1-1-1934

Grace Hospital, Forty-fourth and Forty-fifth Annual Reports, 1932-1933

Grace Hospital Society

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Grace Hospital

Forty-fourth and Forty-fifth Annual Reports

1932 - 1933

Nineteen Hundred and Thirty-four
THE
GRACE HOSPITAL
SOCIETY
NEW HAVEN, CONN.

FORTY-FOURTH AND FORTY-FIFTH
ANNUAL REPORTS
For the Years Ending December 31, 1932 and 1933

Member of the American Hospital Association
Member of the Connecticut Hospital Association
Approved List of American College of Surgeons
Member Agency of the Community Chest

PUBLISHED BY THE AUTHORITY OF THE PRUDENTIAL COMMITTEE
1934
FOURTY-FIVE YEARS OF SERVICE

BOARD OF DIRECTORS

1933 and 1934

Mrs. Edith Valet Cook (1935)
Mrs. Percy T. Walden (1935)
William P. Baldwin, M.D. (1935)
Hon. Robert L. Munger (1935) *
Robert S. Judd (1935) t
G. Harold Welch (1935)
B. Austin Cheney, M.D. (1936)
Charles H. Carroll, M.D. (1936)
Thomas A. Tully (1936)
Samuel J. Goldberg, M.D. (1936)
Charles J. Foote, M.D. (1936)

Leslie H. Jockmus (1937)
Harry V. Whipple (1937)
Robert C. Deming (1937)
Edward E. Regan (1937)
William L. Hayden (1937)
Harry B. Kennedy (1938)
Philip Pond (1938)
Clarence R. Lake (1938)
A. Oscar Gates (1938)
Edward E. Minor (1938)

OFFICERS

1933

B. Austin Cheney, M.D.
President
Leslie H. Jockmus
Vice-President
Harry V. Whipple
Treasurer
Mrs. Edith Valet Cook
Secretary

1934

B. Austin Cheney, M.D.
President
Leslie H. Jockmus
Vice-President
G. Harold Welch
Treasurer
Mrs. Edith Valet Cook
Secretary

* Resigned November, 1933.
† Elected November, 1933.
PRUDENTIAL COMMITTEE

1934
HARRY B. KENNELEY, Chairman
B. AUSTEN CHENEY, M.D. (Ex Officio)
CHARLES J. FOOTE, M.D.
EDWARD E. MINOR

1933
CHARLES H. CARROLL, M.D., Chairman
B. AUSTEN CHENEY, M.D. (Ex Officio)
SALVATORE J. GOLDNER, M.D.
LESLIE H. JOCKMUS
HARRY V. WHIPPLE
A. OSCAR GATES

COMMITTEES

1934
Counsel
Mr. PHILIP POND

Building Committee
Mr. EDWARD E. REGAN
Mr. THOMAS A. TULLY
Mr. EDWARD E. MINOR

Finance Committee
Mr. G. HAROLD WELCH
Mr. HARRY B. KENNELEY
Mr. ROBERT S. JUDD

Nursing Committee
Mrs. PERCY T. WALDEN
Mrs. ESTHER VALET COOK
Mr. ROBERT S. JUDD

Out-Patient Department Committee
Mr. EDWARD E. REGAN
Mrs. PERCY T. WALDEN
Dr. CHARLES J. FOOTE

Visiting Committee
Mr. THOMAS A. TULLY
DR. WILLIAM P. BALDWIN
Mr. CLARENCE R. LAKE

FOURTY-FIVE YEARS OF SERVICE

ADMINISTRATIVE AND INSTITUTIONAL STAFF

1933 and 1934
Superintendent
HARRY V. WHIPPLE,*
SIDNEY G. DAVIDSON†

Superintendent of Nurses and Principal of the Training School
ELSA M. MAURER, R.N., B.S., M.A.

Dietitian
DOROTHY A. MILAVETZ, B.S.

Office Manager
MRS. JESSIE L. BALL

Record Librarian
MRS. ENNA C. BLACK, R.R.L.

Housekeeper
BLENHEIM I. NEWTON‡

Chief Engineer
JAMES S. COWAN

Pharmacist
ANTHONY LA FEMINA

Auditors
LEWIS SAGAL AND COMPANY
Certified Public Accountants

* Resigned August, 1933.
† Appointed August, 1933.
‡ Appointed October, 1933.
REPORT OF THE PRESIDENT

In the annual report of your Board one year ago, your attention was directed to the financial crisis of the hospitals of the country. The statement was then made that 273 hospitals had been forced to close their doors during the year because of lack of funds. This financial crisis has continued during the year 1933, resulting in the closing of 135 additional hospitals, or a total of 408 hospitals in the two years. The end is not yet in sight. In the meantime can the voluntary hospital service survive? Will our public spirited citizens permit voluntary hospital service to be extinguished? Such hospital service is the most important contribution to our modern civilization.

The alternative is a hospital service maintained, owned, and controlled by municipalities and federal government, which must be supported by taxes. Such hospitals would probably be politically controlled, with the danger of lowered scientific standards in the care of the sick.

The financial crisis in our hospitals is due to the large increase of the sick poor and to the decrease of funds to meet the costs of their care. The private patient departments have done much less business, because patients have remained at home. In the private patient pavilion of our hospital for instance, usually about 23% of our patients, in any one day, used to pay the cost of their care or above, which helped pay somewhat the loss incurred in caring for each and every ward patient. To meet this emergency salaries and wages of hospital personnel have been lowered not once, but often two and three times in many hospitals. Many hospital employees have been discharged, if such action did not impair the service to patients. Naturally rigid economy has been practiced in the purchasing departments. We are daily told in the newspapers that the solution of the present economic situation is in increased prices of commodities. If this be true, the hospitals may be worse off. In our own case the recent increase in prices of raw foods has been a burden.

Numbers of Patients of Grace Hospital in 1933. Our service to the community has been maintained not only without impairment, but better than ever before. During the year there were admitted 4,593 patients, against 5,183 in 1932 and 6,444 in 1931, and 6,742 in 1930. On the other hand there were 8,003 treated during the year against 7,500 in 1932. The slight increase came from emergency cases not remaining in the hospital, of which there were 2,164 as against 1,847 in 1932. This increase of 317 emergency cases means excellent 24-hours service to the community, but with very small financial return to the hospital. Comparing the total days care given 61,494 in 1933, we find that the days care was 65,023 in 1932, and 71,736 in 1931, or a loss of over 9,000 days care from the 1931 total.

These figures explain to a great extent our decreased income. The average daily census was 168.5 against 177.7 in 1932 and 196.6 in 1931. The maximum census was 220 and the minimum 113 in 1933, against 249 and 134 respectively in 1932. The daily average was then in 1933 about 9 patients per day less than in 1932 and 28.5 less than in 1931.

Expressed in percentages these figures are perhaps more understandable and significant. The private patient pavilion had an occupancy of 59.4% in 1933, compared with 75.3 in 1932 and with 71.1 in 1931. The ward building occupancy was 62.4% against 72.2 in 1932 and 71.7 in 1931. The private patient pavilion recorded a gain of 2.5% over 1932 but the wards showed a loss of 9%, which is due in part at least to the decreases of cases paid for by the City. The number of city cases in 1933 was 649, 34 less than in 1932, making a loss in days care of 419 days. The occupancy of the entire hospital was 61.2% compared with 65.3% in 1932. The average occupancy of 91 general hospitals located in 87 communities in 35 states for 11 months of 1933 was 55.7. The Grace Hospital occupancy figure of 61.2% is about 3.7% above the average of the 91 hospitals. In 1932 we were about 9.3% above the average, and in 1931 about 8.5 above.

The maternity department in Grace Hospital has always maintained a very active service, but in 1932 the births were 700, 135 less than in 1931. In 1933 the number increased to 716, in spite of the fact that the city of New Haven sent in 26 less cases and that the city paid for 162 less days care. Maternity cases are sent to the three hospitals by the City Charities Department only upon the recommendation of the Prenatal Clinics of the hospitals. By an agreement with the Charity Department and the Prenatal Clinics the cases selected for hospitalization are young mothers expecting their first baby and all mothers exhibiting symptoms which demand hospital care, or where homes are unsuitable. All other maternity cases, under the charge of the City Charities, are attended in their homes by physicians employed full time by the City. This plan is expected
to save money for the city, while it has caused a large loss of earnings to the hospitals of the city.

The Grace Hospital Prenatal Clinic continued valuable service during the past year, recording 180 new patient visits, 81 post-partem visits and a total of 923 visits or nearly 300 more than in 1932.

The laboratory has made a valuable contribution to the work of the hospital, as usual. The past year there were 27,368 specimens examined, which was about 1,000 less than the year before. All autopsies were performed by the Director or under his supervision. Immunization against small-pox, diphtheria, scarlet fever and typhoid of our nursing staff was made by the laboratory staff, and the laboratory made a valuable contribution to the work of the hospital.

The X-ray department examined 1,839 cases, a slight increase over last year. Excellent work in this department is maintained because of a new apparatus purchased by the gift of the late Charles H. Jockmus, one of our Directors. Acknowledgment of this gift was made in last year's report.

The physical therapy department gave 3,993 treatments to 341 patients. This department has had success in restoring function to many chronic invalids. It deserves greater patronage.

There were 274 deaths, 104 of which occurred within 48 hours after admission. The mortality rate, excluding death within 48 hours after admission was .03 compared with a rate of .04 in 1932. The mortality rate is low, especially in a hospital having an active service. The average stay of the patients in the hospital was 11 days, which is about the same figure as for the last two years and which demonstrates our very active service.

The net operating income for 1933 was $328,235.32, or $12,124 less than in 1932, which was $340,359.53 in 1931. The net operating income in 1933 was $397,822.73, which shows a big shrinkage in loss with pardonable pride. It has been done without impairment of the hospital service to the patients. It could not have been accomplished in the face of greatly decreased earnings without exacting rigid economy and without lowering the payroll of the entire personnel from March 1 to August 1.

On August 1 the pay level was restored, but our employees were advised that the restoration was experimental and might be temporary. The pay roll has again been lowered, operative January 15, 1934. At the same time the salaries and wages have been more equitably rearranged with particular reference to whether our employees live in or out of the hospital. The operating income per patient day was $5.33 in 1933 and was $5.24 in 1932. The operating cost per patient day was $5.48 in 1933 and was $5.74 in 1932. The gain in income per patient day was nine cents and the cost per patient day was 26 cents less than the preceding year.

Our accounts receivable amount to $35,699.86, of which $12,976.74 is public liability and $1,848.15 is compensation receivable. Most of these latter amounts are probably of good value. Our accounts payable are $36,842.69. Both the totals of accounts receivable and payable are about at their usual level. There was charged off during the year accounts receivable amounting to $12,711.27. During the year we have received a bequest of $1,000 from the late Charles H. Jockmus, an important gift of the late Frances G. Peck, of $50, both of which have been applied to the general account. The bequest of the late Mary Stiles, notice of which was given in our last report, has been received the past summer. Until the real estate and mortgages have been liquidated it is difficult to estimate the value of this gift. The figure of $100,000 was given in our last report, which is probably approximately correct. The inventory for probate court was $160,000, which shows a big shrinkage
Department
Dietary

$56,755.79. This represented an average of .37 as a daily cost and $61,476 to patients. The yearly cost of raw food was to possible correction when the annual audit, now being made. l d O ' 1s compete .

Further physical development of our plant is possible.

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If the subscribers to the Grace Hospital Campaign Fund can pay their pledge in part or in full, it will be possible to buy the outstanding hospital bonds in the open market at a substantial discount. This obligation of outstanding bonds is a shadow on the hospital's future, which must be met before any further physical development of our plant is possible.

The figures above given are from the regular report of our office manager. They are substantially correct, but are subject to possible correction when the annual audit, now being made, is completed.

The dietary department has maintained the high standards which have been gratefully acknowledged in our previous reports. Three meals a day were served to 153,806 persons, of whom 92,300 were to personnel and 61,476 to patients. The yearly cost of raw food was $56,755.79. This represented an average of .37 as a daily cost per person or a meal cost of .123. This is contrasted with the daily cost of .411, or a meal cost of .183 in 1932. This was accomplished despite the marked rise in food costs since August. The average daily cost of preparation, service and supervision of the food was .197 per person, which is very slightly less than the figure .20 of 1932 or .56 per person per day.

“A ward dietitian has been added to the staff, whose function is the supervision of the serving of all food to ward patients. She also has contact with the ward patients to determine their likes and dislikes and to assist them with their food problems. Aside from the increased satisfaction of the patients through this arrangement, we have had a great enough saving in food to pay for the cost of this salary.”

“... The recent acquisition of badly needed kitchen ranges and a bake oven has materially increased our operating efficiency as well as making possible the more economical performance of this unit.”

A careful survey of our cooking units showed a loss of 25% of fuel used, due to obsolescence. The superintendent interested the New Haven Gas Light Company in this loss of fuel and the inefficiency of our cooking units, with the result that the Gas Company installed new units at a cost of $1,200. We continue to pay fuel charges based on our bills of last year. The difference between those figures and what we are now actually using is credited to the cost of the new equipment. We shall probably be able to pay for the equipment in a year by the saving accomplished. The Director of the Dietary Department has continued the service to the attending physicians of consultation with respect to scientific special diets for special cases. Your Board takes this opportunity of acknowledging the splendid contribution of the dietary department to the services of the hospital.

In our report of last year the policy of the School of Nursing was laid down, namely, to graduate smaller classes but of improved quality. This policy has been followed in 1933. “During the first eight months of the year 15 students were dropped from the School. Many of them had done well in their class room study, but all of them were unfitted for the care of the sick and were not able to apply what they had learned in the classroom to the actual care of patients.” Manifestly many of them had not been chosen wisely. They were not good prospects. Of the group of 14 pre-clinical students admitted last August, two were obliged to withdraw because of chronic heart difficulties and only one was dropped as unfit. This class were charged a tuition fee of $100 each.

GRACE HOSPITAL

GRACE HOSPITAL SOCIETY CAMPAIGN FUND

January 10, 1934

Pledges still due ........................................................ $162,531.75
Pledges paid since Dec. 1st, 1933 ................................. 8,012.50
Bought $1,000.00 6% Bond No. 209 plus int. ............... 503.33
In Campaign Funds .............................. .. ............... $335,500.00
In Treasury ............................................................ 6,500.00
Total $6% Bonds outstanding Jan. 10th, 1934 .............. $254,000.00
In Campaign Funds .............................. .. ............... 335,500.00
In Treasury ............................................................ 6,500.00
Total $6% Bonds outstanding Jan. 10th, 1934 .............. $626,000.00
In Campaign Funds .............................. .. ............... 377,000.00
In Treasury ............................................................ 13,500.00

$96,000.00

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Dietary Department

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Forty-Five Years of Service
for the three-year course. We have advocated charging a tuition fee for a number of years, because experience has shown that in the few hospitals where tuition is paid for, the type of candidate almost invariably has better home and cultural background. At the same time the monthly allowance of $50 to student nurses has been discontinued. Although in 1933 only one class of pupil nurses was admitted, in 1934 the Nursing Committee of your Board and the Principal of the School have recommended a return to our former custom of admitting two classes each year. "Affiliations at other hospitals for study in the care of children, communicable diseases, public health, and in psychiatry has been reduced from 12 months duration to 6—4 months in pediatrics at the Yale School of Nursing and 2 months with the Visiting Nurse Association. With this reduction we were asked to maintain a supervisor in medicine to work directly with the students in the wards." Formerly too many of our pupil nurses were on duty in other hospitals, which deprived us of their services. Through the courtesy of Dr. C. C. Burlingame, Physician-in-Chief of the Neuro-psychiatric Institute of the Hartford Retreat, our pupils are given a course of bedside lectures at the Retreat. These clinics are supplemented by lectures by members of the staff at Grace Hospital. This course in psychiatry satisfies the requirements of 40 to 60 hours in mental nursing and mental hygiene of the Connecticut State Board of Nursing and the Board of Regents in the State of New York.

There are enrolled in the School 52 student nurses, 11 pre-clinical students and 4 graduate students,—a total of 67 or 22 less than in 1932. There are 28 graduates on general duty and 9 part time nurses, which is 7 less than last year. The Director of Nursing has an assistant, 2 instructors, and 5 supervisors, all engaged in bedside teaching. Besides these there are 9 head nurses, one for each division. Your Board believes that the nursing care in your hospital is of exceptionally high order. The School of Nursing presents a course of study founded on broad and comprehensive lines, which emphasizes not only scientific study, but equally the gentle art of bedside nursing. The graduating class in 1933 numbered 24. The graduation exercises were dignified and colorful, the best Grace Hospital has ever had.

In these difficult days more than 200 schools of nursing have closed, either because of closure of hospitals or because the employment of graduate nurses has been substituted for the training of nurses. As we have stated in previous reports to you, the School of Nursing is expensive to maintain. While
Approved Department of autopsies. There were 8 autopsy cases last year compared with the record number of 97 in 1932. 242 different physicians attended the patho­logical conferences at which particular attention is directed to the deaths in the hospital and to the reports of autopsies. The beside records were closely scrutinized and approved. Grace Hospital has always been a Class A hospital, conforming to the minimum standard of the American College of Surgeons. Grace Hospital was surveyed by an assistant of the Director of the American Medical Association and by the American College of Surgeons.

Our hospital was surveyed by an assistant of the Director of the Hospital Activities of the American College of Surgeons. The entire hospital was inspected. As is usual in such visits, the bedside records were closely scrutinized and approved. Grace Hospital has always been a Class A hospital, conforming to the minimum standard of the American College of Surgeons. Monthly meetings of the staff are requirements of the minimum standard. Our staff meetings are well attended, when cases of interest in the hospital are discussed. In addition there are weekly clinicopathological conferences at which particular attention is directed to the deaths in the hospital and to the reports of autopsies. There were 84 autopsies last year compared with the record number of 97 in 1932. 242 different physicians availed themselves of the hospital service last year.

GRACE HOSPITAL

Mechanical staff are doing a big job replacing rust-filled iron water pipes with brass in the private patient pavilion. We reported last year the work on the boilers of the heating plant and of the installation of new burners, calculated to make a large saving in fuel oil. We reported that at that time a saving of $3,256. This year we can report a saving of $4,800. Painting and decorating are constantly going on. The entire main building was redecorated last spring and summer. The wards are fresh with new paint and the bareness has been softened by new drapes at all windows. The rooms in the private patient pavilion have been sadly neglected during the past year. As fast as possible the interior of the entire building will be redecorated. A portion of the exterior of this building was waterproofed this autumn. This cost $700 and redecorating costs will be met by an unrestricted legacy of $2,869.14 from the late S. Isabelle Woodward. Many rooms in the nurses’ dormitories were redecorated and refurnished during the summer, under the direction of the Director of Nursing. The last was paid for by the general fund.

Your Board is pleased to announce the continued approval of Grace Hospital by the American Medical Association and by the American College of Surgeons. Our hospital was surveyed by an assistant of the Director of Hospital Activities of the American College of Surgeons. The entire hospital was inspected. As is usual in such visits, the bedside records were closely scrutinized and approved. Grace Hospital has always been a Class A hospital, conforming to the minimum standard of the American College of Surgeons. Monthly meetings of the staff are requirements of the minimum standard. Our staff meetings are well attended, when cases of interest in the hospital are discussed. In addition there are weekly clinicopathological conferences at which particular attention is directed to the deaths in the hospital and to the reports of autopsies. There were 84 autopsies last year compared with the record number of 97 in 1932. 242 different physicians availed themselves of the hospital service last year.

FORTY-FIVE YEARS OF SERVICE

Your Board acknowledges with every appreciation the faithful work of the staff and of the physicians using the hospital. We realize that without the loyal support and encouragement of the staff and medical profession Grace Hospital would have no place in the community.

The Women’s Auxiliary of Grace Hospital has continued to aid the hospital in many ways. The Sewing Committee, with an average attendance of ten, has met every Tuesday and has completed thousands of articles for the hospital. The Committee of the Auxiliary distributed plants at Easter, large Christmas trees for the wards, and small trees for the nurses’ tables as well as presents for the student nurses and the children. One member sent a greeting card to everyone in the hospital on these holidays. Two teas were given by the Hospitality Committee of the Auxiliary, one for the graduating class and their friends and relatives, and one at Christmas for the student nurses and the staff. Perhaps one of the most important contributions of the Auxiliary has been the financing of the physical recreation for the student nurses at the Y.W.C.A. in the pool and in the gymnasium. The Auxiliary gave three prizes at commencement, with certificates of merit. The Auxiliary furnished a room in the main building and added necessary equipment in the children’s ward. All of this work has been done so unselfishly, so devotedly, and so quietly that few of the Directors and the medical staff know about the activities of the Auxiliary. Your attention is directed to the report of the President of the Women’s Auxiliary, Mrs. C. E. Deming.

Your Directors record with sorrow the death of Dr. Walter C. Skiff, one of the oldest physicians and a founder of the hospital, and of Dr. John E. Lane, consulting dermatologist. Dr. Lane was an unusually scholarly man and was widely known throughout this country as a leading dermatologist. Dr. Skiff was held in great esteem by his colleagues and in affection by a large circle of friends.

Judge Robert L. Munger resigned from the Board in October. His resignation was accepted with regret by the Board and with every appreciation of his valuable assistance to the hospital. Mr. Robert S. Judd was elected to fill the vacancy. Mr. Harry V. Whipple resigned as Superintendent in June. His resignation was accepted by the Board with a vote of thanks for his services for over a year.

Mr. Sidney G. Davidson was invited to become Superintendent on September 1st. Mr. Davidson has spent 25 years in social service and in hospital work. For the past 11 years...
GRACE HOSPITAL

he has been Superintendent of the Butterworth Hospital in Grand Rapids. He came to us with the cordial endorsement of the President and members of the Board of that hospital and with the recommendation of prominent executives of the American Hospital Association and of the American College of Surgeons.

Your Board acknowledges with appreciation the faithfulness and loyalty of our 300 employees. The Board has exhibited great activity in meeting the problems of the hospital. The various committees—Prudential, Building, Financial, Nursing and Out-patient have contributed generously of their time and advice. Your President is deeply sensible of such whole-hearted support as has been his good fortune to have, not only from the Board but also from all heads of departments.

B. Austin Cheney,
President Grace Hospital Society and Chairman of the Board.

FORTY-FIVE YEARS OF SERVICE

REPORT OF THE SUPERINTENDENT

INCOME AND EXPENSE

Comparative Statement for the Years Ended December 31, 1933 and December 31, 1932

<table>
<thead>
<tr>
<th></th>
<th>1933</th>
<th>1932</th>
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<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital Service</td>
<td>$223,136.33</td>
<td>$241,597.69</td>
</tr>
<tr>
<td>X-Ray Department</td>
<td>16,419.65</td>
<td>15,997.95</td>
</tr>
<tr>
<td>Physiotherapy Department</td>
<td>6,781.91</td>
<td>7,956.75</td>
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<tr>
<td>Laboratory</td>
<td>21,229.06</td>
<td>21,474.27</td>
</tr>
<tr>
<td>Anesthesia</td>
<td>7,761.85</td>
<td>7,742.49</td>
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<tr>
<td>Nurses' Board</td>
<td>11,908.20</td>
<td>11,772.74</td>
</tr>
<tr>
<td>Ambulance</td>
<td>765.70</td>
<td>1,167.52</td>
</tr>
<tr>
<td>Operating Room</td>
<td>25,903.50</td>
<td>25,564.59</td>
</tr>
<tr>
<td>Medicine</td>
<td>9,737.86</td>
<td>9,588.86</td>
</tr>
<tr>
<td>Telephone and Supplies</td>
<td>3,901.49</td>
<td>3,291.77</td>
</tr>
<tr>
<td>Cash Discount</td>
<td>66.22</td>
<td>305.89</td>
</tr>
<tr>
<td>Record Library</td>
<td>145.50</td>
<td>143.00</td>
</tr>
<tr>
<td><strong>Total Services Rendered to Patients</strong></td>
<td>$327,835.32</td>
<td>$346,547.83</td>
</tr>
<tr>
<td><strong>Deduct Free Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charity</td>
<td>$26,337.85</td>
<td>$21,667.94</td>
</tr>
<tr>
<td>Free Bed Service</td>
<td>5,588.48</td>
<td>4,048.35</td>
</tr>
<tr>
<td>Free Hospital Service to Personnel</td>
<td>9,602.49</td>
<td>7,998.25</td>
</tr>
<tr>
<td><strong>Net Earnings from Paying Patients</strong></td>
<td>$286,226.50</td>
<td>$312,832.49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1933</th>
<th>1932</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENSE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration Department</td>
<td>$42,066.57</td>
<td>$41,972.31</td>
</tr>
<tr>
<td>Purchasing Department</td>
<td>2,529.70</td>
<td>2,555.16</td>
</tr>
<tr>
<td>Nursing Department</td>
<td>51,100.93</td>
<td>50,816.63</td>
</tr>
<tr>
<td>Training School</td>
<td>7,026.73</td>
<td>8,348.52</td>
</tr>
<tr>
<td>Record Room and Library</td>
<td>3,706.11</td>
<td>3,709.00</td>
</tr>
<tr>
<td>Laboratory</td>
<td>11,874.13</td>
<td>13,100.31</td>
</tr>
<tr>
<td>X-Ray Department</td>
<td>6,671.00</td>
<td>8,072.70</td>
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<tr>
<td>Physiotherapy Department</td>
<td>5,993.31</td>
<td>6,779.88</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>2,516.52</td>
<td>2,344.28</td>
</tr>
<tr>
<td>Anesthesia</td>
<td>2,904.49</td>
<td>3,975.94</td>
</tr>
<tr>
<td>Medical and Surgical Service</td>
<td>27,311.66</td>
<td>27,606.07</td>
</tr>
<tr>
<td>Maintenance of Personnel</td>
<td>3,637.75</td>
<td>4,727.19</td>
</tr>
<tr>
<td>Dietary Department</td>
<td>87,433.60</td>
<td>103,748.52</td>
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<tr>
<td>Housekeeping Department</td>
<td>14,519.22</td>
<td>13,425.53</td>
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</tbody>
</table>
### GRACE HOSPITAL

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount 1932</th>
<th>Amount 1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laundry</td>
<td>$ 9,118.73</td>
<td>$ 8,953.31</td>
</tr>
<tr>
<td>Mechanical Department</td>
<td>$3,747.95</td>
<td>$4,017.64</td>
</tr>
<tr>
<td>Maintenance and Repairs</td>
<td>$3,723.33</td>
<td>$1,716.29</td>
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<tr>
<td>Maintenance of Grounds</td>
<td>$1,212.20</td>
<td>$1,334.37</td>
</tr>
<tr>
<td>Transportation Department</td>
<td>$925.27</td>
<td>$926.12</td>
</tr>
<tr>
<td><strong>Total Corporation and Other Income</strong></td>
<td><strong>$329,080.00</strong></td>
<td><strong>$365,141.76</strong></td>
</tr>
</tbody>
</table>

### CORPORATION EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount 1932</th>
<th>Amount 1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Connecticut</td>
<td>$17,500.00</td>
<td>$17,500.00</td>
</tr>
<tr>
<td>Community Chest</td>
<td>$22,500.00</td>
<td>$22,500.00</td>
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<tr>
<td>Invested Funds—Net</td>
<td>$22,184.84</td>
<td>$15,690.66</td>
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<tr>
<td>Contributions</td>
<td>$1,757.49</td>
<td>$368.41</td>
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<tr>
<td>Unrestricted Funds</td>
<td>$3,066.34</td>
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<tr>
<td>Tuition Fee—Training School</td>
<td>$0.00</td>
<td>$0.00</td>
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<tr>
<td>Rentals</td>
<td>$600.00</td>
<td>$626.00</td>
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<tr>
<td>Memberships</td>
<td>$175.00</td>
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<tr>
<td><strong>Total Corporation and Other Income</strong></td>
<td><strong>$68,970.47</strong></td>
<td><strong>$66,887.27</strong></td>
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<table>
<thead>
<tr>
<th>Category</th>
<th>Amount 1932</th>
<th>Amount 1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest on 7% Bonds</td>
<td>$17,700.00</td>
<td>$18,025.00</td>
</tr>
<tr>
<td>Interest in 6% Bonds</td>
<td>$5,760.00</td>
<td>$5,760.00</td>
</tr>
<tr>
<td>Interest on Notes Payable</td>
<td>$6,490.01</td>
<td>$6,076.72</td>
</tr>
<tr>
<td>Discount on Bonds</td>
<td>$915.24</td>
<td>$927.48</td>
</tr>
<tr>
<td>Taxes</td>
<td>$253.11</td>
<td>$269.94</td>
</tr>
<tr>
<td><strong>Total Corporation Expenses</strong></td>
<td><strong>$31,198.36</strong></td>
<td><strong>$31,058.24</strong></td>
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<tr>
<td><strong>Total All Expenses</strong></td>
<td><strong>$359,278.36</strong></td>
<td><strong>$396,200.02</strong></td>
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<tr>
<td>Gross Earnings and Income</td>
<td>$355,196.47</td>
<td>$369,719.76</td>
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<td><strong>Deficit</strong></td>
<td><strong>$5,081.39</strong></td>
<td><strong>$26,480.26</strong></td>
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</table>

### STATISTICAL REPORT FOR THE YEARS 1932 AND 1933

#### 1933 | 1932
---|---
Census December 31 | 4,958 | 4,185
Patients admitted to hospital beds | 6,500 | 6,700
Births | 716 | 700
Emergency and Operating Room Cases not admitted to hospital | 2,164 | 1,847
Total treated | 8,003 | 7,900
Patients discharged | 5,390 | 5,548
Deaths | 274 | 305
Stillbirths | 20 | 20
Deaths under 48 hours | 104 | 102
Deaths over 48 hours | 170 | 203
Autopsies | 64 | 97
Census, Dec. 31, 1933 and 1932 | 152 | 185
**Total days care given** | 60,494 | 65,023

### FORTY-FIVE YEARS OF SERVICE

<table>
<thead>
<tr>
<th>Description</th>
<th>1932</th>
<th>1933</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days care given to Private and Semi-private cases</td>
<td>31,798</td>
<td>33,346</td>
</tr>
<tr>
<td>Days care given to Ward cases</td>
<td>29,716</td>
<td>31,677</td>
</tr>
<tr>
<td>Maximum Census</td>
<td>220</td>
<td>222</td>
</tr>
<tr>
<td>Minimum Census</td>
<td>113</td>
<td>132</td>
</tr>
<tr>
<td>Average Daily Census</td>
<td>166.5</td>
<td>177.7</td>
</tr>
<tr>
<td>Average days stay in hospital</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>

**Admitted to service of:**

- Medicine: 776 | 874
- Surgery: 1,533 | 1,588
- Orthopedics: 441 | 461
- Obstetrics: 781 | 733
- Pediatrics: 122 | 95
- Gynecology: 442 | 417
- Genito-urinary: 129 | 136
- Eye, Ear, Nose and Throat: 714 | 878
- Newborn Infants: 696 | 689

**Number of cases residing out of town but within the state:**

- 1,181 | 1,702

**Number of doctors referring and attending patients in Grace Hospital:**

- 242 | 251

**Percentage of Occupancy (excludes newborn):**

- Private Pavilion: 59.8% | 57.3%
- Main Building: 62.4% | 72.5%
- Entire Hospital: 61.2% | 65.3%

**Your Superintendent coming here, September 1st, finds an excellent organization within the hospital; each department in charge of capable, experienced men and women, specialists in their line of work, and thoroughly interested in giving good service.**

**The Operating Finances of the hospital are in good condition.**

**Perhaps better than most hospitals throughout the country.**

**I find the hospital very popular with people of New Haven, as evidenced by the fact that it is operating at approximately 70% of its capacity, which is considered high in hospitals generally.**

**On the other hand, there is an urgent need for the purchase of modern equipment, the replacement of obsolete equipment, and the renovation of the buildings.**

**S. G. DAVIDSON,**

**Superintendent.**
## REPORT OF THE TREASURER

**Financial Condition as at December 31, 1933 and December 31, 1932**

### ASSETS

<table>
<thead>
<tr>
<th>1933</th>
<th>1932</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash in Bank—General Fund</td>
<td>$3,155.01</td>
</tr>
<tr>
<td>Cash in Bank—Payroll Account</td>
<td>282.87</td>
</tr>
<tr>
<td>Cash due from Restricted Fund</td>
<td>2,669.14</td>
</tr>
<tr>
<td>Petty Cash Fund</td>
<td>250.00</td>
</tr>
<tr>
<td>Accounts Receivable—Patients</td>
<td>99,200.53</td>
</tr>
<tr>
<td>Due from State of Connecticut</td>
<td>4,375.00</td>
</tr>
<tr>
<td>Accrued Interest on Invested Funds</td>
<td>5,028.08</td>
</tr>
<tr>
<td>Rent Receivable</td>
<td>497.00</td>
</tr>
<tr>
<td>Accounts Receivable—Student Nurses</td>
<td>2,095.91</td>
</tr>
<tr>
<td>Inventory of Supplies</td>
<td>15,622.57</td>
</tr>
<tr>
<td><strong>Total Current Assets—Net</strong></td>
<td>$66,349.68</td>
</tr>
<tr>
<td><strong>1929 Campaign Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Cash, Stocks, Bonds and Loan Receivable</td>
<td>$416,073.54</td>
</tr>
<tr>
<td><strong>Special Endowment Fund Investments:</strong></td>
<td></td>
</tr>
<tr>
<td>Stocks, Bonds, Note Receivable and Mortgages</td>
<td>$414,337.67</td>
</tr>
<tr>
<td>Cash in Savings and Checking Accounts (Net of $2,869.14 Due to General Fund 1933)</td>
<td>99,114.50</td>
</tr>
<tr>
<td><strong>Total Special Endowment Fund Investments</strong></td>
<td>$513,452.17</td>
</tr>
<tr>
<td><strong>Plant Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>$64,835.72</td>
</tr>
<tr>
<td>Buildings and Dormitories</td>
<td>1,042,280.64</td>
</tr>
<tr>
<td>Equipment</td>
<td>118,868.98</td>
</tr>
<tr>
<td><strong>Total Plant Assets</strong></td>
<td>$1,227,003.34</td>
</tr>
<tr>
<td><strong>Deferred Charges:</strong></td>
<td></td>
</tr>
<tr>
<td>Unexpired Insurance</td>
<td>$2,524.92</td>
</tr>
<tr>
<td>Discount on 6% Bonds</td>
<td>3,731.44</td>
</tr>
<tr>
<td>Discount on 7% Bonds</td>
<td>4,245.16</td>
</tr>
<tr>
<td>Prepaid Salaries</td>
<td>222.63</td>
</tr>
<tr>
<td><strong>Total Deferred Charges</strong></td>
<td>$16,501.52</td>
</tr>
</tbody>
</table>

### LIABILITIES, FUND CAPITAL AND SURPLUS

<table>
<thead>
<tr>
<th>1933</th>
<th>1932</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities:</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable—Trade</td>
<td>$30,264.03</td>
</tr>
<tr>
<td>Accounts Payable—Equipment</td>
<td>3,534.38</td>
</tr>
<tr>
<td>Note Payable—Bank</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Notes Payable to Endowment Fund by General Fund</td>
<td>23,000.00</td>
</tr>
<tr>
<td>Notes Payable—Trade</td>
<td></td>
</tr>
<tr>
<td><strong>Accrued Liabilities:</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries and Commissions</td>
<td>7,728.66</td>
</tr>
<tr>
<td>Interest on 6% Mortgage Bonds</td>
<td>480.00</td>
</tr>
<tr>
<td>Interest on 3d Mortgage Note</td>
<td>2,000.00</td>
</tr>
<tr>
<td>Interest on Notes Payable—E. C. Fuller Fund</td>
<td>690.00</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$78,267.07</td>
</tr>
<tr>
<td><strong>Interest on 7% Refunding Bonds (Accrued from July 1, 1929)</strong></td>
<td>91,507.50</td>
</tr>
<tr>
<td><strong>Deferred Income—Interest Received in Advance Loan Payable by General Fund to Campaign Fund</strong></td>
<td>1,250.00</td>
</tr>
<tr>
<td><strong>Other Liabilities (Assumed by 1929 Campaign):</strong></td>
<td></td>
</tr>
<tr>
<td>Interest Accrued to July 1, 1929 on 7% Refunding Bonds</td>
<td>23,840.00</td>
</tr>
<tr>
<td>First Mortgage 7% Refunding Bonds</td>
<td>625,000.00</td>
</tr>
<tr>
<td><strong>Total Other Liabilities (Assumed by 1929 Campaign)</strong></td>
<td>$647,840.00</td>
</tr>
<tr>
<td><strong>Funded Debt:</strong></td>
<td></td>
</tr>
<tr>
<td>First Mortgage 6% Bonds</td>
<td>$96,000.00</td>
</tr>
<tr>
<td>First Mortgage 7% Refunding Bonds (Included above under &quot;Other Liabilities&quot;)</td>
<td>$262,000.00</td>
</tr>
<tr>
<td>Third Mortgage 6% Note</td>
<td>80,000.00</td>
</tr>
<tr>
<td><strong>Total Funded Debt</strong></td>
<td>$176,000.00</td>
</tr>
</tbody>
</table>

### Miscellaneous Assets

- Accounts Receivable, Suspense: $67,067.22 $56,308.45
- Loss Reserve for Bad Accounts: 64,386.99 52,000.06
- Accounts Receivable, Suspense—Net: $2,760.23 $4,209.49
- Interest Receivable on Invested Funds (7% bonds): 13,557.50 13,002.50
- **Total Miscellaneous Assets** | $18,257.73 | $17,211.99 |  
| **Total Assets** | $2,251,648.98 | $2,124,039.93 |  

### Financial Condition as at December 31, 1933 and December 31, 1932

**Deferred Charges:**

- Unexpired Insurance: $2,524.92 $2,620.89
- Discount on 6% Bonds: 3,731.44 4,429.24
- Discount on 7% Bonds: 4,245.16 4,528.20
- Prepaid Salaries: 222.63

**Total Deferred Charges:** $16,501.52 $11,791.96

**Forty-Five Years of Service**

---

**Grace Hospital**

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GRACE HOSPITAL

Special Endowment Fund Capital:
Free Bed Funds ........................................ $432,065.11
Restricted Funds ...................................... 159,732.36
Endowment Fund Surplus ................................ 11,656.70
Interest on Investments Payable to General Fund ... 11,656.88

Total Special Endowment Fund Capital ................ $513,452.17

Surplus—Excess of Assets over Liabilities ............... $736,141.22

Total Liabilities, Fund Capital, and Surplus ........... $2,251,668.90

CONDENSED STATEMENT OF SPECIAL ENDOWMENT FUND INVESTMENTS

December 31, 1933

Name of Fund ............................................ Amount

Free Bed Funds ...........................................
Arthur Herbert Trowbridge ............................. $5,000.00
Julia M. Alling .......................................... 5,000.00
Charles D. Hall ......................................... 14,497.71
Mary E. Ives ........................................... 5,000.00
Lucy Hall Boardman .................................... 10,000.00
Sargent Free Bed Fund ................................ 4,000.00
Mary B. Mallory ........................................ 4,000.00
George W. L. Benedict ................................ 10,000.00
Sylvia C. Hall ........................................... 21,490.13
Selina Paul Lenhardt .................................. 5,000.00
Cora C. T. Dwight ...................................... 5,000.00
Marcellus B. Wilcox ................................... 19,000.00
Robert Dickerman ...................................... 6,000.00
Richard S. Fellows Memorial ......................... 5,165.23
The Deane ............................................... 9,258.16
Frederick D. Greene .................................. 10,000.00
Morton Warner .......................................... 12,000.00
Charles Amos Baldwin ................................. 10,000.00
Susan Ellen Brown .................................... 12,156.00
Anna Fuller ............................................. 50,000.00
Mark M. Sellick ....................................... 10,000.00
Mary D. Stiles .......................................... 119,905.00

Total Free Bed Funds .................................. $342,065.11

RESTRICTED FUNDS

Name of Fund ............................................ Amount

Alling ..................................................... 1,261.74
Mary E. Scranton ...................................... 22,081.16
Alfred E. Sargent ..................................... 2,490.00
Alice M. Lamb .......................................... 12,000.00
George E. Scantlon .................................... 5,000.00
John Davenport Wheeler ............................... 3,695.46
John R. Gillette and John Francis Gillette ......... 2,000.00
Elia M. Cooper ......................................... 1,000.00
William W. Farnam .................................. 100,000.00

Total Restricted Funds ................................ 159,732.36

Endowment Fund Surplus, Representing Capital Gain from Investment of Above Funds .... 11,656.70

Total Special Endowment Funds ......................... $513,452.17
REPORT OF THE WOMAN'S AUXILIARY

The Woman's Auxiliary has aided Grace Hospital in various ways. Our Sewing Committee, with Mrs. Anna Thompson, as Chairman, has met every week, with an average attendance of ten members, and has completed thousands of articles for the hospital.

Mrs. John B. Wallace and her Flower and Cheer Committee have distributed plants at Easter, large Christmas trees for the wards, small trees for the nurses' tables, presents for the student nurses and the children in the wards, and favors for the patients at Easter, Thanksgiving and Christmas; and Mrs. J. B. Sargent sent greeting cards to everyone in the hospital on these holidays.

Under the chairmanship of Mrs. Philip Pond, two teas were given; one for the graduating class and their relatives and friends, and one at Christmas for the student nurses and staff. The Auxiliary financed the physical recreation for the student nurses at the Y. W. C. A. in pool and gymnasium.

The prizes with certificates of merit were given at Commencement. One by Dr. Stanley E. Armstrong, in memory of Mrs. Armstrong, our president in 1928. Fifteen books were purchased for the reference library for the Training School and many volumes of fiction were added to the circulating library.

The Auxiliary furnished a room in the Main Building and added lamps to the Children's Pavilion. A sum of money was added to a Free Bed Fund, which is now largely maintained by Mrs. J. B. Sargent.

Money has been raised by card parties, rummage sales, dues and generous donations from our members and friends.

We shall endeavor to carry on another year of useful service to the hospital.

Respectfully submitted,

LAURA R. DEMING.

* Life Member.
### Acknowledgment of Gifts

**1932 and 1933**

#### Books, Magazines and Scrap Books

<table>
<thead>
<tr>
<th>Name of Donor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Harold Appell</td>
<td>Edward P. Jedd Company</td>
</tr>
<tr>
<td>Mrs. Mary Augur</td>
<td>Miss R. E. Judd</td>
</tr>
<tr>
<td>Mrs. C. H. Baker</td>
<td>Mrs. William P. Judson</td>
</tr>
<tr>
<td>Mary Barritt</td>
<td>John Keeler</td>
</tr>
<tr>
<td>Mrs. C. J. Bartlett</td>
<td>John Kirby</td>
</tr>
<tr>
<td>Albert C. Brewer</td>
<td>H. LeBarnes</td>
</tr>
<tr>
<td>Mrs. A. S. Bieshgal</td>
<td>Miss Hettie Libby</td>
</tr>
<tr>
<td>Mrs. W. Bronson</td>
<td>Anna Lownther</td>
</tr>
<tr>
<td>W. A. Bunnell</td>
<td>Mrs. Eula Matthew</td>
</tr>
<tr>
<td>Dr. B. Austin Cheney</td>
<td>Mrs. H. S. Oliver</td>
</tr>
<tr>
<td>Louis H. Cheney</td>
<td>Miss Harriet Parker</td>
</tr>
<tr>
<td>Eugene Ferren Clark Book Shop</td>
<td>Mrs. Nellie J. Rogers</td>
</tr>
<tr>
<td>Mrs. Robert Cov</td>
<td>Mrs. E. Russell</td>
</tr>
<tr>
<td>William Daniels</td>
<td>Reliance Club, Mt. Carmel</td>
</tr>
<tr>
<td>Mrs. Julius Day</td>
<td>Congregational Church</td>
</tr>
<tr>
<td>East Pearl St., M. E. Church—The Good Cheer Class</td>
<td>Mrs. E. T. Schroeder</td>
</tr>
<tr>
<td>Church of Epiphany</td>
<td>Sheffield Scientific School</td>
</tr>
<tr>
<td>Mrs. A. W. Evans</td>
<td>Mrs. J. F. Shipard</td>
</tr>
<tr>
<td>Faculty Woman’s Guild of Yale University</td>
<td>Sneathen Junior High, Junior Red</td>
</tr>
<tr>
<td>Betty Fray</td>
<td>Cross</td>
</tr>
<tr>
<td>Miss Ruth Frischkorn</td>
<td>Mrs. Clarence E. Smith</td>
</tr>
<tr>
<td>A. G. Gates</td>
<td>Mrs. Julia Saplaff</td>
</tr>
<tr>
<td>Gordon Graham</td>
<td>Miss Janice Thompson</td>
</tr>
<tr>
<td>Mrs. Harrision Gray</td>
<td>M. S. Turner</td>
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<tr>
<td>Robert Halstead</td>
<td>United Church Sunday School</td>
</tr>
<tr>
<td>Mrs. Martha HUNT</td>
<td>West Haven First Congregational Church</td>
</tr>
<tr>
<td>Mrs. H. B. Hunting</td>
<td>Westminster Congregational Church</td>
</tr>
<tr>
<td>Mrs. W. J. Jyes</td>
<td>Mrs. Edward Wines</td>
</tr>
<tr>
<td>Mrs. Leslie H. Jockmuss</td>
<td>Cards, Puzzles, Games and Dolls</td>
</tr>
<tr>
<td>Mrs. E. W. Abbott</td>
<td>R. Hunsicker</td>
</tr>
<tr>
<td>William Boyle</td>
<td>Mrs. H. B. Huntting</td>
</tr>
<tr>
<td>Miss Marie D. Bradley</td>
<td>Miss Ruth Libby</td>
</tr>
<tr>
<td>Miss Jane Bulkeley</td>
<td>Madison Sunshine Society</td>
</tr>
<tr>
<td>Mrs. Seymour Callihan</td>
<td>Museum Rogers</td>
</tr>
<tr>
<td>Commercial High School</td>
<td>Miss J. B. Sargent</td>
</tr>
<tr>
<td>Doris, Budy and Buster Eberle</td>
<td>Mrs. Elmer Schroeder</td>
</tr>
<tr>
<td>First Avenue School, Junior Red</td>
<td>Mrs. D. C. Smyth</td>
</tr>
<tr>
<td>Crosses</td>
<td>Mrs. R. L. Stoudmant</td>
</tr>
<tr>
<td>Miss Esther Gill</td>
<td>Miss Joseph West</td>
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</tbody>
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#### Miscellaneous

<table>
<thead>
<tr>
<th>Name of Donor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs. Henry I. Barnes</td>
<td>Champion’s Floral Shop</td>
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<tr>
<td>Charles A. Bierleaf</td>
<td>Mrs. Horace F. Chase</td>
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<tr>
<td>Mrs. Ernest Bierleaf</td>
<td>Chestnut Church Society</td>
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<tr>
<td>Charles E. Brown</td>
<td>Rev. Daniel James Clark</td>
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<tr>
<td>Miss Jane Bulkeley</td>
<td>C. D. Cooksey</td>
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<td>Mrs. G. D. Clark</td>
<td>New Haven County Horticultural Society</td>
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<tr>
<td>Mrs. George Dahl</td>
<td>New Haven Department of Parks</td>
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<tr>
<td>Mrs. G. K. Deane</td>
<td>New Haven Garden Club</td>
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<tr>
<td>Mrs. A. R. Dempfendorf</td>
<td>Marion Nichols</td>
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<tr>
<td>Mrs. Catharine Duffy</td>
<td>Alfred Osterman</td>
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<tr>
<td>Dwight Street Church</td>
<td>Mrs. William Parker</td>
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<td>Mrs. A. L. Ebenmann</td>
<td>Miss E. A. Pemberton</td>
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<tr>
<td>Miss Marion Fields</td>
<td>Joseph Petrosky</td>
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<td>Mrs. Harry Ford</td>
<td>Albert Psycher</td>
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<td>Daniel Gates</td>
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<td>Plymouth Congregational Church</td>
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<tr>
<td>Mrs. J. A. Hamilton</td>
<td>Mrs. Bessie Prince</td>
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<tr>
<td>Samuel T. Henley</td>
<td>Mrs. Thomas Russell</td>
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<td>Arthur Hodgkinson</td>
<td>St. Thomas Church</td>
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<td>Mrs. Holcomb</td>
<td>Mrs. Ernestine Neece</td>
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<td>Mrs. Harold Howard</td>
<td>Seydel Brothers</td>
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<td>Mrs. Herman G. Hurst</td>
<td>Mrs. S. C. Sherry</td>
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<td>Immanuel Baptist Church Missionary Circle</td>
<td>Spring Glen Garden Club</td>
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<tr>
<td>Mrs. Albert Johnson</td>
<td>Mrs. S. Stoddard</td>
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<tr>
<td>Mrs. John H. Keller, Sr.</td>
<td>W. D. Thomas and Sons</td>
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<tr>
<td>Mrs. R. S. Kirby</td>
<td>Alfred Tong</td>
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<tr>
<td>Henry A. Loomis</td>
<td>Mrs. James Toumey</td>
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<td>Michael Jewelry Store</td>
<td>Gilbert Tullock</td>
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<td>Mrs. James Mustard</td>
<td>Mrs. Charles Walker</td>
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<td>Mrs. D. Nelson</td>
<td>Frederick M. Ward</td>
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<tr>
<td>New Haven Caledonian Club</td>
<td>Howard B. Welch</td>
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#### Flowers and Plants

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<thead>
<tr>
<th>Name of Donor</th>
<th>Description</th>
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<tr>
<td>Mrs. H. W. Adams</td>
<td>Christmas Trees, Wreaths and Trimmings</td>
</tr>
<tr>
<td>Grace Hospital Woman’s Auxiliary</td>
<td>E. S. Playt Company</td>
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<tr>
<td>Mrs. S. J. Goldberg</td>
<td>Samuel Zimmerman</td>
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<tr>
<td>Miscellaneous</td>
<td>New Haven County Horticultural Society</td>
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#### Christmas Tree and Wreaths

<table>
<thead>
<tr>
<th>Name of Donor</th>
<th>Description</th>
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<tr>
<td>Dr. Stanley Armstrong</td>
<td>$10.00 prize for best practical work in School of Nursing</td>
</tr>
<tr>
<td>Brecher, Bennett and Lincoln</td>
<td>Use of chairs for Hospital Day</td>
</tr>
<tr>
<td>Brecher, Bennett and Lincoln</td>
<td>Clothing</td>
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<tr>
<td>Brock Hall Dairy—Calendar Pads for entire institution</td>
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<tr>
<td>Busy Bee Society, Branford</td>
<td>Apples</td>
</tr>
<tr>
<td>Dr. B. Austin Crenshaw—Bag for Dormitory</td>
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<tr>
<td>Mrs. Lewis Clarke—Vase</td>
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<tr>
<td>Dr. Eugene Cooper—Piano for Dormitory</td>
<td></td>
</tr>
<tr>
<td>Mrs. Jennie Crossman—Clock</td>
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<tr>
<td>Mr. and Mrs. David Fitzgerald—Apples</td>
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<tr>
<td>A. D. Gates—Breakfast set for Dormitory</td>
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<tr>
<td>Dr. S. J. Goldsmith—Examiner’s Table</td>
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<tr>
<td>Mrs. Charles Jockmuss—Victrola for Dormitory</td>
<td></td>
</tr>
<tr>
<td>Mrs. R. S. Kirby—Jellies and Oranges</td>
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</tr>
<tr>
<td>Dr. Maxwell Lear—Instruments</td>
<td></td>
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<tr>
<td>Marley Estate—Use of Store Window for Hospital Day Display</td>
<td></td>
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<tr>
<td>Miss Max McCorrall—Instruments</td>
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<tr>
<td>Patients on Estate 1 on May 2, 1933—Fruit Juice Extractor</td>
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<tr>
<td>U. S. Marshal’s Office—Tubs of Batter</td>
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<tr>
<td>Walker Funeral Parlors—Use of chairs for Hospital Day</td>
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<tr>
<td>Meyer Wilson—Wages</td>
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<tr>
<td>Woman’s Auxiliary, Grace Hospital</td>
<td>$50.00 for Reference Books for Students</td>
</tr>
</tbody>
</table>

29
GRACE HOSPITAL

MEMBERS OF GRACE HOSPITAL SOCIETY

Dr. R. B. Alpert
Dr. S. E. Armstrong
Dr. D. W. Bacon
William B. Bailey
Dr. William P. Baldwin
Mrs. William F. Baldwin
Dr. C. J. Bartlett
Mrs. C. J. Bartlett
George Bassett
James M. Bennett
Thomas G. Bennett
Winchester Bennett
Frank H. Benton
George W. Berger
Spencer Burger
Clarence Blakelee
Charles F. Bliss
Dr. Roscoe Boye
George T. Bradley
Ericson B. Broadbent
Dr. Paul H. Brown
Dr. H. Brownstein
Edward G. Buckland
Dr. Frederick Bubs
Henry B. Bunnell
Charles E. Burton
Dr. G. F. Carelli
Dr. Charles H. Carroll
M. E. Chaffee
Dr. B. Austin Cheaney
Miss Dorothy Church
War Church
Clarence L. Clark
Dr. J. F. Cook
Dr. H. S. Corwell
Dr. Fees W. Comstock
Dr. Harry Conne
Mrs. Ethel Yates Cook
Julius G. Day
Dr. C. K. Deming
Robert C. Deming
Mrs. Franklin Dexter
Dr. A. R. Depewstoff
Dr. William Duffey

HENRY H. ENGLISH
Dr. T. S. Evans
Mrs. Theodore Evans

William Harben
Dr. Edwin C. M. Hall
Alexander Hamilton
Dr. Willis E. Harshbrough
Dr. C. W. Henze
Harrison Hewitt
Dr. M. M. Hillman
Dr. Ira Heilman
Clarence Hooker
A. E. Hunt
Dr. T. V. Hyttes
Frederick Ives

Dr. Gabriel Jack
Dr. J. Louis Jack
Lloyd Jocques
Edward C. Johnson
Joseph C. Johnson
Robert S. June

Harry B. Kennedy
Mary M. Kimball
Mrs. Frederick Kingston

Dr. C. K. Deming
Robert C. Deming
Mrs. Franklin Dexter
Dr. A. R. Depewstoff
Dr. William Duffey

CLARENCE LAKE
FRANK R. LAWRENCE
Dr. T. S. Evans
Mrs. Theodore Evans

Henry W. Faifax
Mrs. Alton Fairall
Dr. R. J. Ferguson
Dr. Charles G. Foote
Dr. Alice Porter Ford
Henry Freener

Henry L. Calpin
A. Osgar Gates
Dr. Henry Glamagamo
Dr. T. J. Goldberg
Jacob Gooshart
Harry W. Gordon

Dr. W. B. Perkins
Dr. B. B. Perkins
Rev. Orville Petty
Dr. Frank Phillips
Dr. Samuel Phillips
Dr. W. Plumb
Philip Price

Dr. J. L. Rice
Leonard Ritter
John A. Rockwell
Victor Roth
Dr. F. C. Rockolot
Dr. Thomas Russell
Dr. Walter I. Russell

MRS. FLORENCE SARGENT
Miss Laura Sargent
Dr. M. M. Scarnbroch
William B. Scranton
William Shafter
Dr. Thomas Shapero
Dr. Samuel Silverberg
Dr. Stuart E. Swift
Dr. C. Seaver Smith
Dr. Norman Smith
Joseph Sokol
Dr. F. N. Sperry
Dr. Paul R. Stephenson
Robert Storey
Persival Stoddard
Dr. M. J. Strauss
F. R. Scharer
Dr. Grover Sweet
Edward S. Swift
Dr. Brian Sword

Dr. Monroe J. Tanner
Dr. William Teleson
Dr. Raymond Townsend
Thomas A. Tulley

Dr. William Verdi
Dr. C. W. Veneno

Dr. Edward T. Wakan
Mrs. P. T. Welden
Charles M. Walker
Harold Weaver
Dr. A. R. Weed
G. Harold Welch
Lewis S. Welch
Dr. Louis F. Wheatley
N. B. Whiffield
Dr. Leon and C. Whiting
C. W. Whittlesey
Prescott Williams
Katherine Williamson
James P. Wood
William H. Wood
Harry V. Whipple
Samuel Zimmerman
INCORPORATING GRACE HOSPITAL SOCIETY

Resolved by this Assembly:

Sec. 1. That Clifford B. Adams, Benjamin H. Cheney, Wilbur F. Day, Justin E. Twitchell, Edwin S. Gready, Francis B. Kellogg, Maurice F. Lindquist, Edward E. Bradley, William H. Sage, Henry C. Rowe, William H. Saxe, Henry B. Sargent, Paul C. Skill, Alonzo L. Talbidge, E. Hayes Trowbridge, Charles Vишьno, Emory J. Walker, Joel A. Sperry, Henry F. Peck, Marshall J. Adams, Adelaide Lambert, Insolle Murray, Walter C. Skill, John A. Hutchinson, Sarah B. Newton, W. W. McLane, Charles Rawlinson, Charles W. Vишno, Stephen, H. J. Morton, Charles G. Kimberly, and such other persons as are or from time to time may be associated with them, for the purpose of establishing and maintaining a hospital in the city of New Haven, and their successors, be and they are hereby incorporated for said purpose, and may have a body politic by the name of Grace Hospital Society, and by that name shall be capable of suing and being sued, pleading and being implored, and may purchase, take, receive, hold, sell, convey, free from taxation, and otherwise have and dispose of any and all estate, real and personal, to such an amount as may be necessary for the charitable purposes of said society. Said corporation may have a common seal, and the same may be altered and changed at pleasure; and may make and execute such by-laws and regulations not contrary to the laws of this State or the United States as shall be deemed necessary for the well ordering and conducting the concerns of the society. Said society shall make a report to the General Assembly biennially of the conditions of its hospital, number of patients and state of its finance, including its receipts and expenditures for the two years next preceding.

Sec. 2. All the rights, powers, privileges, and prerogatives, which heretofore have been or hereafter may by law conferred upon the hospitals of this State, are hereby conferred upon the Grace Hospital Society, and especially said Grace Hospital Society shall have and enjoy the powers enumerated in Section 868 of the General Statutes.

Sec. 3. Any state or town patient, who may have now or hereafter become entitled to care or support, either wholly or in part at public expense, may, at his or her option, be sent to and supported in the hospital of the Grace Hospital Society, and the entire or partial cost of his or her support, as the case may be, shall be paid by the public authorities upon which such patient is a legal charge, to the Grace Hospital Society in the same manner and to the same amounts as if paid to other hospitals in this state in like cases.

Sec. 4. Said Society shall be governed by the Principles of the Constitution comprised in the following articles (see President and treasurer of said society shall be signed by the president and treasurer of said society). The State of Connecticut, in the manner and at such time and place as shall be appointed by the Board of Directors of said Society, shall supervise the general concerns of said hospital, make such occasional visits as they may deem expedient, and report to the legislature from time to time concerning the affairs of the hospital.

Sec. 5. The Grace Hospital Society may at any time unite with the General Hospital Society of Connecticut, under contract or otherwise, in any manner which will enable it to furnish homeopathic and eclectic treatment of patients, and to carry on its work in connection with that of the General Hospital Society of Connecticut.

Approved June 12, 1889.

(House Joint Resolution No. 414).

(Amending the Charter of the Grace Hospital Society.)

Resolved by the Assembly:

Sec. 1. That the General Hospital Society of New Haven be and it is hereby empowered to establish and maintain a school for training nurses. And said Society is further empowered to grant diplomas or certificates of ability to any person graduating from said school.

Approved June 19, 1895.

Substitute for House Bill No. 489.

An Act Authorizing The Grace Hospital Society To Issue Bonds.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

The Grace Hospital Society of New Haven, in accordance with a vote at a meeting duly warned and held for that purpose, may issue bonds to an amount not exceeding seven hundred and fifty thousand dollars. Such bonds shall be exempt from taxation, shall be secured by a mortgage upon real estate of the society, shall be signed by the president and treasurer of said society and shall mature at such time or times, be of such denominations and bear such rate of interest as shall be determined by said society. Three hundred thousand dollars of the par value of such bonds or such part thereof as may be necessary, shall be used for the purpose of retiring, either before or at maturity and caring for the existing bonds of said society.

Approved, April 20, 1921.
CONSTITUTION OF GRACE HOSPITAL SOCIETY

As amended to and including the January Session, 1917, of the General Assembly.
Approved April 24, 1917.

ARTICLE 1.
Any person contributing at any one time for the use of Grace Hospital Society the sum of ten dollars may become a member thereof for five years, any person so contributing at any one time the sum of fifteen dollars may become a member thereof for ten years, any person so contributing at any one time the sum of twenty-five dollars may become a member for life; provided, he or she is approved as such member by a two-thirds vote at any regular meeting of the Directors; and any member of the Medical or Surgical Staff of said Grace Hospital Society may become a member of said Society without payment of any money upon application and a two-thirds vote of the Directors at any regular meeting, but such membership shall cease upon the expiration of said person's staff appointment and hereafter no person shall otherwise become a member of Grace Hospital Society.

ARTICLE 2.
The members of the Society shall meet annually for the choice of Directors, and for the transaction of any other business not delegated to its officers.

ARTICLE 3.
The Board of Directors of said Grace Hospital Society shall consist of twenty members, who shall be elected from the members of said Society, and shall consist of the sixteen Directors who have been elected under Article 3 of the Constitution (as approved June 12, 1889), who shall serve during the respective terms for which they were or may be elected, and four additional Directors, to be elected by ballot at the first annual meeting following January 1, 1917; one to serve for a term of one year, one to serve for a term of two years; one to serve for a term of three years, and one to serve for a term of four years. At each subsequent annual meeting five Directors shall be elected by ballot, to serve for a term of four years and until their successors are elected. In case a vacancy occurs, such vacancy may be filled by the Board of Directors for the unexpired portion of the term.

ARTICLE 4.
There shall be an annual meeting of the Directors, at which shall be appointed: a President, Vice-President, Secretary, Treasurer, Prudential Committee, Board of Physicians and Surgeons, Visitors and such other officers, committees or boards as may be deemed expedient. Seven Directors at any meeting shall constitute a quorum.

ARTICLE 5.
The Treasurer, having given security for the faithful discharge of his duties, shall receive the funds of the Society, and pay the same to the order of the Prudential Committee. He shall present a copy of his accounts every quarter to the Directors, and every year present a financial report to the Society.

FORTY-FIVE YEARS OF SERVICE

ARTICLE 6.
The Secretary shall keep an accurate register of the members of the Society for each year and record the transaction of both Society and Directors. He shall also report at each meeting of the Society the names of those who, during the preceding year, have become members of the Society; and also of those who have withdrawn or otherwise ceased to be members.

ARTICLE 7.
The Prudential Committee shall consist of three, two of whom shall be laymen. They shall manage the financial and economical concerns of the Hospital, and meet as often as may be necessary.

ARTICLE 8.
The Visitors shall be six in number, of whom two at least shall visit the Hospital every month, and each in turn shall serve for a term of five years; one to serve for a term of three years, and one to serve for a term of four years. At each subsequent annual meeting five Visitors shall be elected by ballot, to serve for a term of four years and until their successors are elected. In case a vacancy occurs, such vacancy may be filled by the Board of Directors for the unexpired portion of the term.

ARTICLE 9.
The Board of Physicians and Surgeons shall have charge of the medical and surgical treatment of all patients. At least two-thirds of said board shall be homaeopaths. No physician or surgeon shall receive any compensation for services, except when a patient desiring the services of a particular member of the board, and occupying a private room, shall comply with the rules adopted by the Directors concerning the admission of private patients.

ARTICLE 10.
The Hospital shall be a charitable institution, and patients belonging to this State shall in all cases be preferred.

ARTICLE 11.
Any person or persons contributing at any one time for the use of Grace Hospital Society the sum of ten thousand dollars shall be entitled to establish a perpetual free bed in the Hospital of said Society, and, if requested, such bed shall be named as desired by such contributor or contributors; and such contributor or contributors, or their assigns or legal representatives, shall be entitled to nominate and keep from time to time, subject to the rules of said Society, one person as a patient in the Hospital who shall have the benefits thereof free of expense, and who may be removed and his place supplied at the pleasure of such contributor or contributors or their legal representatives or assigns. In the absence of any nucleation of a patient for such bed by those entitled to nominate, an occupant of such free bed shall be nominated by the Prudential Committee. Any person contributing the sum of five thousand dollars at any one time for the use of said Society shall be entitled to the same privileges, except the naming of the bed, for six months in each and every year of his life. Any person so contributing the sum of one thousand dollars or upwards, at any one time shall become an Honorary Vice-President of said Society for life.
BY-LAWS
(As Amended January 30, 1934)

SOCIETY

ARTICLE I

Membership

1. Any person contributing at any one time for the use of Grace Hospital Society the sum of $5.00 shall become a member thereof for a period of one year; any person so contributing the sum of $20.00 shall become a member thereof for five years; any person so contributing the sum of $50.00 shall become a member thereof for fifteen years; any person so contributing the sum of $100.00 shall become a member thereof for life, provided that any person contributing any amount is approved as a member by a two-thirds vote of the members present at any regular meeting of the Directors; and any person of outstanding prominence in public life may be elected to honorary life membership upon a two-thirds vote of the members present at the regular annual meeting of the Society. It shall be the duty of each member to notify the Secretary of any change in residence, and the secretary shall note the same upon the list of members. Mailing a notice to the address given on said list within due time shall be sufficient notice.

ARTICLE II

Meetings

1. There shall be an annual meeting of the Society for the choice of Directors and for the transaction of such business as is not specifically delegated to its officers. This annual meeting shall be held on the third Thursday of January each year at such time and place as may be designated by the President.

2. Special meetings of the Society may be called at the request of the President, any six Directors, or any twelve members.

DIRECTORS

ARTICLE III

Membership

1. The Board of Directors of the Society shall consist of twenty members, and shall be elected from the membership of said Society. Upon the complete dissolution of the Board of Directors at any time, a new Board shall be elected as follows: Five for a period of one year, five for a period of two years, five for a period of three years and five for a period of four years. At each subsequent annual meeting of the Society five Directors shall be elected by ballot to serve for a period of four years each and until their successors are elected. In the event of a vacancy at any time such vacancy may be filled by the Board of Directors for the unexpired portion of the term.

FORTY-FIVE YEARS OF SERVICE

ARTICLE IV

Meetings

1. The annual meeting of the Board of Directors shall be held immediately after the annual meeting of the Society and no notice other than this By-law shall be required for such meeting. Subsequent regular meetings of the Directors shall be held on the third Thursday of each month, except the months of July and August of each year. Special meetings may be called at the request of the President or of any three Directors.

2. At the annual meeting of the Board of Directors there shall be elected a President, a Vice-President, Secretary, Treasurer and such other officers as may be deemed necessary. At this meeting shall also be appointed the committees hereinafter referred to as standing committees and such other committees or boards as may be considered necessary. Seven Directors at any meeting shall constitute a quorum.

ARTICLE V

Duties of Officers

1. The President shall preside at all meetings of the Society and of the Board of Directors, and by virtue of his office shall be a member of all committees with voting power in all matters being acted upon by said Society, Board of Directors or committees.

2. The Vice-President shall have the same powers and perform the same duties as the President in case of his absence or inability to attend, and in case of absence or inability of both the President and Vice-President there shall be chosen a President pro temp who shall function in all matters as would the President.

3. The Treasurer, having furnished such bond as may be designated by the Board of Directors, shall receive all funds of the Society and shall disburse the same on the order of the Prudential Committee. He shall present a copy of his accounts every meeting to the Directors and shall make an annual report at the annual meeting of the Society.

4. The Secretary shall keep an accurate register of the members of the Society and shall record the meetings and transactions of both the Society and Board of Directors. The Secretary shall also report at the annual meeting of the Society all changes in membership such as the addition of new members and those who have ceased to be members by reason of death, withdrawal or otherwise. The Secretary shall also send notice of all regular or special meetings of the Society and Board of Directors at least five days prior to the date designated for such meeting.

ARTICLE VI

Standing Committees

1. The following shall constitute Standing Committees: Prudential Committee, Finance Committee, Nursing Service and School of Nursing Committee, Medical Executive Committee, Records Committee, Visiting Committee, Building and Grounds Committee, Internes Committee. Each of the aforementioned committees shall be responsible to the Board of Directors and shall make their reports at each of the regular meetings of the
Board of Directors. The executive officer or superintendent should constitute an advisory member, without voting power, of all committees, except when the committee shall be in executive session.

2. The Prudential Committee shall consist of three members of the Board of Directors. They shall meet as often as necessary and in all things shall be subject to the control of the Board of Directors. The Prudential Committee, subject to the approval of the Board of Directors, shall have general charge of the affairs of the Hospital. The Prudential Committee shall audit all bills and accounts and one member of the committee shall sign all checks covering disbursements from the general fund. Reports shall be made to the Board of Directors at each of its regular meetings. Appeal may be taken to the Board of Directors from any action of the Prudential Committee by any person aggrieved, but the action of the Committee shall stand and remain in force until altered or suspended by the Board of Directors.

3. The Finance Committee shall consist of three members, the Treasurer and two other members to be appointed from the Board of Directors. The Finance Committee shall have charge of all funds of the Society and the expenditure of the same, all bonds, stocks, notes, mortgages, etc., and investment or sales thereof, upon approval of the Prudential Committee. Reports shall be made at the regular meetings of the Board of Directors.

4. The Nursing Service and School of Nursing Committee shall consist of three members of the Board of Directors and shall inquire into all matters pertaining to or affecting the Nursing Department and Training School and make such recommendations to the Board of Directors as may be deemed advisable. Reports shall be made to the Board of Directors at each of the regular meetings of the Board of Directors.

5. The Visiting Committees shall consist of six members of the Board of Directors, two of whom shall visit the hospital several times each month to observe and make recommendations for improvement of the hospital, professional staff, and general interior conditions, morale, discipline and kindred matters. Reports shall be made at each of the regular meetings of the Board of Directors.

6. The Buildings and Grounds Committee shall consist of three members of the Board of Directors who shall make periodic inspections of the buildings proper and grounds, recommending such changes, alterations, repairs, etc., as seem desirable. Reports shall be made at each of the regular meetings of the Board of Directors.

7. The Medical Executive Committee shall consist of five members of the professional staff elected by the professional staff. The functions of the Medical Executive Committee shall be the promotion of cooperation, common policy and satisfactory relations with the administration of the hospital. They shall receive complaints, suggestions and reports from the chairman or seniors of the various professional services and act thereon, according to the importance of the matter. All violations of hospital rules or regulations, laws and ethics shall be investigated by the Medical Executive Committee and findings and recommendations reported to the Board of Directors. The Chairman of the Medical Executive Committee or a member of said committee designated by him shall sit with the Board of Directors at the meetings of said Board.

8. The Records Committee shall consist of three members of the professional staff elected by the professional staff. They shall be responsible for the accuracy and completion of all records in conformity with the requirements of the American College of Surgeons. Failure of any physician to complete reports or to conform to requirements shall be reported to the Medical Executive Committee which shall cause investigation to be made with a view to suspension or separation from the staff of the member offending which latter committee shall report with its recommendations to the Board of Directors.

9. The Internes Committee shall consist of three members of the professional staff, appointed by the Board of Directors upon the recommendation of the professional staff, and shall have supervisory control of all interns. They shall make recommendations to the Prudential Committee on new appointments. The Senior or chairman shall sign certificates upon completion of internships in conjunction with the President and superintendent. All matters affecting interns such as discipline, conduct, appearance, rotation of schedules, duties, etc., shall be acted upon by the Internes Committee. Said committee shall report to the Prudential Committee and the Board of Directors.

ARTICLE VII
Certificates
1. Certificates bearing the seal of the corporation, the signature of the President, the superintendent and the chairman of the committee concerned, shall be granted each intern and nurse graduating upon satisfactory completion of their term.

ARTICLE VIII
Professional Staff
1. The staff departments and appointments thereto shall be such as are found in well organized Class A hospitals. Appointments shall be recommended by the Medical Executive Committee, and made by the Board of Directors at a regular meeting of the Board of Directors. Vacancies may be filled in the same manner at any regular meeting of the Board of Directors. Members of the professional staff shall serve for the period of one year, may be reappointed as a body at any regular meeting, and may be removed from the staff recommendations of the Board of Directors. They shall perform such duties as the Directors, aided by the advice and cooperation of the Medical Executive Committee, shall designate.

ARTICLE IX
Rules and Regulations
1. The Board of Directors, in accordance with the constitution and by-laws may make rules for the proper guidance and government of all officers, boards and committees, and governing the admission and discharge of patients, and the general administration of the hospital.

ARTICLE X
Hospital
1. The Hospital shall be known as Grace Hospital and shall be a charitable institution. Patients belonging to the State shall in all cases be preferred. No physician or surgeon shall receive or accept compensation for the treatment of ward cases and all physicians and surgeons using the facilities of the Hospital or treating patients in private rooms or compensation accommodations shall comply with all rules adopted now or hereafter by the Board of Directors.

ARTICLE XI
Contributions, Endowments, etc.
1. Any person or persons contributing at any one time for the use of Grace Hospital Society the sum of ten thousand dollars shall be entitled to
establish a perpetual free bed in the Hospital of said Society, and if requested, such bed shall be named as desired by such contributor or contributors; and such contributor or contributors, or their assigns or legal representatives, shall be entitled to nominate and keep from time to time, subject to the rules of said Society, one person as a patient in the hospital who shall have the benefits thereof free of expense, and who may be removed and his place supplied at the pleasure of such contributor or contributors or their legal representatives or assigns. In the absence of any nomination of a patient for such bed by those entitled to nominate, an occupant of such free bed shall be nominated by the Prudential Committee. Any person contributing the sum of five thousand dollars at any one time for the use of said Society shall be entitled to the same privileges, except the naming of the bed, for six months in each and every year of his life. Any person so contributing the sum of one thousand dollars or upwards, at any one time, shall become an Honorary Vice-President of said Society for life.

**Article XII**

**Duties of the Superintendent**

1. Subject to the direction and control of the Board of Directors, the management of the hospital shall be vested in a superintendent appointed by the Board.

2. When acting within the scope of his or her authority, the superintendent shall directly represent the Board in all matters pertaining to the administration of the hospital and shall be responsible to the Board for the proper performance of said duties.

3. It shall be the duty of the superintendent to promulgate and enforce all rules and regulations for the proper conduct of the hospital, made by or under the authority of the Board of Directors, and until such have been made, the superintendent shall have authority to make and enforce all necessary rules and regulations for the proper conduct of the hospital routine.

4. The superintendent shall either collect all hospital fees from patients able to pay before such patients leave the hospital, or make satisfactory arrangements for the payments of same.

5. The superintendent shall be responsible for the employment and dismissal of all employees, but in the case of the Director of Nurses and Principal of the School of Nursing such appointment and dismissal shall be with the advice of the Nursing Committee.

6. In all cases of disputed authority or uncertainty as to the meaning of the By-laws or the rules and regulations of the hospital, the decision of the superintendent shall be operative until a ruling shall have been rendered by the Board of Directors.

7. The superintendent shall report at each of the regular meetings of the Board of Directors upon the work performed by the hospital and upon its financial condition.

**Article XIII**

**By-Laws**

1. Any additions to or alteration of these By-Laws may be made at any meeting of the Society, notice of the proposed change having been inserted in the call or notification of such meeting.