Grace-New Haven Community Hospital Annual Report 1951 - 1953

Grace-New Haven Community Hospital

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REPORT
OF THE
PRESIDENT

To the Board of Directors
and to All the People of our Community:

I commend to your thoughtful reading the two reports that follow: one by Mr. Robert E. Ramsay, Chairman of the Executive Committee; the other by Dr. Albert W. Snoke, Director.

Mr. Ramsay, dealing with general policies, tells you of the development of our thinking and methods during the twenty-four months begun October 1, 1951, and ended September 30, 1953. Dr. Snoke gives an account, in all important details, of how the general policies have been carried out.

As you read their reports you will be impressed by the wide range of what they have to do and by the importance of every part of it. The details of the matters for which they are responsible are literally too numerous to be counted or to be fully comprehended by one sweep of the mind. And we must remember that upon the proper handling of each detail depends the success of the operations as a whole. Total success in any field comes only from success in every one of all the parts. In the complex and delicate administrative procedures of a hospital this fact is particularly important.

You will be impressed, also, by the effectiveness of our committee system as it functions under the guidance of Mr. Ramsay and Dr. Snoke. Working closely together they have a common awareness, from day to day and sometimes from hour to hour, of all the problems that arise. Every problem, as soon as it appears, is started on the way to its solution. Whenever appropriate, a sub-committee of the Board is called upon to make a study and submit a recommendation. This is additional to the studies and recommendations that the various committees are continuously making as a part of their routine duties.

In this present writing I am confining myself to the agreeable privilege of expressing the warm appreciation felt by us all to Mr. Ramsay, to Dr. Snoke and his Staff, and to every member of every committee, for what they have done, are doing, and will continue to do. As you read the following reports I am sure that you will agree.

George S. Stevenson,
President

REPORT OF THE CHAIRMAN OF
THE EXECUTIVE COMMITTEE

It has been a pleasure to act as Chairman of the Executive Committee of the Board of Directors of the Hospital during the past two years. The number and variety of responsibilities assigned to the Board and the Executive Committee have been many and yet have been met easily through the cooperation of the members of the Board and the board committees. Time does not permit a detailed description of the many contributions made by members of the Board—however, this annual report will not be complete without reference to the work of the several board committees.

The Building Committee, under the chairmanship of Robert S. Judd, has completed a major task started approximately eight years ago. The planning, construction, and completion of the Memorial Unit and Nursing Dormitory has demanded many days of meticulous attention to detail, and we have, as a result, a structure that is attracting national attention.
The Building Fund Committee, under the direction of G. Harold Welch, and with the assistance of so many members of the Board, has made possible the financing of the medical center development, and it is particularly gratifying that the enthusiasm so evident over the past years is still evident as we plan for the further development of this medical center.

Stanley Daggett has been chairman of the Nursing School Committee for the Grace-New Haven School of Nursing. This committee is participating in a phenomenal growth and development of the Nursing School, started by Mrs. Fleck and stimulated by the new building of the nursing school and residence.

Recognizing that relationships with the medical staff and standards of medical care are the very foundation of a good hospital, George Stevenson and the Medical Committee have worked closely with the Joint Conference Committee of the medical staff. The promotion of mutual understanding has been the result, and this has been materially helped through the addition of the elected President of the General Service Medical Staff, Dr. Daniel Levy, to the Joint Conference Committee.

The Personnel Committee, under the leadership of Fred Grave, has emphasized the importance of personal care in the services offered by the Hospital and has taken the lead in stimulating the development of a personnel program and personnel administration that will meet the modern requirements of our society.

Investment and Trust, and Budget and Finance have been additional activities in which Henry Galpin, Carl Freese, and Harold Welch have assumed major responsibility and have been of material assistance in advising the Board during the past years.

The chairmen of the committees noted above, plus Henry Jones, Spencer Miller, and Paul Zorn, have constituted a coordinating committee of policy and action as well as the Executive Committee of the Board of Directors. Their keen interest, loyalty, and understanding have made my responsibilities not only easy—but pleasant.

Appreciation should also be given to Roland Bixler and the Committee on Public Relations which has been responsible for a re-emphasis upon a program of public relations in the Hospital, to the President, George Stevenson, who is devoting so much of his time, energy, heart and affection to the operation of the Hospital.

Special tribute is due to Mrs. Edith Valet Cook for the leadership she has given to the new Women's Auxiliary and the excellent record its members have made during the short period since its beginning.

My appreciation also to the other Board members, not members of the Executive Committee, who served on these various committees, and last, but not least, my appreciation to our director, Dr. Snoke, the man on the firing line who through his untiring efforts coordinates and sees to it that the recommendations become effective.

Robert E. Ramsay,
Chairman,
Executive Committee
REPORT OF THE DIRECTOR

Two years ago, a report for the period July 1, 1949, to September 30, 1951, was presented to the Board of Directors and to the community. In this report was a summary of the accomplishments of the previous two years and suggestions for future goals and projects of the institution. It is proposed to present a similar summary of the accomplishments of the Hospital during the two years, 1951-1953,—a period covering as profound changes in the Hospital as have occurred since it was founded in 1826.

ADMINISTRATION

With the resignation of Dr. Hilda H. Kroeger in November, 1951, to become Director of the Elizabeth Steel Magee Hospital in Pittsburgh, and of Nelson F. Evans in September, 1953, to become Director of the University of Arkansas teaching hospital and Business Manager of the Medical Center, the administrative staff has been reorganized. Two assistant directors, Richard H. Judd and Betty Horne, are responsible for the integrated operation of the Memorial and New Haven Units respectively, and are assisted by two recent graduates of the Yale course in Hospital Administration.—Richard B. Ogrean, M.P.H., 1952, and Gerard A. Ouellette, M.P.H., 1953.

Recognizing the importance of Nursing,—not only because of the number of personnel in the Nursing Department, but also because of its relationship to overall hospital administration, Miss Anna E. Ryle, Director of Nursing, has been appointed an assistant director of the Hospital—responsible for Nursing Service and Nursing Education.

Mr. Sidney G. Davidson, formerly Superintendent of Grace Hospital, retired February 18, 1953, upon completion of the Memorial Unit in whose planning, construction and furnishing he had assisted so materially.

The continuing change in administrative staff emphasizes the training role of administration in this Medical Center and the necessity of retaining department heads of the highest quality as well as preserving the continuity of assistant administrators as long as possible.

This past year saw the completion of a full cycle in the public relations program of the Hospital. Alfred H. Marshall came to the Hospital in 1944 to head a Department of Public Relations. He became assistant director of the Hospital in 1946 with public relations as part of his responsibility. With the formation of a Board of Directors Committee on Public Relations under the Chairmanship of Roland M. Bixler and a review of the public relations requirements of the Hospital, Mr. Marshall has been released from administrative responsibilities so that he may devote full time to his first love.

The Board and Hospital personnel have already received a tangible evidence of Mr Marshall's new activity,—"AD LIB.», a monthly news sheet of the Hospital.

NURSING

Nursing Service, Administration and Education have occupied a major portion of our attention during the past two years. It is obviously unfair and impossible to single out any one group in the Hospital as being more important than another. However, the shortage of nurses and the difficulties in obtaining an adequate substitute for them has been the major reason for the lowered census during the past year, and this has directly affected the financial operating results of the Hospital. A proportionate reduction of overhead is virtually impossible with the reduction in patient census.

The problems of nursing supply and service have not been made easier during the past year with the move from Grace to the Memorial Unit. The difficulties of integrating policies and procedures of two hospitals in the new building have been complicated and abundant, and great credit must be given to Miss Ryle, Mrs. Marion R. Fleck, Miss Dorothy A. Alling, Miss Evelyn A. Sturmer and Miss Marion N. Barnett for what has been accomplished. It is, in fact, a matter of surprise that operations are proceeding so smoothly.
so soon after the move to the new Unit. The Hospital continues to be short of graduate nurses and of practical nurses, with resultant inadequacies in care and admission of patients.

Efforts to meet these problems have been continuous and have included salary increases, review of perquisites and personnel policies, local and national advertising, and a gradual shift of non-nursing duties to non-nursing personnel. A medical staff Committee on Nursing under the chairmanship of Dr. Joseph A. Fiorito was helpful in outlining many of the problems and possible solutions, and a Committee on Graduate Nurse Recruitment, with representatives of the nurses, the physicians and the public under the leadership of Dr. Luca E. H. Celentano has also been of value.

It is recognized that the best source of nurse recruitment is from the nursing schools, and every effort is being made to strengthen and enlarge the four nursing schools of this Medical Center.

Comparison of the numbers of students enrolled and graduated for the past three years provides very definite encouragement toward the supply of nurses in the future.

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<tbody>
<tr>
<td><strong>PRACTICAL NURSES</strong></td>
<td>48</td>
<td>34</td>
<td>54</td>
<td>33</td>
<td>65</td>
<td>32</td>
</tr>
<tr>
<td><strong>GRACE-NEW HAVEN</strong></td>
<td>48</td>
<td>37</td>
<td>41</td>
<td>29</td>
<td>63</td>
<td>29</td>
</tr>
<tr>
<td><strong>UNIV. OF CONN.</strong></td>
<td>45</td>
<td>19</td>
<td>71</td>
<td>23</td>
<td>65</td>
<td>31</td>
</tr>
<tr>
<td><strong>YALE SCHOOL OF NURSING</strong></td>
<td>60</td>
<td>54</td>
<td>40</td>
<td>28</td>
<td>50</td>
<td>39</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>201</strong></td>
<td><strong>144</strong></td>
<td><strong>206</strong></td>
<td><strong>113</strong></td>
<td><strong>243</strong></td>
<td><strong>131</strong></td>
</tr>
</tbody>
</table>

Nursing stations in the Memorial Unit are attractive and efficient.
The Grace-New Haven School of Nursing has been undergoing a period of change as drastic as that of the Hospital. During the past year most of the students have been housed in the William Wirt Winchester Annex while waiting for the new educational building to be completed, while others have been living at the Y.W.C.A. and in the Sterling Dormitory. The School has also experienced major changes in faculty,—the principal one being the replacement of the Director of the School and of the Grace Nursing Service, Mrs. Fleck, in the summer of 1953 by Mrs. Marie U. Archibald. Sincere tribute must be paid to the wisdom, patience and foresight of Mrs. Fleck and to her skill in directing the School of Nursing. The Hospital is fortunate in that Mrs. Archibald posses so many of the same admirable attributes.

The new Memorial building with its integration with the New Haven Unit and Dispensary, the strengthening of the school curriculum, and the new dormitory with its outstanding decoration and facilities usher in a new era for the Grace-New Haven School of Nursing.

Any discussion of nursing in the Hospital cannot be complete without reference to Miss Laura M. Grant, Director of Nursing in the New Haven Unit from December 5, 1933, until her retirement on June 30, 1952. The support, education and understanding which Miss Grant has given to all her associates, including the Director of the Hospital, is appreciated. Miss Ryle is a worthy successor.

PERSONNEL

It is becoming increasingly clear that personnel administration and organization is of paramount importance to this Hospital. At the present time there are about 1,400 individuals employed on a full-time basis and another 130 on a part-time basis in the Hospital. The annual payroll is $3,509,000 and represents 64 per cent of the total cost of the Hospital's operations. It is obvious that the high cost of hospital care is directly related to the cost of personnel and that economies in hospital operations can best be effected through the study of personnel. Miss Mabel G. Martin, Director of Personnel, is now directly responsible to the Director and an expansion of the department and its activities is in progress.

During the past two years the hospital employees have received two general increases in wages,—one in November, 1951, and the second in October, 1952. Recognizing that increased wages alone are not the answer to our personnel problem, a long-range study of personnel administration has been instituted with the assistance of a consulting firm, Richardson, Bellows, Henry & Company, of New York City. A study of job analysis and evaluation was started in April, 1953, and has been continuing throughout the year. It is hoped that this will be completed during 1954, so that it may serve as a base line for the future development of the Hospital's personnel program.

Plans should be made to develop a program for hospital organization and personnel administration which will make the policies of this Hospital compare favorably with the best practices in industry.

DIETARY

After more than 20 years as Chief Dietitian of the New Haven Hospital, Miss Marion G. Dana retired on September 3, 1952. Miss Dana's successor is Miss Doris M. Johnson who came to the Hospital on August 1, 1952, as Director of Dietetics. Miss Johnson arrived just in time to help reorganize the entire Dietary Service so that the new kitchens in the Memorial Unit could take over the total responsibility for food preparation and cooking for the New Haven Unit as well. When the move was made from the old Grace buildings to the Memorial Unit, the Dietary Department assumed from Nursing the responsibility for serving food from the floor pantries in the Memorial Unit and instituted a selective menu. From the experience gained in the Memorial Unit, Miss Johnson was able to effect the same transfer of responsibility for the pantries in the New Haven Unit. This went into effect on October 1, 1953, thus relieving the Nursing Service of non-nursing duties it had carried for many years.

Miss Johnson has also worked out with the Purchasing Agent, J. Hashbrouck Wallace, a cooperative food-purchasing program between the two departments which has been most successful. Because of the storage facilities available in the new kitchens they are now able to purchase meat by bid and contract at bi-weekly intervals and this has resulted in very material savings to the Hospital.
One corner of the large new kitchen which serves the whole Medical Center.

The modern cafeteria line in the Memorial Unit and the attractive dinning room have centered so much attention there that plans are now being made to revamp the existing cafeterias in the New Haven Unit so as to provide the same type of service as can be obtained in the Memorial Unit.

MEDICAL STAFF

A number of significant changes have occurred in the leadership of the Medical Staff during the past two years. Dr. Paul B. Beeson replaced Dr. Francis G. Blake as Professor of Medicine on March 1, 1952, and Dr. Luther K. Musselman has replaced Dr. Herbert Thoms as Professor of Obstetrics and Gynecology. On April 15, 1953, Dr. Courtney C. Bishop became Chief of Surgery on the General Service in place of Dr. Lewis C. Foster, and Dr. Joseph A. Fiorito became Chief of Obstetrics and Gynecology on the General Service in place of Dr. Musselman.

Recognizing the value of direct representation of the General Service Medical Staff on the various medical boards of the Hospital, the Board of Directors of the Hospital approved an alteration of the Medical Staff By-Laws allowing for the Medical Staff to elect a president and a secretary of the General Service Medical Staff. The first officers elected were Dr. Daniel F. Levy, President, and Dr. William B. McAllister, Secretary. Dr. Levy, as President of the General Service Medical Staff, is a member of the General Service Staff Executive Committee, the combined medical boards and the Joint Conference Committee between Medical Staff and the Medical Committee of the Board of Directors.

A review of the table of organization of the Interne-Resident Staff and their educational and service relationships to the Hospital and the Medical School has been underway during this past year. With the assistance of Dr. Arthur Ebbert, Jr., Assistant Dean of the...
Medical School, a table of organization of the Intern-Resident Staff, with fixed salary scales, has been developed. Included in the Resident Staff organization are 129 positions at a cost to the Hospital and the Medical School for maintenance and salaries of about $230,000 a year. The intern and residency training program of the Medical Center is the equal of many of the other outstanding medical centers of this country and provides the community, its physicians and its patients with an exceptional group of young physicians.

A significant accomplishment over the past two years has been the development of an understanding between the University and the General Service medical services on their relationships now that the two Units are so closely combined. The two medical boards work as one board in most situations, and in almost all particulars the resident staff functions as one staff of the Medical Center with assigned responsibilities to one or the other service.

UNIVERSITY — HOSPITAL RELATIONSHIPS

A most important development in the relationships between Yale University and the Hospital was the "JOINT DECLARATION OF POLICY BY YALE UNIVERSITY AND THE GRACE-NEW HAVEN COMMUNITY HOSPITAL CONCERNING MUTUALLY SUPPORTING PROGRAMS OF PROFESSIONAL EDUCATION AND PATIENT CARE AND THE FACILITIES USED THEREFOR". This agreement was accepted by the Yale Corporation and the Board of Directors of the Hospital in the fall of 1952, and clarified areas of interest, responsibility and ownership of land and buildings which had been almost inextricably tangled under the many agreements entered into by the Hospital and the University over the past 40 years.

The Joint Declaration of Policy has also enabled the Medical School to simplify many details of the administrative and professional partnership. Sincere appreciation is due to Dr. George B. Darling who, over his tenure as Director of Medical Affairs of Yale University, was able to clarify the various issues and work out with the Hospital Administration equitable and understandable agreements. The understanding and friendship of Dean C. N. Hugh Long during the past years has been of equal value. The Hospital is also particularly fortunate in Dean Long's successor, Dr. Vernon W. Lippard, for the new Dean also brings sympathy and understanding to the problems of medical care as related to medical education and research. Dr. Lippard's comprehension of the over-all problems faced by the Medical School and the Hospital is responsible to a great extent for acceptance of the concept of the Yale-New Haven Medical Center which is currently being developed with a representative advisory board from the University, the Hospital and the Medical Staff, and with a full-time Director of Program Development.

LABORATORIES

The Hospital has found it difficult for years to provide adequate service to patients and to staff from its many different laboratories. Decentralization of these laboratories—both physically and administratively—has resulted in certain operating inefficiencies and in very definite administrative difficulties. This has been recognized by the medical staff as well as by the administration of the Hospital. The first major step toward consolidation took place with the appointment of Dr. Leenor D. Haley on October 1, 1952, as Director of Microbiological Laboratories and Chairman of the Laboratory Council. Dr. Haley is responsible for direction of the Laboratories of Bacteriology, Serology, Blood Bank, Clinical Microscopy, Parasitology and Mycology, and serves to coordinate the service functions of the other laboratories of the Hospital through the Laboratory Council.

Recognizing the need for additional laboratory technicians and the obligation of a Medical Center to make available all possible educational facilities to para-medical as well as medical groups, a School for Medical Technology has been started by the Hospital, Dr. Averill A. Liebow, Professor of Pathology, is Director of the School, and Dr. Haley is Director of Studies. Five girls were enrolled in the first class this fall.

MAINTENANCE

As has been the custom for the past several years, Mr. John W. Manz, Chief of Maintenance, Housekeeping and Laundry, has been carrying on two full-time positions. Mr. Manz has served as owner's representative in the construction of the new Memorial Unit and
the new educational building. He has represented the Building Committee under the chairmanship of Mr. Robert S. Judd in all activities relating to the construction of these two buildings and has been of invaluable assistance to the general contractor and the architect.

In addition to this extra-curricular activity, Mr. Manz and his colleagues have been responsible for the regular maintenance, housekeeping and laundry activities of the Hospital. Very heavy loads have been placed on these departments during the past two years because of the unusual problems faced in moving from the Grace Unit, in the following shake-down period in the new building, and in the necessary re-arrangement of the New Haven Unit. A partial list of the major reconstruction and renovation projects carried out by the Maintenance Department during the past two years demonstrates clearly the scope of its activities over and above the regular operation of the Hospital.

It has been recognized that fire and safety are of major concern to this department. Mr. Edward F. Croker, 3rd, of the Croll Engineering Corporation of New York, has been retained by the Hospital on a yearly basis to supervise the Fire Safety Program. A system of monthly inspections and fire drills, with instructions to personnel, has been developed by Mr. Croker and is of definite value.

MEMORIAL UNIT

The outstanding event in the Hospital operation during the past two years was obviously the completion of the Memorial Unit and the moving of patients into it. The new Memorial Unit with the laundry, the nursing educational building (completed December 1, 1953), the connecting tunnel and the land represent a total cost of $10,560,250. This was financed primarily by funds raised in the community, the two campaigns raising approximately $6,449,000,—by far the largest sum of money ever raised by the community of New Haven for a single project.

With completion of the Memorial Unit and the sale of Grace Hospital to the State of Connecticut for care of chronic patients, the Grace-New Haven Community Hospital has a potential bed capacity of 750. This compares with a listed capacity of the Grace and New Haven Hospitals of 654, or a net increase in physical beds available of 96. It should be pointed out that in the old Grace Hospital and in the New Haven Hospital before consolidation there were 76 beds which were listed in the physical capacity of the hospitals but which were rarely, if ever, used. These beds were situated in patient divisions that were antiquated, cramped and otherwise unsatisfactory, and were just not suitable for patients. Consequently, the actual number of beds available in the Grace and New Haven Hospitals before the move to the Memorial Unit was 578. Comparing this number of beds with the potential capacity of the combined Units now reveals a net increase of 172 useable and available beds to the community as a result of this structure. There are, of course, many additional benefits resulting from the transfer from an outworn plant to a modern, efficiently-planned one.

The Hospital has today 671 beds in operation. These beds are flexible in their operation and can be used much more efficiently than the beds in the older units. The additional beds cannot be made available to patients at this time because of personnel shortages as outlined in the discussion on Nursing.

LIST OF MAJOR RECONSTRUCTION PROJECTS

1. Rebuilding TE-1 as a Physical Medicine Suite.
2. Constructing Urological dark-room and treatment room.
3. Recovery Room, New Haven Unit.
4. New lounge and locker rooms.
5. New Housekeeping offices and Uniform Room.
7. Rehabilitation of T-4, F-5 and T-5.
8. Conversion of Farnam Delivery Rooms to Operating Rooms.
10. Electrical and structural work, modernizing elevators 13 & 14, Clinic Building.
11. Building three offices for Psychiatry, Boardman Building.
14. Rehabilitating call system, New Haven Unit.
The Memorial Unit lobby is a handsomely proportioned room, light and cheerful.
WOMEN'S AUXILIARY

Another major development during the past two years has been formation of the Women's Auxiliary of Grace-New Haven Community Hospital. Although Grace Hospital had had an auxiliary for many years, and the New Haven Hospital an active program for volunteers, the Hospital had not had a well-organized Women's Auxiliary for a number of years.

The new Auxiliary was formally organized on May 19, 1952, with Mrs. Edith Valet Cook as President. In the year since it was formed, the Auxiliary has had a truly phenomenal growth. There are now over 1,500 members and its volunteer activities include over 250 women actually working in the Hospital.

The first introduction of the Women's Auxiliary to hospital affairs occurred when 184 members acted as hostesses in the open house for the Memorial Unit. During the four days that the Hospital was open for inspection, more than 16,000 individuals were guided through the Hospital by the members.

The Women's Auxiliary has also taken over the responsibility for administration and staffing of the "CARRYALL,"—the gift and coffee shop in the Memorial Unit. This has been such a success that in the first eight months the Auxiliary was able to allocate $4,400 of its earnings to the Hospital for special projects.

INFORMATION

Mrs. Marion W. Dunn, as Hostess of the Hospital, has demonstrated the value of this position in helping to carry out a program of humanizing this large institution. A large hospital is always in danger of becoming mechanistic and of losing the friendly and human touch. Mrs. Dunn is doing an excellent job of being part of our conscience in correcting this potential fault.

An interesting outcome of the move into the Memorial Unit was the liberalizing of visiting hours. Custom has required that visiting hours be rigidly restricted to short periods in the afternoon and evening. This resulted in large numbers of people coming to the Hospital during short periods and with consequent difficulty in controls. With the many entrances to the Memorial Building, this problem was emphasized.

Taking a cue from the experience of hospitals in Boston, it was decided to try removal of visiting restrictions except where medically indicated from mid-morning straight through to evening. To our pleasure and, frankly, somewhat to our surprise, the problems of visiting have been minimized. Visitors have generally been considerate of the patients and of the Hospital's needs, and there has been less wear and tear on all concerned.

FINANCES AND STATISTICS

It is difficult to present comparable data on statistics and income and expenses figures for the past few years due to the substantial changes in organization and operation of the Hospital. Patient days, which had been running around 195,000 a year in the combined Units, dropped to 176,686 for 1952-1953. This was due in part to the move to the Memorial Unit and the period of adjustment before and after the move. It was also materially affected by the shortage of nursing personnel, both on the patient divisions and in the operating rooms.

Costs continue to increase, not only because of personnel and supply increases, but also due to the increased factor of depreciation due to the greater valuation of our present hospital plant. An additional burden faced by the Hospital following the opening of the Memorial Unit is the mortgage of $3,000,000 held by the Equitable Life Assurance Company. Interest and amortization payments on this mortgage amount to $232,500 a year. Every effort is being made by the Board of Directors to take care of these financial requirements outside of hospital operating expenses, but
it is obvious that this requirement presents a continuing serious financial problem.

Third-party reimbursement of hospital bills is assuming an increasing importance in the hospital economy. As noted in the accompanying table, more than 80 per cent of the Hospital’s in-patients are having a part or all of their hospital bills paid by third parties according to formulae based upon costs.

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<tr>
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<th>1951-52</th>
<th>1952-53</th>
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<tbody>
<tr>
<td>Blue Cross</td>
<td>50.20%</td>
<td>51.57%</td>
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<tr>
<td>Welfare</td>
<td>17.40%</td>
<td>14.43%</td>
</tr>
<tr>
<td>Workmen’s Compensation</td>
<td>3.20%</td>
<td>3.66%</td>
</tr>
<tr>
<td>Commercial Insurance</td>
<td>6.01%</td>
<td>8.50%</td>
</tr>
<tr>
<td>Voluntary Insurance</td>
<td>2.92%</td>
<td>2.27%</td>
</tr>
<tr>
<td>Total 3rd Party Reimburse</td>
<td>79.73%</td>
<td>80.43%</td>
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</table>

Blue Cross payments are based on cost for special services only and are made retroactive to cover the cost during the actual period the services are rendered. Workmen’s Compensation payments are based on a flat all-inclusive rate adjusted at frequent intervals to reflect the actual cost of services rendered. State and Welfare payments are also based on cost—but cover a cost period ranging from 9 to 21 months earlier than the time when payments are actually made. With the gradually increasing costs of hospital care, this Hospital receives approximately $3.20 a day less from the welfare agencies than the actual cost. With about 25,000 welfare days a year, the Hospital loses approximately $80,000 a year from the care of these welfare patients. This is only partially made up from the annual State grant of $24,000.

A. W. Snoke, M.D.
Director
## Comparative

### Patients in Hospital

<table>
<thead>
<tr>
<th></th>
<th>1951</th>
<th>1952</th>
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<tbody>
<tr>
<td>Patients in Hospital</td>
<td>541</td>
<td>605</td>
<td>550</td>
</tr>
<tr>
<td>-start of period</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Admitted</td>
<td>21,955</td>
<td>22,205</td>
<td>22,259</td>
</tr>
<tr>
<td>Total Patients cared for</td>
<td>22,496</td>
<td>22,810</td>
<td>22,809</td>
</tr>
<tr>
<td>Discharged</td>
<td>21,891</td>
<td>22,260</td>
<td>22,199</td>
</tr>
<tr>
<td>Patients in Hospital</td>
<td>605</td>
<td>550</td>
<td>610</td>
</tr>
<tr>
<td>end of period</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total number days</td>
<td>216,834</td>
<td>216,849</td>
<td>207,757</td>
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<tr>
<td>Clinic</td>
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<tr>
<td>Average length of</td>
<td>9.04</td>
<td>9.74</td>
<td>9.36</td>
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<tr>
<td>patients' stay</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daily average number</td>
<td>594</td>
<td>592</td>
<td>569</td>
</tr>
<tr>
<td>of patients</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Largest any one day</td>
<td>670</td>
<td>637</td>
<td>644</td>
</tr>
<tr>
<td>Smallest any one day</td>
<td>440</td>
<td>428</td>
<td>414</td>
</tr>
<tr>
<td>Stillbirths not included</td>
<td>39</td>
<td>55</td>
<td>44</td>
</tr>
<tr>
<td>in admissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deaths</td>
<td>763</td>
<td>745</td>
<td>687</td>
</tr>
<tr>
<td>Total number of visits</td>
<td>78,435</td>
<td>78,550</td>
<td>76,581</td>
</tr>
<tr>
<td>to Dispensary</td>
<td></td>
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</table>
## Statistics

### Discharges by Professional Service

<table>
<thead>
<tr>
<th>Service</th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gynecological</td>
<td>1,867</td>
<td>2,015</td>
<td>2,021</td>
</tr>
<tr>
<td>Obstetrical</td>
<td>3,626</td>
<td>3,884</td>
<td>3,867</td>
</tr>
<tr>
<td>Medical—General</td>
<td>2,676</td>
<td>2,575</td>
<td>2,952</td>
</tr>
<tr>
<td>Medical—Communicable</td>
<td>412</td>
<td>355</td>
<td>190</td>
</tr>
<tr>
<td>Metabolism</td>
<td>324</td>
<td>352</td>
<td>336</td>
</tr>
<tr>
<td>Physical Medicine &amp; Rehabilitation</td>
<td>177</td>
<td>77</td>
<td>98</td>
</tr>
<tr>
<td>Pediatric, General</td>
<td>537</td>
<td>453</td>
<td>758</td>
</tr>
<tr>
<td>Pediatric, Communicable</td>
<td>413</td>
<td>442</td>
<td>211</td>
</tr>
<tr>
<td>Pediatric, Newborn</td>
<td>3,260</td>
<td>3,575</td>
<td>3,538</td>
</tr>
<tr>
<td>Surgical, General</td>
<td>4,463</td>
<td>4,549</td>
<td>4,208</td>
</tr>
<tr>
<td>Dental Surgery</td>
<td>203</td>
<td>113</td>
<td>124</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>566</td>
<td>461</td>
<td>564</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>472</td>
<td>440</td>
<td>405</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>925</td>
<td>815</td>
<td>856</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>721</td>
<td>803</td>
<td>816</td>
</tr>
<tr>
<td>Thoracic Surgery</td>
<td>342</td>
<td>374</td>
<td>333</td>
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<tr>
<td>Urology</td>
<td>766</td>
<td>827</td>
<td>803</td>
</tr>
<tr>
<td>Psychiatric, Mental Hygiene</td>
<td>129</td>
<td>150</td>
<td>119</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21,891</td>
<td>22,260</td>
<td>22,199</td>
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</table>

### Patient Class

<table>
<thead>
<tr>
<th>Class</th>
<th>Days Service</th>
<th>Daily Average</th>
<th>Percentage of Occupancy</th>
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<tbody>
<tr>
<td><strong>Adults &amp; Children</strong></td>
<td>1950-51</td>
<td>1951-52</td>
<td>1952-53</td>
</tr>
<tr>
<td>Private</td>
<td>26,585</td>
<td>26,758</td>
<td>24,449</td>
</tr>
<tr>
<td>Semi-Private</td>
<td>71,250</td>
<td>70,825</td>
<td>81,936</td>
</tr>
<tr>
<td>Ward</td>
<td>84,714</td>
<td>86,831</td>
<td>70,301</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>185,549</td>
<td>184,414</td>
<td>176,686</td>
</tr>
<tr>
<td>Newborn</td>
<td>20,151</td>
<td>22,131</td>
<td>19,720</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>205,700</td>
<td>206,545</td>
<td>196,406</td>
</tr>
<tr>
<td>Psychiatric Clinic</td>
<td>11,134</td>
<td>10,304</td>
<td>11,351</td>
</tr>
<tr>
<td><strong>Total all Pts.</strong></td>
<td>216,834</td>
<td>216,849</td>
<td>207,757</td>
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</table>

15
## CLINIC
### OUT-PATIENT DEPARTMENT

#### Medicine

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>7,609</td>
<td>7,711</td>
<td>7,875</td>
</tr>
<tr>
<td>General (G)</td>
<td>952</td>
<td>791</td>
<td>564</td>
</tr>
<tr>
<td>Skin</td>
<td>2,613</td>
<td>2,095</td>
<td>1,867</td>
</tr>
<tr>
<td>Tuberculosis</td>
<td>1,400</td>
<td>1,467</td>
<td>1,284</td>
</tr>
<tr>
<td>Allergy</td>
<td>3,018</td>
<td>2,537</td>
<td>2,768</td>
</tr>
<tr>
<td>Cardiac</td>
<td>998</td>
<td>1,047</td>
<td>1,019</td>
</tr>
<tr>
<td>Cardiac Evaluation</td>
<td>—</td>
<td>43</td>
<td>66</td>
</tr>
<tr>
<td>Hematology</td>
<td>561</td>
<td>520</td>
<td>487</td>
</tr>
<tr>
<td>Arthritis</td>
<td>422</td>
<td>506</td>
<td>578</td>
</tr>
<tr>
<td>Metabolism</td>
<td>2,078</td>
<td>1,946</td>
<td>1,814</td>
</tr>
<tr>
<td>Metabolism (G) incl. Chiropody</td>
<td>628</td>
<td>567</td>
<td>521</td>
</tr>
<tr>
<td>Neurology</td>
<td>628</td>
<td>661</td>
<td>448</td>
</tr>
<tr>
<td>Medical Seizure</td>
<td>—</td>
<td>330</td>
<td>320</td>
</tr>
<tr>
<td>Special Medical</td>
<td>605</td>
<td>458</td>
<td>448</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>—</td>
<td>—</td>
<td>402</td>
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</table>

#### Surgery

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>10,175</td>
<td>8,121</td>
<td>7,720</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>708</td>
<td>696</td>
<td>568</td>
</tr>
<tr>
<td>Dental</td>
<td>2,954</td>
<td>3,354</td>
<td>2,925</td>
</tr>
<tr>
<td>Ophthalmology—General</td>
<td>6,496</td>
<td>4,042</td>
<td>4,196</td>
</tr>
<tr>
<td>Refraction</td>
<td>—</td>
<td>1,418</td>
<td>1,567</td>
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<tr>
<td>Strabismus</td>
<td>—</td>
<td>1,044</td>
<td>1,024</td>
</tr>
<tr>
<td>Glaucoma</td>
<td>—</td>
<td>—</td>
<td>24</td>
</tr>
<tr>
<td>Orthoptic</td>
<td>—</td>
<td>—</td>
<td>75</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>4,297</td>
<td>4,213</td>
<td>3,593</td>
</tr>
<tr>
<td>Audiology</td>
<td>—</td>
<td>233</td>
<td>218</td>
</tr>
<tr>
<td>Speech Therapy</td>
<td>—</td>
<td>—</td>
<td>382</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>5,741</td>
<td>5,427</td>
<td>5,556</td>
</tr>
<tr>
<td>Tumor (Grace only)</td>
<td>81</td>
<td>188</td>
<td>36</td>
</tr>
<tr>
<td>Urology</td>
<td>2,070</td>
<td>1,831</td>
<td>1,710</td>
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</table>
## VISITS
### NEW HAVEN DISPENSARY

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chest</td>
<td>—</td>
<td>279</td>
<td>368</td>
</tr>
<tr>
<td>Cardiovascular</td>
<td>—</td>
<td>552</td>
<td>545</td>
</tr>
<tr>
<td>Plastic</td>
<td>—</td>
<td>126</td>
<td>131</td>
</tr>
<tr>
<td>Minor</td>
<td>—</td>
<td>383</td>
<td>358</td>
</tr>
<tr>
<td><strong>Obstetrics and Gynecology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-natal (1)</td>
<td>—</td>
<td>5,261</td>
<td>4,963</td>
</tr>
<tr>
<td>Post-partum (2)</td>
<td>—</td>
<td>497</td>
<td>542</td>
</tr>
<tr>
<td>Gynecology (3)</td>
<td>—</td>
<td>3,194</td>
<td>3,163</td>
</tr>
<tr>
<td>General (Incl. 1, 2, 3 above)</td>
<td>8,333</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Resident's Clinic Pre-natal incl. below</td>
<td>1,100</td>
<td>1,056</td>
<td></td>
</tr>
<tr>
<td>Resident's Clinic Post-partum</td>
<td>1,398</td>
<td>98</td>
<td>94</td>
</tr>
<tr>
<td>Pre-natal (G)</td>
<td>608</td>
<td>837</td>
<td>328</td>
</tr>
<tr>
<td>Post-partum (G)</td>
<td>66</td>
<td>70</td>
<td>43</td>
</tr>
<tr>
<td>Gynecology (G)</td>
<td>350</td>
<td>375</td>
<td>222</td>
</tr>
<tr>
<td><strong>Pediatrics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>6,267</td>
<td>5,057</td>
<td>4,618</td>
</tr>
<tr>
<td>Allergy</td>
<td>2,156</td>
<td>1,548</td>
<td>1,423</td>
</tr>
<tr>
<td>Cardiac</td>
<td>1,594</td>
<td>1,332</td>
<td>1,337</td>
</tr>
<tr>
<td>Hematology</td>
<td>267</td>
<td>319</td>
<td>250</td>
</tr>
<tr>
<td>Arthritis</td>
<td>—</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>Metabolism</td>
<td>—</td>
<td>426</td>
<td>450</td>
</tr>
<tr>
<td>Neurology</td>
<td>503</td>
<td>458</td>
<td>439</td>
</tr>
<tr>
<td>Plastic</td>
<td>—</td>
<td>—</td>
<td>189</td>
</tr>
<tr>
<td>Surgical</td>
<td>—</td>
<td>12</td>
<td>68</td>
</tr>
<tr>
<td>Skin</td>
<td>—</td>
<td>—</td>
<td>8</td>
</tr>
<tr>
<td>Third Pediatric</td>
<td>213</td>
<td>209</td>
<td>281</td>
</tr>
<tr>
<td>Six week check</td>
<td>—</td>
<td>571</td>
<td>625</td>
</tr>
<tr>
<td>Hospital follow-up</td>
<td>—</td>
<td>220</td>
<td>207</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>2,645</td>
<td>3,236</td>
<td>4,440</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>78,435</td>
<td>77,478</td>
<td>75,405</td>
</tr>
</tbody>
</table>
Equipment is an important and expensive part of any Hospital. The pictures above show the modern equipment in the Memorial Unit. At left, top to bottom: an autoclave in the utility room; busy service laboratory; a floor pantry from which 76 patients are served three times a day. At right, top to bottom: the Blood Bank, kept supplied by the American Red Cross; the message center where pneumatic tubes are dispatched.
### SUMMARY OF INCOME AND EXPENSE

#### Gross Income from Patients

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Patient Charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>$727,014.46</td>
<td>$785,114.10</td>
<td>$786,676.96</td>
</tr>
<tr>
<td>Semi-Private</td>
<td>$1,707,707.37</td>
<td>$1,922,375.70</td>
<td>$2,457,683.52</td>
</tr>
<tr>
<td>Ward</td>
<td>$1,575,911.79</td>
<td>$1,793,304.73</td>
<td>$1,752,359.68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,010,633.62</strong></td>
<td><strong>$4,500,794.53</strong></td>
<td><strong>$4,996,720.16</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out-Patient Charges</th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$435,139.38</td>
<td>$454,380.72</td>
<td>$591,752.10</td>
</tr>
</tbody>
</table>

| **Total** | $4,445,773.00 | $4,955,175.25 | $5,588,472.26 |

#### Deduction from Gross Income

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allowances</td>
<td>$435,627.69</td>
<td>$459,710.69</td>
<td>$558,897.89</td>
</tr>
<tr>
<td>Provision for Bad Debts</td>
<td>142,608.12</td>
<td>116,059.83</td>
<td>132,123.99</td>
</tr>
<tr>
<td>(net of recoveries)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$578,235.81</strong></td>
<td><strong>$575,770.52</strong></td>
<td><strong>$691,021.88</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Income from Patients</th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,867,537.19</td>
<td>$4,379,404.73</td>
<td>$4,897,450.38</td>
</tr>
</tbody>
</table>

#### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>$4,131,224.44</td>
<td>$4,613,428.47</td>
<td>$5,119,687.72</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td>$4,242,597.00</td>
<td>$4,813,744.55</td>
<td>$5,415,487.02</td>
</tr>
<tr>
<td>Operating Loss</td>
<td>$375,059.81</td>
<td>$434,339.82</td>
<td>$518,036.64</td>
</tr>
</tbody>
</table>

| Other Expense     | 6,198.42      | 5,847.32      | 8,760.47      |
| Interest on Mortgage | 20,395.00 | 19,437.46 | 62,343.19 |
| Provision for Rehabilitation & Repair | 80,000.00 | 25,000.00 |              |
| **Total Loss**    | **$481,653.23** | **$484,624.60** | **$589,140.30** |

#### Supplementary Income

<table>
<thead>
<tr>
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<th>1950-51</th>
<th>1951-52</th>
<th>1952-53</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment Income</td>
<td>$155,693.31</td>
<td>$143,037.04</td>
<td>$143,823.39</td>
</tr>
<tr>
<td>Other Income</td>
<td>$215,090.06</td>
<td>$273,036.70</td>
<td>$306,975.06</td>
</tr>
<tr>
<td>Yale University Appropriation</td>
<td>118,875.00</td>
<td>73,125.01</td>
<td>54,375.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$489,658.37</strong></td>
<td><strong>$489,198.75</strong></td>
<td><strong>$505,173.45</strong></td>
</tr>
</tbody>
</table>

| Net Loss-Charged to Working Capital | ($8,005.14) | ($4,574.15) | $83,966.85 |
GENERAL SERVICE
MEDICAL STAFF

September 30, 1953

Chief of Staff
Luther K. Musselman

STAFF EXECUTIVE COMMITTEE

Luther K. Musselman,  
Chairman

Courtney C. Bishop  
Daniel F. Levy

Theodore S. Evans  
Joseph A. Fiorito

William R. Wilson  
Albert W. Snoke

DEPARTMENT OF SURGERY

Chief of Surgery
Courtney C. Bishop

GENERAL SURGERY

Consulting
William J. German  
Gustaf E. Lindskog  
Anthony J. Mendillo

Attending
John C. Mendillo,  
Chairman of Section
Courtney C. Bishop  
Bernard S. Brody† (neurology)
Max Carter (thoracic)
Louie N. Claiborn  
Gervase J. Connor

Assistants
Eugene J. Fitzpatrick  
Alphonse F. Gencarelli

Junior Assistant Attending
Lycurgus M. Davey (neurology)
Franklin Robinson (neurology)

Don Donald B. Alderman  
Samuel Climo (plastic)
John H. Flynn  
Henry J. Giamarino  
William Kaufman  
Robert Lowenberg  
Stephen R. Magyar

C. Seaver Smith  
Ransom Varley*

OPHTHALMOLOGY

Consulting
Eugene M. Blake

Attending
Clement C. Clarke,  
Chairman of Section
David Freeman  
Francis P. Guida

J. Alexander VanHeuven  
Frederick A. Wies  
Arthur M. Yudkin

Assistant Attending
Rocko M. Fasanella  
Frederick E. Mott

Jacob Nodelman  
Michael E. Veglianti

Carlton C. Phillips  
Leonard C. Whiting

ORTHOPEDIC SURGERY

Consulting
Carl W. Henze

Attending
Denis S. O'Connor,  
Chairman of Section
Alexander L. Bassin  
Malcolm Eveleth

Russell V. Fuldner  
William S. Perham
David Poverman  
A. Lewis Shure

Earl J. Rhodes

Eugene J. Frechette

*Leave of absence
OTORHINOLARYNGOLOGY

Consulting
Frank L. Phillips

Attending
Samuel J. Silverberg, Chairman of Section
Harry L. Berman
Norton Canfield
Paul B. MacCready
Charles Petrillo

Junior Assistant Attending
Lawrence G. Lydon

Courtesy
Norman N. Smith

UROLOGY

Consulting
Clyde L. Deming

Attending
Robert R. Berneike, Chairman of Section
John B. Goetsch
Hyman A. Levin
Lloyd L. Maurer
Harry R. Newman

Assistant Attending
Bell M. Harvard, Jr.

Courtesy
Albert Howard

PROCTOLOGY

I. E. Blodinger

Consulting
Simon B. Kleiner

Courtesy
A. Markoff

DENTAL SURGERY

Consulting
Bert Anderson
Morton J. Loeb

Attending
Wilbur D. Johnston, Chairman of Section
A. L. Cavallaro
William R. Dunleavy
Donald F. Johnston
William Kirschner
Walter S. Langston
John B. Noll
James P. Pigott
A. B. Rosoff
Martin Rothman

Junior Assistant Attending
William J. Deighan, Jr.
Newton F. Faulkner
Henry J. Gemski
Peter Iaccarino
George M. Montana
James Piccolo
Howard W. Smith
Herman B. Tenin

ANESTHESIOLOGY

Attending
David M. Little, Jr.
L. Jennings Hampton

Junior Assistant Attending
Edwin M. Fuller
Doris C. Grosskreutz

Courtesy
Robert T. McSherry

DEPARTMENT OF INTERNAL MEDICINE

Chief of Medicine
Theodore S. Evans

Honorary
Charles Foote
Marvin Scarbrough
Max Smirnow
Charles E. Winslow

Consulting
Paul B. Beeson
Samuel J. Goldberg, Sr.
Ira V. Hiscock

David R. Lyman
Orville F. Rogers
Walter I. Russell
### DEPARTMENT OF INTERNAL MEDICINE (cont’d)

#### Attending
- John H. Bumstead
- Howard S. Calwell
- A. Bliss Dayton
- Joseph D’Esopo
- Theodore S. Evans
- Arthur J. Geiger
- Barnett Greenhouse
- Benedict R. Harris
- Jesse S. Harris
- Marion Howard
- Robert H. Jordan
- Samuel D. Kushlan
- Paul H. Lavietes
- Daniel F. Levy
- Harold M. Marvin
- Joseph Mignone
- Louis H. Nahum
- Allan K. Poole
- Arnold B. Rilance
- Robert F. Scholl
- Samuel Spinner
- Maurice J. Strauss
- Michael L. Gompertz*
- Morris Hankin
- Herbert Lewis
- Harvey W. Katz
- Pasquale A. Piccolo
- Harry Sigel
- Morgan Y. Swirsky
- Robert M. White
- Nerses Matossian
- William E. Swift, Jr.
- Robert P. Zanes*
- Gunar N. Bohan
- Rocco Bove
- Robert B. Boyd
- Richard W. Breck
- Karl B. Bretzfelder
- Masimo Calabresi
- Edward V. Carangelo
- William C. Carbone
- M. J. Carpinella
- Irving J. Marshak
- Carter Marshall
- John C. McLaughlin
- Charles McLean
- John J. Milici
- Samuel R. Millen
- Henry S. Milone
- Marvin Mogil
- Harry G. Moss
- Frank Mangillo
- Louis O’Brasky
- Louis A. Parello
- Kurt S. Pelz
- Franklin M. Phillips
- Betty Jane Phillips
- George J. Piazza
- Abraham S. Pinn
- Charles E. Pitegoff
- Wilson Powell
- M. L. Riccitelli
- Oscar Rogol
- Richard L. Rosenthal
- Oscar Roth
- Allan A. Rozen
- George A. Rubin
- Daniel Slater
- Morris Slater
- Fred F. Smith
- Charles M. Spiegel
- Robert M. Taylor
- Sterling Taylor
- Frank Tortora
- William F. VanEck
- J. C. Varrone
- Abraham Vinograd
- Arthur Weil
- Otto Willner
- Paul Winer
- Sidney Winters
- Herbert Wyatt
- Raymond J. Zagraniski
- Charles Zale

#### Assistant Attending (Continued)
- John A. Chasnoff
- Charles W. Comfort, Jr.
- Eugene N. Cozzolino
- Gabriel Cusanelli
- Herman S. Cutler
- Richard B. Elgosin
- F. R. Ematrudo
- Meyer Etkind
- James F. Ferguson, Jr.
- Alexander Fischer
- Peter W. Fiskio
- Barnett I. Freedman
- Morris Freedman
- C. W. Gaylord
- Angelo L. Gentile
- Reginald E. Gillson
- Roy J. Gilmer
- Morris Glazer
- Robert S. Gordon
- Morris Granoff
- Robert H. Green
- Herman R. Greenhouse
- James A. Grillo
- Millard C. Hanson
- Robert W. Hart
- Martin Heineman
- Herbert H. Herr*
- Isao Hirata, Sr.
- Charles H. Hodgkins
- Joseph L. Kaplowe
- Frederick Kessler
- Sam B. Kirby
- Harry E. Klebanoff
- Leo W. Koster
- Harold G. Higgins
- Andrew J. Laudano
- Nathan Levy
- Benno Lipton
- Bertrand E. Lowenstein
- Philip A. Marinoff
- Tony C. Redlich
- Stanley Leavy
- Maxwell Pasternak

#### Assistant Attending
- John J. McGarry
- Walter S. Morgan

#### Courtesy
- William B. Curtis
- Stanley Leavy

#### Consultants
- Theodore Lidz
- Louis H. Cohen
- Clement C. Fry
- Richard Newman

#### Residents
- Albert H. Dolinsky
- John J. McGarry

#### Assistant Residents
- Elizabeth C. Adams
- John C. Allen
- Frank J. Amatruda
- Vincent Balletto
- Clement F. Batelli
- Donald M. Beckwith
- Hyman B. Birnbaum
- Dana L. Blanchard
- A. K. Boardman

#### Consulting
- Frederick C. Redlich

#### Attending
- Everett S. Rademacher
- Bernard A. Rogowski

*Leave of absence

---

**PSYCHIATRY**

#### Consulting
- Theodore Lidz

#### Attending
- Louis H. Cohen
- Clement C. Fry
- Richard Newman

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**GRACE-NEW HAVEN COMMUNITY HOSPITAL**
GRACE-NEW HAVEN COMMUNITY HOSPITAL

RADIOLOGY
Attending
Arnold H. Janzen
Robert M. Lowman

Assistant Attending
Chu Huai Chang
Richard Harvey

PATHOLOGY
Consulting
Charles Bartlett (Emeritus)

Attending
Levin L. Waters

DEPARTMENT OF OBSTETRICS AND GYNECOLOGY
Chief of Obstetrics and Gynecology
Joseph A. Fiorito

Honorary
A. Nowell Creadick
Richard F. Rand

Consulting
Herbert Thoms

Attending
Arthur J. Connolly
Harry Conte
Joseph A. Fiorito
Clayton S. Hitchins

Assistant Attending
Charles B. Cheney
Jachin B. Davis
Irving Friedman
John C. Haley

Junior Assistant Attending
Maurice F. Beauchamp
Joseph B. Forman

Courtesy
Max Berlowe
George A. Bonner
David F. Conway, Jr.
Fred Gibson
Milton S. Godfried
Emil D. Karlovsky
Florence Keller

Normal Obstetrics
Frank G. Amatruda
Vincent Balletto

*Leave of absence

Normal Obstetrics (Continued)
Hyman B. Birnbaum
A. K. Boardman
Gunar N. Bohan
Rocco Bove
Robert B. Boyd
Richard W. Breck
Edward V. Carangelo
William C. Carbone
M. J. Carpinelli
Justin Cashman
John O. Catalan
John A. Chasnoff
Eugene Cozzolino
Gabriel Cusanelli
Hermann S. Cutler
Richard B. Elgoshin
F. R. Ematrudo
Meyer Etkind
James Ferguson, Jr.
Alexander Fischer
Peter W. Fiskio
Morris Freedman
C. W. Gaylord
Angelo L. Gentile
Roy J. Gilmer
Morris Glazer
Morris A. Granoff
James Grillo
Herbert H. Herr, Jr.*

*Leave of absence

Resident
S. N. Tai

Assistant Resident
Albert Lin

Assistant Attending
William B. McAllister

Isao Hirata, Sr.
Charles H. Hodgkins
Joseph L. Kaplowe
Sam Kirby
Leo W. Koster
Nicholas LaFemina
Philip A. Marinoff
Irving J. Marshak
John J. Milici
Samuel R. Millen
Harry G. Moss
Louis A. Parrella
Kurt S. Pelz
Samuel Philipson
Betty Jane Phillips
Franklin M. Phillips
Wilson Powell
Oscar Rogol
George Rubin
Daniel Slater
Morris Slater
Robert Taylor
Sterling Taylor
Frank Tortora
John C. Varrone
Abraham Vinograd
Paul Winer
Herbert Wyatt
Charles Zale
DEPARTMENT OF PEDIATRICS

Chief of Pediatrics
William R. Wilson

Honorary
Arnold A. Gesell

Consulting
Grover F. Powers
Milton J. E. Senn

Attending
David H. Clement
Paul F. McAlenney, Jr.
Charles S. Culotta
Robert Salinger
Morris Goldstein
Edward T. Wakeman
Elizabeth Harrison
Joseph Weiner
Maurice M. Hillman
William R. Wilson
Morris Y. Krosnick

Assistant Attending
William Glaser
Lawrence Michel
Carter Stilson
Charles Scholhamer
Morris Wessel

Junior Assistant Attending
Francis J. Albis
Harry L. Filer
Michael D. Albis*

Courtesy
Francis J. Albis
Harry L. Filer

Internes (Rotating Service)
Leo N. Dienstag
Ruth E. Oda
Ellen Ai-pi Han
Jay M. Orsen
Vincent C. Hinck
Barbara E. Osten
N. Karle Mottet
Bernard Silverstein

*Leave of absence
GRACE-NEW HAVEN COMMUNITY HOSPITAL

UNIVERSITY SERVICE MEDICAL STAFF

September 30, 1953

MEDICAL BOARD

Gustaf E. Lindskog, Chairman
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L. Jennings Hampton
Arnold H. Janzen
Theodore Lidz
Averill A. Liebow
Luther K. Musselman
Milton J. E. Senn

Albert W. Snoke, Secretary

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Harry S. N. Greene (Pathology)
Ira V. Hiscock (Public Health)
Ralph M. Tovell (Anesthesiology)
Arthur M. Yudkin (Ophthalmology)

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George Blumer (Medicine)
Grover F. Powers (Pediatrics)
Milton C. Winternitz (Pathology)

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Arnold Gesell (Pediatrics)
Richard F. Rand (Obstetrics and Gynecology)
William F. Verdi (Surgery)
Charles-Edward A. Winslow (Hygiene)

STAFF

INTERNAL MEDICINE

Physician-in-Chief
Paul B. Beeson

Associate Physicians
Margaret J. Albrink
Ivan L. Bennett, Jr.
Philip K. Bondy
Arthur Ebbert, Jr.
Stuart C. Finch
Gilbert H. Glaser
Allan V. N. Goodyer
Frank D. Gray, Jr.
John H. Heller
Thomas F. Hines
Dorothy M. Horstmann
Gerald Klatskin
Charles R. Kleeman
J. Wister Meigs
John R. Paul
John P. Peters
Joseph E. Sokal
Kenneth Sterling
Robert R. Wagner
William W. Winternitz

Attending Physicians
Marcus Backer
John H. Bumstead
Howard S. Colwell
Gideon K. deForest
Joseph N. D'Esopo
(Neurology)
Nicholas D. D'Esopo
(Tuberculosis)
Hugh L. Dwyer, Jr.
Theodore S. Evans
James C. Fox, Jr.

Assistant Physicians
Waddell Barnes
Luitgard Bungards
Carl A. Jeager
Ezra Lamdin
Joyce C. Lashof
Seymour R. Lipsky
Janice R. Stevens

Kirby S. Howlett, Jr.
(Tuberculosis)
Arthur H. Jackson
(Neurology)
Henry E. Klebanoff
Paul Kunkel
Samuel D. Kushlan
Paul H. Laviotes
Harold M. Marvin
Louis H. Nahum
Allan K. Poole
William H. Resnick
Orville F. Rogers
Maurice Strauss
(Dermatology)
GRACE-NEW HAVEN COMMUNITY HOSPITAL

Assistant Attending Physicians
Elizabeth C. Adams
Jack J. Albom (Dermatology)
Clement F. Batelli (Dermatology)
Charles A. Breck Massimo Calabresi Max Caplan
Hyman Chernoff Anthony Cipriano M. David Deren Sidney E. Eisenberg
Irwin S. Eskwith John W. Ewell Chester W. Fairlie, Jr. James F. Ferguson, Jr. 
Bernard L. Kartin Harvey W. Katz Willoughby Latham
Herbert D. Lewis Marvin Lillian Henry E. Markley Carter E. Marshall
Louis O'Brasky John B. O'Connor (Tuberculosis) George J. Piazza
Pasquale A. Piccola Mariano L. Riccitelli Arnold B. Rilance
Oscar Roth Edward Scull Richard J. Sekerak Sydnee Selesnick
David N. Shulman Harry Sigel (Dermatology)
Fred F. Smith Jasper A. Smith Samuel Spinner William E. Swift, Jr. Morgan Y. Swirsky Willem F. VanEck
Andrew Vollero (Dermatology) Frederick C. Warring, Jr. (Tuberculosis) Edward Wassermann Robert M. White
George W. Wood, 3rd

Resident Physician
Kenneth G. Johnson

Associate Resident
Thomas T. Amatruda

Assistant Residents
J. Wright Barry Alvaro R. Feinstein Arnold Fieldman James M. Grant Philip D. Herrick Paul D. Hoeprich
Paul L. Errera Albert H. Feingold David S. Greer John J. Hughes Robert F. Kiley Ora L. Kingsley

Interns
Richard K. Merchant Robert D. Palmer Claude F. Reed Morris J. Seide Donald F. Wallach Helen D. Wallach

PEDIATRICS

Pediatrician-in-Chief
Milton J. E. Senn

Associate Pediatricians
Morris Green Sally Ann Provence Henry Silver

Associate Psychiatrist
Albert Jay Solnit

Associate Psychologists
Charlotte del Solar Ethelyn H. Klatskin
Seymour B. Sarason Katherine M. Wolf

Assistant Pediatricians
Mary O. Godenne Sylvia P. Griffiths
Walter Gustafson Peter LaForte

Attending Pediatricians
Paul F. McAlenny Robert Salinger Edward T. Wakeman Ruth Whitemore William R. Wilson Herman Yannet

Assistant Attending Pediatricians
Joyce V. Deutsch Harry L. Filer, Jr. Morris Goldstein Elizabeth R. Harrison Maurice M. Hillman William R. Keuffner

Assistant Attending Psychiatrist
Felice M. Emery

Resident Pediatrician
Merrill A. Baratz

Assistant Residents
Philip T. Band Raymond S. Duff Robert N. Hamburger Marjorie F. Hughes Sidney Hurwitz
George J. Kirn William L. Nyhan S. Norman Sherry John C. Tower Governor M. Witt

Interns
Robert L. Nolan Daniel R. Rectanus Julius J. Wineberg

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GRACE-NEW HAVEN COMMUNITY HOSPITAL

PSYCHIATRY
Psychiatrist-in-Chief
Theodore Lidz

Associate Psychiatrists
Norman A. Cameron
Stephen Fleck
Lawrence Freedman
Clements C. Fry
Charles W. Gardner
Gilbert H. Glaser
John W. Higgins
Frederick C. Redlich
Bertram H. Roberts
Albert J. Solnit

Associate Psychologists
Leonard D. Eron
Roy Schafer
Mary B. Varley

Attending Psychiatrists
Eugene B. Brody
Jules V. Coleman
Helen R. Gilmore
Alfred Gross
Samuel Hunt
Edith B. Jackson
Stanley A. Leavy
Richard Newman
Maxwell Pasternak
Everett S. Rademacher
Samuel Ritvo
Theodore S. Sohler
Henry Wexler

Assistant Attending Psychiatrists
Irving N. Baer
Sidney Berman
Walter W. Igersheimer
James A. Kleeman
John P. Plunkett
Henry H. Wagenheim

Surgeon-in-Chief
Gustaf E. Lindskog

Surgery

Associate Surgeons
William E. Bloomer
William W. L. Glenn
Mark A. Hayes
Donald P. Shedd

Assistant Surgeons
Richard N. DeNiord, Jr.
Harold Stern
L. Newton Turk, 3rd
Sidney N. Paly

Attending Surgeons
Courtney C. Bishop
Louie N. Claiborn
Lewis C. Foster
Ashley W. Oughterson
Max Taffel

Assistant Attending Surgeons
William C. Duffy
Nathaniel Kenigsberg
Simon B. Kleiner
Maurice Levinsky
James W. Major
William Mendelsohn

Resident Surgeons
Robert L. Arnstein
Daniel X. Freedman
Michael Green
Elliot D. Luby
Gary O. Morris

Assistant Residents
Allan Frank
Melvin S. Heller
Robert Navarre
C. Robert Rubenstein
Helen B. Wolff
Peter H. Wolff

Senior Assistant Residents
Jay Katz
Buell C. Kingsley
John Maclver

Junior Assistant Residents
John D. Marshall
Herbert S. Sacks
Sidney L. Werkman

Assistant Attending Surgeons (Continued)
John C. F. Mendillo
Frederick W. Roberts
Edward R. Smith
Paul W. Vestal

Resident Surgeons (Continued)
James M. Shannon
(Thoracic)

Assistant Residents (Continued)
Arnold M. Baskin
David L. Brook
Warren L. Felton
Ira S. Goldenberg
Warren H. Knauer
Frank D. Law
Thomas M. McNeill
Jose F. Patino
Thomas A. Ray
Charles L. Rickerich
Harold C. Spear
Hsi-Lin Tung
Robert J. Williamson

GENERAL SURGERY
ANESTHESIOLOGY

Associate Anesthesiologist
L. Jennings Hampton

Assistant Attending Anesthesiologists
Edwin M. Fuller
Mario L. Garofalo
Doris C. Grosskreutz
David M. Little, Jr.*

Assistant Residents
Georgina Goodwin
Edith Hwang
Margrethe J. Kingsley
Catherine C. Ohlandt
Galon Rodabaugh
Olga H. Torres

DENTAL SURGERY

Associate Surgeon
Bert G. Anderson

Attending Surgeons
Wilbur D. Johnston
William H. Kirschner
James P. Pigott

Assistant Attending Surgeons
Joseph J. Dickstein
William R. Dunleavy
Newton E. Faulkner
Terry E. Hiltunen
Walter S. Langston
William M. Lawrence*
Harold T. Moore

Assistant Attending Surgeons (Continued)
Francis R. Mullen
Conrad W. Newberg
John B. Noll
Jacob Sharp

Assistant Resident
Jose M. Losada

Interne
Richard D. Grossman

NEUROSURGERY

Associate Surgeons
Samuel P. W. Black
William J. German

Attending Surgeon
Bernard S. Brody

Assistant Attending Surgeons
Lycurgus M. Davey
Robert R. McDonnell
Franklin Robinson
Irving J. Sherman

OPHTHALMOLOGY

Head of Section
Rocko M. Fasanella

Attending Surgeons
Clement C. Clark
Winthrop L. Clarke
Ilona K. de Suto-Nagy
Rocko M. Fasanella
David Freeman
Francis P. Guida
Leon Kaplan
Arthur M. Yudkin

Assistant Attending Surgeons
Herman C. Little
Louise J. C. Lovekin
Frederick E. Mott
Jacob Nodleman
Harold C. Patterson
Carlton C. Phillips
Ernest Rosenthal
J. Alexander VanHeuven
Michael E. Vegliante

Assistant Attending Surgeons (Continued)
Leonard C. Whiting
Frederick A. Wies

Resident
Andrew S. Wong

Assistant Resident
Maurice Van Lankhuyzen

*Leave of absence
ORTHOPEDIC SURGERY
Associate Surgeon
Ned M. Shutkin

Attending Surgeons
Malcolm S. Eveleth
Dennis S. O'Connor

Assistant Attending Surgeons
Russell V. Fuldner
Gerald S. Greene

OTOLARYNGOLOGY
Associate Surgeon
John A. Kirchner

Assistant
Ann Motta Cammarata (Audiology)

Attending Surgeons
Paul B. MacCready
Samuel J. Silverberg

Assistant Attending Surgeons
Norton Canfield
Lawrence G. M. Lydon

Resident
Dan T. Beatty

Associate Resident
William C. Amman

Assistant Resident
Jose C. Aguiar

Junior Assistant Resident
Howard W. Smith

UROLOGY

Attending Surgeons
Clyde L. Deming
Ralph H. Jenkins

Assistant Attending Surgeons
Robert R. Berneike
John B. Goetsch

Resident
John H. DeTar

OBSTETRICS AND GYNECOLOGY
Obstetrician and Gynecologist-in-Chief
Luther K. Musselman (Acting)
*Herbert Thoms

Associate Gynecologist
John M. Morris

Associate Obstetrician and Gynecologist
Paul E. Molumphy

Attending Obstetricians and Gynecologists
Joseph A. Fiorito
Robert M. Lewis

Assistant Attending Obstetricians and Gynecologists
Charles B. Cheney
Arthur J. Connolly
Jacin B. Davis
Joseph B. Forman
Irving Friedman
Milton S. Godfrey
John C. Haley
Orvan W. Hess
Clayton S. Hitchins

*Leave of absence

Residents
Myron K. Nobil
Robert D. Wiley

Assistant Residents
Stanley J. Gross
Edward H. Gee Hon

Assistant Residents
Boyd J. Farr
Herbert R. Kohn
John H. Monroe

Surgery, Obstetrics and Gynecology
Internes
Stevenson Flanigan
Virginia Lee Fogerson
Thomas Otto Gentsch
John Powell Herrlin
Ruth E. Kerr
John L. Kline

*Leave of absence
RADIOLOGY
Radiologist-in-Chief
Arnold H. Janzen

Associate Radiologists
Chu Huai Chang
Richard B. Harvey

Physicists
Franklin Hutchinson
Paul J. Rosenbaum

Attending Radiologists
Michael D'Amico
Robert M. Lowman

Assistant Attending Radiologists
Aloys G. Ansprenger
Leonard B. Ginsburg
Dorothy R. Peck

Residents
Emanuel E. Schwartz
William M. Terry

Associate Resident
William A. O'Shea, Jr.

Assistant Resident
Merrill I. Feldman

PATHOLOGY
Pathologist-in-Chief
Averill A. Liebow

Associate Pathologists
Wilhelm S. Albrink
William G. Banfield, Jr.
Henry Bunting
Elias E. Manuelidis

Assistant Pathologist
Bert K. Kusserow

Resident
Ernest M. Izumi

Assistant Residents
W. Robert Adams
Geraldine R. Huss

Junior Assistant Resident
Marvin Chernow

Internes
Peter B. Hukill
Francis J. Mutolo

SOCIAL SERVICE
Director
Eckka A. Gordon

DIETETICS
Director
Doris Johnson

*Leave of absence
DEPARTMENT OF NURSING
September 30, 1953
OFFICERS OF ADMINISTRATION
Director
Anna E. Ryle

Associate Directors
Dorothy Alling
Evelyn Sturmer

Assistant Directors
Marion Barnett
Barbara Kane*

Administrative Assistants
Kathleen Barrett
Shirley Parkhill

Instructor — Attendant Program
Henrietta Struzek

CLINICAL SERVICES
SURGERY

Supervisors
Adena Brownstein
Esther Burdick
Lois Clark
Gertrude Levine

Head Nurses
Louella Barker
Lucille Barone

Head Nurses (Continued)

Supervisors
Anne Petrillo
Monica Shields
Eleanor Swanson
Elizabeth Wilkinson

Head Nurses
E. Irene Carroll
Frances Cavagnero

MEDICINE

Supervisors
Celestine Bruton
Eunice Gordon
Carmella Ilaqua

Head Nurses

Supervisors
M. Jean Reich
Gertrude Sanborn
Jennie Wajnowski

Head Nurses
Jane Abrams
Elizabeth Bemis
Mary Diamante
Margaret George

CHILDREN'S

Supervisors
Isabelle Brockett
Katherine Davis

Head Nurses

Supervisors
Teresa Dennehy
Barbara Kottman

Head Nurses

Supervisors
Frances Billings
Barbara Borden

Head Nurses

Supervisors
Edna L'Heureux
Ruth Link

Head Nurses

Supervisors
Ruby Burdett
Jean Burz

Head Nurses

OPERATING ROOMS

Supervisors
Marguerite duMortier
Luba Kozak

Head Nurses

Supervisors
Joan Cummiskey
Helen Dybus

Head Nurses

HEALTH SERVICE

Helene FitzGerald
Eva Goldstein
Joyce Hogarth

OTHER SERVICES
Margaret Sword
Clara Wheeler

Residence Director
Esther Parsons

*Leave of absence
GRACE-NEW HAVEN COMMUNITY HOSPITAL

GRACE-NEW HAVEN SCHOOL OF NURSING

September 30, 1953

Director
Anna E. Ryle

Associate Director
Marie U. Archibald

Assistant Director
Janet Jensen

EDUCATION

Nursing Arts Instructor and Assistants
Ada Ciarlelli
Shirley Daitch
Margaret Graham
Orril Tatroe

Operating Room Instructor
Regina Kruk

Science Instructors
Charlotte Coe
Doretta Thielker

Instructors — Surgical Nursing
Julia Baer
Shirley Howard

Instructor — Obstetrical Nursing
Angelina Occhiboi

Instructor — Medical Nursing
Julia Sullivan

Instructor — Dietetics
Eleanor Rockwood

Librarian
Roberta Wells

Nursing Educational Building
GRACE-NEW HAVEN COMMUNITY HOSPITAL

OFFICERS
GRACE-NEW HAVEN COMMUNITY HOSPITAL

September 30, 1953

George S. Stevenson, President
Frederick D. Grave, Vice-President
Robert S. Judd, Vice-President
Stanley Daggett, Secretary
The Union & New Haven Trust Company, Treasurer
Seward and Monde, Auditors

DIRECTORS
whose terms of office expire respectively in

February, 1954
Spencer M. Berger
Lewis E. Caplan
A. Bryan Clark
Charles H. Costello
Robert N. Giaimo
Frederick D. Grave
George S. Hawley
Louis L. Hemingway
I. J. Hoffman
Thomas Hooker
Wilbur G. Hoye
Richard S. Jackson
Leslie H. Jockmus
Daniel W. Kops
G. Vincent Maconi
Ellis C. Maxcy
Joseph S. Miller
Robert S. Reigeluth
Lucius S. Rowe
Richard M. Thalheimer
Arnon D. Thomas
Raynhm Townshend
Stanley S. Trotman
Abraham S. Ullman
G. Harold Welch

February, 1955
Daniel J. Adley
Frank S. Brainard
Walter W. Bronson, II
H. Wick Chambers, Jr.
George B. Darling
Philip H. English
Carl G. Freese
Henry L. Galpin
William B. Gumbart
Mrs. Samuel C. Harvey
H. Everton Hosley, Jr.
James S. Johnson
Herbert S. MacDonald
Donato Maisano
Charles Oppe
Philip Paolella
Robert E. Ramsay
Orville F. Rogers, M. D.
Charles E. Ralfe
Louis M. Rosenbluth
Joseph A. Schiavone
James A. Shanley
George S. Stevenson
Carlos F. Stoddard, Jr.
Edgar Tullock
William F. Verdi, M. D.
Frederick H. Wiggin
Charles A. Williams

February, 1956
John W. Barclay
George F. Barnes
D. Spencer Berger
George W. Berger
Peter J. Berry
Roland M. Bixler
Milton P. Bradley
Henry P. Brightwell
Lewis H. Bronson
Charles A. Cahn
Mrs. Edith Valet Cook
Stanley Daggett
Franklin Farrel, III
Robert J. Hodge
Reuben A. Holden
Frederic E. Hudson
Wallace C. Hutton
Henry W. Jones, Jr.
Robert S. Judd
F. Thatcher Lane
Frederick W. Loeser
Spencer F. Miller
Rollin G. Osterweis
Thomas H. Russell, M. D.
Robert R. Savitt
Henry H. Townshend, Jr.
Merritt D. Vanderbilt
James E. Wheeler
Paul M. Zorn

Mayor William C. Celentano (ex-officio)
## COMMITTEES OF THE BOARD

### EXECUTIVE COMMITTEE
- **Chairman:** Robert E. Ramsay
- **Members:**
  - Stanley Daggett
  - Henry L. Galpin
  - Frederick D. Grave
  - Henry W. Jones, Jr.

### FINANCE AND BUDGET COMMITTEE
- **Chairman:** G. Harold Welch
- **Members:**
  - Philip H. English
  - Carl G. Freese
  - Spencer F. Miller
  - Raynham Townshend

### INVESTMENT AND TRUST ADMINISTRATION COMMITTEE
- **Chairman:** Henry L. Galpin
- **Members:**
  - Carl G. Freese
  - G. Harold Welch

### PERSONNEL COMMITTEE
- **Chairman:** Frederick D. Grave
- **Members:**
  - Ellis C. Maxcy
  - Richard M. Thalheimer
  - Stanley S. Trotman
  - Paul M. Zorn

### MEDICAL COMMITTEE
- **Chairman:** George S. Stevenson
- **Members:**
  - Charles H. Costello
  - Wallace C. Hutton
  - Robert S. Judd
  - Frederick W. Loeser
  - Herbert S. MacDonald

### NURSING SCHOOL COMMITTEE
- **Chairman:** Stanley Daggett
- **Members:**
  - George F. Barnes
  - Miss Elizabeth S. Bixler
  - Roland M. Bixler
  - L. E. H. Celentano, M.D.
  - Mrs. Edith Valet Cook
  - Mrs. Samuel J. Goldberg
  - Mrs. Samuel C. Harvey
  - Wallace C. Hutton

### BUILDING AND MAINTENANCE COMMITTEE
- **Chairman:** Robert S. Judd
- **Members:**
  - G. Vincent Maconi
  - Robert E. Ramsay
  - Merritt D. Vanderbilt

### PUBLIC RELATIONS COMMITTEE
- **Chairman:** Roland M. Bixler
- **Members:**
  - Henry P. Brightwell
  - Daniel W. Kaps
  - Herbert S. MacDonald
  - Charles A. Williams
The Memorial Unit
EXECUTIVE STAFF
September 30, 1953

Director
Albert W. Snoke, M.D.

Assistant Directors
Richard H. Judd

Administrative Assistants

Administrative Resident
Milton W. Hamilt

Director of Public Relations
Alfred H. Marshall

Director of Personnel
Mabel G. Martin

Admitting
Helen B. Bray
Anesthesia
L. Jennings Hampton, M.D.
Business Office
Edwin R. Johns
Clinics
Richard B. Ogrean
Dietary
Doris Johnson

Information
Marion W. Dunn
Maintenance, Housekeeping, Laundry
John W. Manz
Medical Records
A. Louise Kelsey
Microbiological Laboratories
Leonor D. Haley

Nursing
Anna E. Ryle
Pharmacy
Francis J. Sullivan
Physical Medicine and Rehabilitation
Thomas F. Hines M.D.
Purchasing
J. Hasbrouck Wallace

Radiology
Arnold H. Janzen, M.D.
Robert M. Lowman, M.D.
Social Service
Eckka A. Gordon
Switchboard
Beulah B. Furbush
Volunteer
Bettina Jones