10-28-1949

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.
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

<table>
<thead>
<tr>
<th>Category</th>
<th>1947-1948</th>
<th>1948-1949</th>
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<tbody>
<tr>
<td>Administration</td>
<td>$329,907.80</td>
<td>$342,371.98</td>
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<td>(Business offices, admitting, personnel, telephone, insurance, etc.)</td>
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<td>Food</td>
<td>460,700.75</td>
<td>431,124.86</td>
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<td>House &amp; Property</td>
<td>707,593.11</td>
<td>736,632.33</td>
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<tr>
<td>(Housekeeping, utilities, linen, laundry, maintenance, etc.)</td>
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<tr>
<td>Professional Care</td>
<td>1,650,612.89</td>
<td>1,734,109.07</td>
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<td>(Resident physicians, nurses, aides, laboratories, X-ray, drugs, medical records, social service, etc.)</td>
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<tr>
<td>Depreciation</td>
<td>52,993.30</td>
<td>63,821.71</td>
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<td>Other Expenses</td>
<td>26,489.60</td>
<td>27,489.66</td>
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<td>(Interest, taxes, annuities, etc.)</td>
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<td>Provision for Repairs</td>
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<td>60,000.00</td>
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<td>Total Expense</td>
<td>$3,328,299.45</td>
<td>$3,396,549.91</td>
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<td>Loss, New Haven Dispensary</td>
<td>71,956.59</td>
<td>34,636.98</td>
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<td>Total Income</td>
<td>$3,235,125.10</td>
<td>$3,407,423.70</td>
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<tr>
<td>Net Loss</td>
<td>$65,130.94</td>
<td>$23,763.19</td>
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**Net Loss** *(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.

DONORS OF GIFTS
1948 - 1949

Cash
Grace-New Haven School of Nursing, Class of 1948
(For Obstetrical doll) $230.00
Dr. James R. Angell .... 200.00

Mr. Ben S. Michaelson $ 50.00
Soroptomist Club ....... 50.00
Mrs. Nathan Stone ...... 10.00
Alma Strauss
Memorial Fund .......... 145.00

Other Gifts
Mrs. Harold Abrams
Rev. John Adams
Miss Phyllis Albert
Miss Dalton Arnold
Miss Betty S. Bailey
Mrs. Alfred Barton
Mr. Edward G. Begle
Mrs. Robert Berneike
Mrs. Francis Blake
Miss Louise Bogart
Mrs. E. Borchard
Mrs. Lewis Bracken
Mrs. Glen Brewer
Mrs. Charles Brown
Mrs. Donald Brown
Mrs. Lindsey Brown
Brownie Troop No. 71
Brownie Troop No. 81 - No. 84
Miss Hazel Bruch
Miss Janice Buck
Mrs. Norman Buck
Mrs. H. Milton Bullard
Mrs. F. K. Burwell
Mrs. James Butters
Calvary Baptist Church
Dr. Norton Canfield
Mrs. Clara J. Carlson
Mrs. Alice B. Caron (42 Club)
Mr. Andrew N. Carsons
Mrs. Isabelle Champagne
Mrs. Herman Chapman
Mrs. Robert C. Charbeneau
Mrs. Charles F. Clark
Mrs. David Clift
Mrs. Francis Coker
Mrs. Charlton Cooksey
Miss M. T. Dana
Mrs. George Darling
Mr. Jerome Davis
Mrs. Nelson Dodge
Mrs. S. W. Dudley
Mrs. James Earle
Mrs. John Eckle
Mr. M. A. Edgecomb
Elm City Rubber Company
Mrs. Franklin Farrel, III
<table>
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<td>Mrs. Frederick Fitch</td>
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<td>Mrs. George Fletcher</td>
<td>Mr. T. G. MacDermott</td>
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<td>The Foote School</td>
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<td>Mrs. Mark May</td>
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<td>Mrs. Clarence Mendell</td>
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<td>Mrs. Max Millikan</td>
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<td>Girl Scout Headquarters</td>
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<td>Mrs. Willie B. Grant</td>
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<td>Miss Anne Halloway</td>
<td>Mrs. H. Ouillet</td>
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<td>Mrs. Milton Parker</td>
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<td>Mrs. William Parsons</td>
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<td>Mrs. Edward Horwitz</td>
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<td>Mrs. Piper</td>
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<td>Mrs. W. B. Hoyt</td>
<td>Miss Helen S. Porter</td>
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<td>Mrs. Clark Hull</td>
<td>Dr. Grover Powers</td>
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<td>St. Louis School</td>
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<td>Mrs. Herman Liebert</td>
<td>St. Paul's Church</td>
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<td>Mrs. Irving Liebeskind</td>
<td>Mrs. Robert Salinger</td>
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<td>Mrs. Frederick Loeser</td>
<td>Mrs. Bessie Samuels</td>
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<td>Lovell School — Grade V</td>
<td>Mrs. Schlegel</td>
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<td>Mrs. Sidney Lovett</td>
<td>Miss Marilyn Shaw</td>
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<td>Miss Anne Sheldon</td>
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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
You have certainly hit a good system in your handling of the small-rye, twenty month baby. My mother and I have been with him only a few days and we are very pleased with the way he is being treated. We are very grateful for the patient and kind manner in which he is being handled.

The food, I thought, was good. In fact, I would appreciate having the recipe for the marshmallow frosting used on the chocolate cake we had for lunch.

I was particularly impressed with the efficiency and kindness of the nurses and the doctors, who seemed to be working very well together.

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

D. Spencer Berger
President

I cannot by any imagination see how any improvements could be made in your care of patients, considering the efficiency and kindness of your entire staff, doctors, nurses, and every one else. I am in contact with all of the people and I received was fully and greatly appreciated.

I have seen at first hand the pediatric services of three other top-notch hospitals and have never seen anything to compare to the service here. Nurses, house officers, and the pediatricians were excellent in every way possible. I felt the atmosphere was one of cooperation and support, a type of practice at the pinnacle of pediatric nursing which is exceedingly rare.

I would like to have every other service in any hospital.