters	Mrs. Franklin Farrel, III

Mrs. Frederick Fitch
Mrs. George Fletcher
The Foote School
Dr. Thomas Forbes
Mrs. Paul Fuller

Mr. D. V. Garstin
Mrs. Arnold Gesell
Miss Jacqueline Gibson
Girl Scout Headquarters
Girl Scout Troop No. 100
Girl Scout Troop No. 105
Mrs. Willie B. Grant
Mrs. Henry Graves

Miss Nancy Hall
Miss Anne Halloway
Miss Fannie Halper
Mrs. Samuel Harvey
Mrs. Allan Hays
Mrs. Samuel Hemmingway
Mrs. H. Holborn
Miss L. Hooker
Mrs. Edward Horwitz
Mrs. George W. Hotchkiss
Mrs. W. B. Hoyt
Mrs. Clark Hull

Mrs. Frederick Johnson

Miss Tilda Kabakoff
Miss Antoinette Karlsruher
Miss Marcia Katz

Miss Anna Lauria
Mrs. Bertha Levi
Mrs. Lansing Lewis
Mrs. Herman Liebert
Mrs. Irving Liebeskind
Mrs. Frederick Loeser
Lovell School — Grade V
Mrs. Sidney Lovett

Mrs. Paul MacCready
Mr. T. G. MacDermott
Mrs. Champion Mathewson
Mrs. Mark May
Mrs. Clarence Mendell
Mrs. Paul Messer
Michael's Jewelers
Mrs. Max Millikan
Miss Marjorie Montgomery
Mr. M. J. Mozzoli

Mrs. George Nettleton
Mrs. Everett Nolles
Mrs. William Nygard

Mrs. Rollin Osterweiss
Mrs. H. Ouillet

Mrs. Leigh Page
Mrs. Milton Parker
Mrs. William Parsons
Mrs. Gladys Pendergast
Mrs. Ulrich Phillips
Pine Orchard School
Mrs. Piper
Miss Helen S. Porter
Dr. Grover Powers

Mrs. John Reid
Mrs. Leo Rettger
Mrs. Orville Rogers
Mrs. Charles Rolfe
Mrs. W. A. Rutz

St. Louis School
St. Paul's Church
Mrs. Robert Salinger
Mrs. Bessie Samuels
Mrs. Schlegel
Miss Marilyn Shaw
Miss Anne Sheldon

Mrs. Boyd Smith
Mr. D. S. Smith
Mrs. Albert Snoke
Miss E. Spear
Spring Glen Church
Miss Carolyn Stevens
Mrs. Shepard Stevens
Mrs. W. J. Stevens
Miss Janet Stewart

Temple Mishkan Israel
Mrs. James Trask
Mrs. H. H. Tweedy

Mr. Urlano

Dr. Noble Wilkin
Miss N. B. Willard
Mrs. Joseph Williams
Mrs. William Wilson
Mrs. C.-E. A. Winslow
Miss Ruth Witterell
Woodbridge First Church of
Christ
Mrs. Maude Woodworth
Mrs. Theodore Woolsey
Mrs. C. R. Wright

Mrs. Raymond York
Mrs. Richard Young

Patient _____
Nursing Unit _____ Rm. _____
Departure Date _____

You have certainly hit a good system in your handling of the small- fry. Our twenty month old boy seemed neither frightened nor soothed by his week in the hospital. . . . I have written before writing this to make sure it is a source of considerable admiration to me and my husband that you combine good physical care with what must be both sensible and affectionate general handling.

Signed _____
I was commended as contributing to the marshmallow frosting used on the chocolate cake we had for lunch.

Patient of Dr. _____
Nursing Unit _____ Rm. _____
I came here for treatment from another city. I was afraid of loneliness and coldness of a large institution but to my pleasant surprise from the day I entered till today, from your fine nurse's aides to the remarkable head nurse their only interest was what could they do to help you.

I know of no improvement except if you could eliminate sickness completely.

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____

Words cannot express our feelings for the wonderful medical attention your resident physicians gave our daughter during her illness. Their attention on her sickness was wonderful, and their promptness to answer our questions during her stay was of great help. We thank them kindly.

Signed _____

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____

Once again the pleasant prospect of coming to the Grace-New Haven Community Hospital has fulfilled my highest expectations. The nurses and aides seem to thrive on making certain of a patient's comfort. They are a splendid group of women working together. The meals, as always, are excellent.

Signed _____

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____
What was so early, but what was so late. Mrs. [Name] who was with me at the hospital. P.S. No complaining.

For these and thousands of other friendly expressions of confidence we give our thanks. To our community we pledge our utmost effort to merit its future support.

D. Spencer Berger
President

Patient of Dr. _____
Nursing Unit _____ Rm. _____
When a child is coddled and so much loved, it is usually hard for him to be away from home. Thanks to his doctor's apparent love and understanding, my son found it easy to adjust himself to the hospital. To her and more like her, we mothers are grateful.

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____
Because our daughter is only 7 years old, I am writing her mother's and father's reactions to her stay. It was the first time we have been made to feel like human beings at a hospital. The professional courtesy of both doctors and nurses was outstanding. The interview with the doctor before discharge gave us all a feeling of "belonging" -- she was just as important to them as the sickest patient in the hospital. You are to be commended for the atmosphere which prevails. It speaks for itself.

I found the hospital to be enjoyable and competent in every way. The food is excellent and amazingly varied. The nurses are marvelous - so kind and helpful. Nothing seems to be too much trouble for them. My baby seemed to have the best possible care in the nursery, I couldn't have been more pleased with every aspect of my stay.

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____
I cannot by any imagination see how any improvement could be made in your care of patients, considering the efficiency and kindness of your entire staff, -- doctors, nurses and every one else I came in contact with. I can assure you that all of the care I received was fully and gratefully appreciated.

Patient of Dr. _____
Nursing Unit _____ Rm. _____
Departure Date _____
I have seen at first hand the pediatric services of three other top-notch hospitals, but never have I seen anything to compare to the magnificent service here. Nurses, house officers, nursing, pediatric care were superlative and superb. I feel that it represents pediatrics and pediatric nursing at its pinnacle. -- a type of thing which is usually considered the ideal but unobtainable. I have never been so impressed by any other service in any hospital.