9-30-1954

Grace-New Haven Community Hospital Annual Report 1953 - 1954

Grace-New Haven Community Hospital

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GRACE-NEW HAVEN COMMUNITY HOSPITAL

ANNUAL REPORT

1953 - 1954

789 HOWARD AVENUE
NEW HAVEN 4, CONNECTICUT
OFFICERS

GRACE-NEW HAVEN COMMUNITY HOSPITAL

September 30, 1954

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 1955
Daniel J. Adley
Frank S. Brainard
Walter W. Bronson, II
H. Wick Chambers, Jr.
George B. Darling
John E. English
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. Rolfe
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 V. Cook
Stanley Daggett
Franklin Farrel, III
Robert J. Hodge
Reuben A. Holden
Frederick E. Hudson
Wallace C. Hutton
Henry W. Jones, Jr.
Robert S. Judd
F. Thatcher Lane
Frederick W. Loeser
James F. McClelland
Spencer F. Miller
Rollin G. Osterweis
Thomas H. Russell, M.D.
Robert R. Savitt
Henry H. Townsend, Jr.
Merritt D. Vanderbilt
Paul M. Zorn

February 1957
Spencer M. Berger
Lewis E. Caplan
William C. Celentano
A. Bryan Clark
Charles H. Costello
Robert N. Gaiaimo
Herman R. Giese
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
Robbins H. Miller
Robert S. Reigeluth
Lucius S. Rowe
Wilbert C. Schade
Richard M. Thalheimer
Arnon D. Thomas
Raynham Townshend
Stanley S. Trotman
Abraham S. Ullman
G. Harold Welch
## COMMITTEES OF THE BOARD OF DIRECTORS

### Executive Committee

<table>
<thead>
<tr>
<th>Chairman</th>
<th>Vice-Chairman</th>
<th>Member</th>
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<tr>
<td>Richard C. Lee (ex-officio)</td>
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<td>Robert S. Judd</td>
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<td>Stanley Daggett</td>
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<td>G. Harold Welch</td>
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<td>Paul M. Zorn</td>
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### Finance and Budget Committee

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<th>Chairman</th>
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<td>G. Harold Welch</td>
<td>Carl G. Freese</td>
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<td>Raynham Townshend</td>
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### Investment and Trust Administration Committee

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<tr>
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<tr>
<td>Henry L. Galpin</td>
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### Personnel Committee

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<th>Chairman</th>
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<td>Frederick D. Grave</td>
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### Medical Committee

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<th>Chairman</th>
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<td>Robert S. Judd</td>
<td>Herbert S. MacDonald</td>
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<td>Mrs. Samuel J. Goldberg</td>
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### Nursing School Committee

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<tr>
<th>Chairman</th>
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<th>Member</th>
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<td>Stanley Daggett</td>
<td>Roland M. Bixler</td>
<td>Mrs. Samuel C. Harvey</td>
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<td>George F. Barness</td>
<td>L. E. H. Celentano, M.D.</td>
<td>Wallace C. Hutton</td>
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<tr>
<td>Miss Elizabeth S. Bixler</td>
<td>Mrs. Edith Valet Cook</td>
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### Building and Maintenance Committee

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<tr>
<th>Chairman</th>
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<td>Robert S. Judd</td>
<td>G. Vincent Maconi</td>
<td>Merritt D. Vanderbilt</td>
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<td>Robert E. Ramsay</td>
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### Public Relations Committee

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<th>Chairman</th>
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<td>Roland M. Bixler</td>
<td>Daniel W. Kops</td>
<td>Herbert S. MacDonald</td>
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<tr>
<td>Henry P. Brightwell</td>
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<td>Hiram Sibley</td>
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GRACE-NEW HAVEN COMMUNITY HOSPITAL

EXECUTIVE STAFF

September 30, 1954

Director
Albert W. Snoke, M. D.

Associate Director
John T. Law

Assistant Directors
Betty L. Horne
Richard H. Judd
Anna E. Ryle

Administrative Assistants
Milton W. Hamilt
Richard B. Ogrean
Gerard A. Ouellette

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
Edward J. Hammerbacher

Clinics
Caroline E. Falls
Dietary
Doris Johnson

Information
Marion W. Dunn

Maintenance, Housekeeping, Laundry
John W. Manz

Medical Records
A. Louise Kelsey

Microbiological Laboratories
Leanor 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

Volunteers
Bettina Jones
REPORT OF THE DIRECTOR

It is always difficult to present an annual report of a hospital's activities without appearing to over-emphasize the arithmetical gains or losses in statistics or dollars. These are obviously of importance -- for the institution cannot survive if it is not solvent and a count of the service rendered presents clearly an estimate of the amount of activity of the hospital in the community. This problem has been recognized by the Board of Directors of the Hospital and a conscious effort has been made at the meetings of the Board throughout the year to present not only the statistical and financial progress of the institution, but also the extent, the variety, and the growth of the health services rendered by this institution to the community of Greater New Haven and to the State of Connecticut. In the annual report of the Grace-New Haven Community Hospital for the fiscal year 1953-54, it is planned that, in addition to the operating activities of the Hospital during the past year, emphasis be given to those activities of the Hospital that can be considered illustrative of the "health center" role of the Hospital within the Yale-New Haven Medical Center.

ADMINISTRATION

All activities that cannot be included in other categories are usually included under Administration -- and they range from Admitting to Transportation. Recognizing the increasing administrative complexity of an institution employing over 1,500 employees and having an annual budget of approximately $6,000,000, the Executive Committee of the Board approved the position of Associate Director and Mr. John T. Law, formerly Assistant Director and Executive Assistant to Dr. Basil MacLean of Strong Memorial Hospital, joined the staff September 1, 1954. Mr. Law will be responsible for the coordination of activities of the other administrative officers and department heads of the Hospital. Mr. Richard B. O'grean and Mr. Gerard A. Ouellette, both Administrative Assistants, were advanced to Assistant Directors on October 1, 1954, and Mr. Milton W. Hamilt became an Administrative Assistant on July 1, 1954. The latter three are graduates of the Yale Course in Hospital Administration.

Much of the attention of the Administration of the Hospital is currently being directed toward the Hospital's personnel program. Miss Martin, in consultation with the administrative staff and with the Personnel Committee of the Board of Directors, has projected an expansion of the activities of the Personnel Department of the Hospital so that the Hospital will have a well-rounded personnel program that will improve supervision, establish a better working relationship between hospital and employees by clarifying policies and improving communications, give
employees a clearer picture of what is expected of them, and place the Hospital in a better position economically by improving their efficiency, stability and output.

Such a program will require time to develop it, research to enrich it, and cooperation from supervisory personnel for its success. If it reduces absenteeism, attracts better employees and increases their length of service, it will have paid for itself many times over.

Job Evaluation has been the first step in the program. Future plans include:

1. Development of policies governing new wage schedule
2. Installation of new wage schedule
3. Revision of Personnel Department forms and records
4. Establishment of a system for review of employee work performance
5. Presentation of organization charts
6. Publication of job descriptions with standardization of titles
7. Development of a supervisors’ training program
8. Organization of a health and safety council:
   a. To review health benefits given employees by the Hospital
   b. To analyze and follow up accidents.
   c. To keep statistical records
9. Publication of a health and safety handbook
10. Reactivation of employee orientation meetings
11. Review of personnel policies with eventual codification and publication

These activities are either in process now or will be started shortly. There are additional components to this program that should be incorporated in our future planning but will require time to develop. These are:

1. Reconsideration of a retirement program
2. Review of fringe benefits
3. Consideration of the installation of a suggestion system
4. Development of a counseling program for employees
5. Expansion of training programs such as
   a. Courtesy to the Public
   b. Secretarial Procedures, etc.
6. Studies of employee morale and group opinion
7. Studies of work simplification and departmental efficiency

BUSINESS OFFICE - FINANCES & STATISTICS

To replace Edwin R. Johns, who had been with the Hospital since 1940 and had resigned to become Controller and Assistant Director of the Beth Israel Hospital in Boston, we were fortunate to secure Edward J. Hammerbacher, Assistant Controller of Johns Hopkins Hospital.
Mr. Hammerbacher arrived on March 15, 1954 and has already made his place as a valuable member of the hospital staff.

During this past year a committee of the Board of Directors, Spencer F. Miller and Milton P. Bradley, has thoroughly reviewed the Accounts Receivable and credit policies of the Hospital. One result of this review was the reduction of Accounts Receivable from $930,000 in December 1953 to $823,000 by September 1954. In addition, the percentage loss in bad debts during the year was 2.5%, which compares favorably with similar institutions of comparable size. The advice of this special committee was valuable in determining collection policies, which must necessarily follow a narrow line between undue leniency and punitive collection of accounts from those unable to pay.

Total operating activities of the Hospital increased over the previous fiscal year, which ends September 30. More people were hospitalized, more babies were born, more patients visited the emergency service and outpatient clinics, and a greater number of patient days were accumulated.

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<tr>
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<th>1952-53</th>
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<tr>
<td>Total patient days</td>
<td>176,686</td>
<td>183,781</td>
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<tr>
<td>Total patient discharges</td>
<td>18,542</td>
<td>19,060</td>
</tr>
<tr>
<td>Total newborn</td>
<td>3,538</td>
<td>3,862</td>
</tr>
<tr>
<td>Total emergency visits</td>
<td>24,121</td>
<td>24,434</td>
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<tr>
<td>Total clinic visits</td>
<td>76,581</td>
<td>76,904</td>
</tr>
<tr>
<td>Total private referred visits</td>
<td>20,930</td>
<td>21,816</td>
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An increase of $362,336 in the cost of salaries, supplies and services to meet the expanded activities of the Hospital was more than matched by an increase of $395,221 in net income from increased services rendered to patients. Since this was the first full fiscal year in which the Memorial Unit was operated, depreciation and interest expense which was incurred by the construction of this unit increased from $358,142 to $580,764. As a result, the Hospital's inpatient cost, which would otherwise have remained stable at $25.08 per day, increased to $26.59. It is encouraging to note that while the expenses for depreciation and interest increased $226,448 over the previous year, the Hospital's total operating deficit increased only $192,818.

During the past year the Board of Directors gave its attention to the financial problem arising from the annual charge for interest, amounting to $145,000, which the Hospital is obligated to carry. Then to this is added an annual amortization charge of $100,000 on the $3,000,000 mortgage, it is obvious that hospital patients cannot be expected to assume the liability. In April 1954 the Board of Directors authorized a program which it is expected will organize community resources to meet this problem, by
the establishment of an Office of Program Development and the appointment of Hiram Sibley, formerly Executive Director of the Connecticut Hospital Association, as its Director.

NURSING

Nursing still remains the area of primary importance in the total economy of the Hospital as there is still insufficient nursing personnel to meet the demand of patients. However, rifts in the dark clouds are occurring and patches of blue sky are occasionally being seen. At the end of the fiscal year, September 30, 1954, the Nursing Service had more graduate nurses, more practical nurses, more nurse's aides, and more student nurses than on the same day the previous year. The Yale School of Nursing admitted a class equal in size to the previous year, the third year class of the University of Connecticut Nursing School numbered 56 girls in contrast to 35 a year before, and the Grace-New Haven School of Nursing enrolled 68 students this fall in contrast to 63 the year before and 41 the previous year. In addition, the Grace-New Haven School of Nursing has received 744 inquiries for next September's class, and the second year class of the University of Connecticut which will come to New Haven next August numbers 66, and the first year class which will come the following year numbers approximately 80.

This fall 24, or 66%, of the graduating class of the Grace-New Haven School of Nursing, and 33% of the Yale School of Nursing, remained in the Hospital as graduate nurses - the highest percentage of graduates remaining for the past ten years.

On September 1 the Hospital assumed responsibility for affiliating directly with the Schools of Nursing that previously were affiliated with the Hospital through the Yale School of Nursing. Consequently, the University of Connecticut School of Nursing is now directly affiliated with the Hospital for all of its clinical experience except psychiatric and public health nursing, and the following nursing schools have affiliations for clinical experience in pediatrics:

1. Middlesex Memorial Hospital in Middletown, Connecticut
2. William W. Backus Hospital in Norwich, Connecticut
3. Meriden Hospital in Meriden, Connecticut
4. Roger Williams Hospital in Providence, Rhode Island
5. Greenwich Hospital in Greenwich, Connecticut

Much attention has been given to nursing personnel policies and salaries during the past year, and on September 20 increases were made in the minimums and maximums of the salaries of most most nursing positions. The regular increments for nursing positions were also increased and opportunities were opened for promotion to Assistant Head Nurse and to
Head Nurse. A General Duty Nurse Council has been organized and the organization of the nursing service has been simplified with the two Associate Directors of the Nursing Service for the Memorial and New Haven Unit working directly with Miss Anna Ryle, the Director of Nursing. Mrs. Elizabeth Wilkinson, a member of the staff of the Hospital since 1939, has replaced Miss Evelyn Sturmer as Associate Director in Charge of Nursing in the Memorial Unit. Miss Sturmer has returned to her first love - teaching in a school of nursing in Caracas, Venezuela.

Although the Grace-New Haven School of Nursing moved into its new dormitory and educational building in December 1953, housing of student nurses still remains a serious problem. The nursing education building will be 30 beds short for the Grace-New Haven School of Nursing by the fall of 1955.

When the projected plans of the State for the Oak Street connector to Route 1 are carried out, the Yale School of Nursing will lose Nathan Smith Hall with 65 beds. This will leave only the Sterling Dormitory with 200 beds to house the student body of the Yale School of Nursing with approximately 150 and that of the University of Connecticut with 120 to 150. Additional dormitory facilities must be provided by the fall of 1956.

Continued progress has been made in diverting non-nursing activities to other departments and in simplifying nursing responsibilities. In October 1953 responsibility for food service and for housekeeping on the New Haven nursing divisions was taken over by the Dietary and Housekeeping Departments. The opening of the recovery room in the New Haven Unit in November 1953 also relieved the surgical divisions of much concentrated patient care.

DIETARY

The Dietary Department has now assumed responsibility for all food service in the Hospital, except carrying trays to and from patients. This has resulted in material assistance to nurses who can now devote more time to specific nursing functions.

The heavy responsibility of the Director of Dietetics, Miss Doris Johnson, is evidenced by direct departmental salary expense of $404,200 for 171 dietary employees, in addition to food expense of $470,000 during the past fiscal year. The Hospital's Director of Dietetics must combine the abilities of personnel director, purchasing agent, administrator, teacher, therapeutic dietitian and production manager in food service, and must carry out all these duties in coordination with the other department heads and administrative officers of the Hospital. Miss Johnson and her staff, in association with Mr. Wallace, Hospital Purchasing Agent, have developed
standards for the testing and contract purchasing of staple foods and canned goods. This program is now being offered to our neighboring institutions in a package that we believe will lower their costs and help standardize the quality of their purchases, while at the same time sharing the overhead of the Hospital's Purchasing Department.

An increasing number of patient comment cards refer to our selective menu for private and semi-private patients and, with the occasional exception of complaint of "cold food", are praising the food on the hospital divisions.

A diet manual has been completed during the past year by Miss Johnson and her staff, in conjunction with the Committee on Dietary Procedures of the medical staff. One thousand copies were printed and over 700 have already been distributed to members of the medical and nursing staffs, as well as to many other hospitals.

The department also has a large responsibility for instruction and teaching. Among its programs are the responsibility for dietary instruction of the Grace-New Haven and the University of Connecticut Schools of Nursing, the teaching of Public Health students, students in the course in Hospital Administration, and of 12 dietary interns a year from the United States Public Health Service, each for a two-month assignment. The department has added a research dietitian to its staff from funds obtained through the Yale Medical School, to assist in the dietary research program of the Department of Surgery.

The department's outstanding need is for additional dietitian to provide more adequate service to the many clinic patients -- diabetic, maternity, metabolism, pediatric, etc. Consideration is also being given to the establishment of a complete dietary internship program and to a program of training in dietary administration as part of the Yale Department of Public Health.

MAINTENANCE

John Manz, Director of the Department - with his able assistants, Charles Potts, Ray Brown and Edward McKeon - has continued to perform miracles of renovation and reconstruction during the past year. Included in the major projects have been: renovation of the 4th and 5th floors of the Fitkin wing; renovation of the 4th floor of the Tompkins wing; renovation of the 1st and 2nd floors of the William Wirt Winchester Building; Blood Bank; Program Development Office; Surgical Clinic; installation of X-ray apparatus for children; installation of garbage disposal units on all patient floors; conversion of the William Wirt Winchester Building from DC to AC electric current; installation of intercom for Rooming-In, Memorial Unit; installation of equipment in the Autopsy Room; installation of equipment in the Recovery Room in the New Haven Unit.
All of this work was done by the Hospital's Maintenance Department, with a minimum of inconvenience to the rest of the institution.

Since value of the Hospital buildings is approximately $14,500,000 and there are approximately 2000 rooms - generally in constant use - the ordinary wear and tear on these buildings requires a major planned preventive maintenance and redecoration program, and - like the George Washington Bridge - no sooner have we finished painting the structure than we must start all over again. Activities in the Maintenance Department are accelerating rather than leveling off. Construction which averaged $1000 a month in 1951 has now reached a figure of nearly $10,000 a month.

The Maintenance Department has taken over all housekeeping activities on the patient divisions and the laundry now assumes responsibility for patient linen requisitioning. These activities have been taken over without adding personnel. In the New Haven Unit, the piping of oxygen, decentralized refrigeration, garbage disposal units and automatic elevators have resulted in reduced labor costs.

PURCHASING

The responsibilities of the Purchasing Agent have been expanded to encompass the complex problems of transportation that arose when the Memorial Unit was opened across the street from the New Haven Unit. Mr. Cornelius Enright has been given responsibility under Mr. J. Hasbrouck Wallace, Hospital Purchasing Agent, for Stores, Receiving, and Transportation. This includes the mail room and flower delivery.

During the year the Purchasing Department was responsible for the purchase of $1,692,000 worth of supplies, food and equipment. In order to carry out this assignment in an orderly manner, Mr. Wallace has developed a program of bidding, bulk purchasing, and contract agreements with suppliers. The Stores Department now stocks over 2400 items. It is of interest that as a result of a supply house newsletter describing the system of requisitioning developed by Mr. Wallace, more than 160 inquiries have been received from 36 states and 3 from Hawaii. This system has been installed in several hospitals.

Through the Purchasing Institutes sponsored by the Connecticut Hospital Association, the importance of greater understanding of purchasing techniques and cooperation between administrators and purchasing agents have been developed among Connecticut hospitals. Mr. Wallace has been an active member of the Council which has sponsored this program.
DISPENSARY

The Hospital's entire annual report might well be devoted to the Dispensary, its role in education and service to the community, and its spreading influence throughout Greater New Haven and Connecticut. There were over 77,000 individual visits to the outpatient clinics during the year, and an additional 27,000 people came to the Emergency Service. The Dispensary acts as the private physician to many of these patients and as a result we find them visiting the Emergency Service after hours for the same type of service that would ordinarily be obtained from a private physician.

Demand for service - the formation of new and the expansion of old - has resulted in overcrowding of many areas. The Women's Clinic has completely outgrown its physical facilities and requires two to three times its present area. Mothers' Classes, organized and given by Yale School of Nursing instructors as preparation for childbirth, have now increased so that five classes a week are held with approximately 500 mothers enrolled during the year. No other space being available, the old doctors' dining room has been given over to this activity. Mothers from all parts of Connecticut, with occasional mothers from Massachusetts, Rhode Island and New York, are coming to these unique classes.

Because of the great need for psychiatric services, the Psychiatric Outpatient Clinic has been moved to the first floor of the Howard Building. The professional staff has been augmented through a cooperative arrangement with the Psychiatric Department of the Veterans Administration Hospital in West Haven and the Yale Medical School. Unfortunately, though the new Psychiatric Clinic has increased space, funds have not been available to renovate, decorate or adequately furnish the new clinic area.

Two new services have been provided during the past year. An Orthoptic Clinic for the treatment of children with strabismus has been set up by Dr. Clement C. Clarke and Dr. R. M. Fasanella for both private and clinic patients. A grant provided by the Hospital's Women's Auxiliary helped set up this clinic, which is now meeting a long unanswered need in New Haven. The activities of the Speech and Hearing Center have been expanded by Dr. John A. Kirchner and Mr. Harris Pomerantz through financial support from the Cerebral Palsy Association and the Parochial Schools. Services are now available to private and clinic patients within the Medical Center, and also to children at the Cerebral Palsy Clinic and to pupils in the Parochial Schools.

We must give greater attention to the financing of the New Haven Dispensary in the future. During the past fiscal year the total expense of the Dispensary was $519,000, the income from fees and specific grants $310,000. This resulted in a deficit of $219,000. When contrasted with the total operating
deficit of the Grace-New Haven Community Hospital for the past year, it is evident where the Hospital's greatest loss occurs.

The Dispensary is having increased demands made on its ambulatory services by all types of patients - both within and outside the United Fund area. This activity of the Hospital merits serious consideration on the part of the United Fund, as well as other charitable organizations and philanthropically-minded individuals for continued and increased support.

The State of Connecticut, the City of New Haven and the surrounding towns are meeting part of the cost of caring for the medically indigent, but are not bearing their full responsibility for the cost of the care of ambulant patients who should be their responsibility.

The Hospital is fortunate in the appointment in November 1953 of Miss Caroline Falls as supervisor of the New Haven Dispensary. Her interest in the welfare of the patient, in the health education of public and staff, and in the teaching of medical and nursing students is of utmost value to the Hospital.

WOMEN'S AUXILIARY

The wisdom of establishing a Women's Auxiliary for the Hospital is re-emphasized daily. A total membership of over 1250, active volunteers numbering 400, and activities ranging from the operation of the "Carryall" to the care of the many growing plants throughout the Hospital, indicate the value of the Women's Auxiliary to the Hospital from a service and a public relations point of view. Gifts made by the Auxiliary to the Hospital during the past year include:

1. Toys and play material - children's divisions $ 470.
2. Christmas activities - (social service, toys, gifts, etc) 291.
3. Expenses of two student nurses to convention in Chicago 250.
4. Underwriting deficit of student nurse play 61.
5. Recreational program - Grace-N.H. student nurses 312.
7. Two special premature incubators 800.
9. Support of the Orthoptic Clinic for the first year 1,000.
10. Redecoration and furnishing of television room in the Sterling Lounge for nurses 1,500.
11. Equipment and construction of radioisotope laboratory 3,000.

Total $9,084.
YALE UNIVERSITY SCHOOL OF MEDICINE

Relations between the Yale Medical School and the Hospital continue to be harmonious and mutually satisfactory. The "gentlemen's agreement" by which the Yale Medical School assumes the responsibility for teaching and research and the Hospital the responsibility for service, is adhered to with few exceptions and with little friction. Realization that the strengthening of one partner improves the position of the other minimizes competition for funds and simplifies the work of Mr. Hiram Sibley in the Office of Program Development. The understanding and support of Dean Vernon W. Lippard and Mr. Spencer F. Miller are particularly appreciated.

July 1, 1955 will mark the end of a long era of outright grants from Yale University for the operation of the Hospital. This action was agreed upon jointly by the Board of Directors of the Hospital and the Yale Corporation in 1952. Future payments or grants from Yale University will be only for specific projects or for activities in which the Medical School has a special interest, or in which it can be demonstrated that the Medical School should properly participate in the expense.

CLINICAL SERVICES

The growth, development and extent of the clinical services in the Hospital would also warrant an annual report by itself. All clinical services, whether University or General, are expanding in their activities, in their needs for physical and personnel resources from the Hospital, and in their educational programs to medical and postdoctorate students. Many of the General Service physicians are participating in the Medical School educational program, and all medical ward patients are now being used for teaching by the Medical School.

Tribute must be paid to the Chiefs of the University and General Service clinical departments for the time, patience, and understanding with which they deal with the trial, tribulations and problems of the Administration of the Hospital. One change is to be recorded in the University Medical Board, with Dr. Charles Lee Buxton replacing Dr. Herbert Thoms as Professor of Obstetrics and Gynecology on April 1, 1954.

LABORATORIES

Further consolidation and improvement of the efficiency of the laboratories have taken place during the past year. The Blood Bank and the Serology Laboratory have been moved to adjacent quarters on the sixth floor of the Clinic Building, and an attractive center for blood donors installed next door. Expanded facilities for the processing of washed red cells, and fresh frozen plasma are also to be developed, and it is planned
to make available to physicians of the New Haven area a complete laboratory service in hematology and immunology where rare blood groupings can be determined and diagnostic serological tests for amebiasis, leptospiral and mycotic infections can be made.

The Bacteriology Laboratories are being consolidated on the fourth floor of the William Wirt Winchester Building in conjunction with a new Tuberculosis Laboratory provided by the William Wirt Winchester Fund and a new Mycology Laboratory provided through a contribution of $60,000 for its construction and research activities by the Nancy Sayles Day Foundation. The Mycology Laboratory will be the first of its kind in this part of the country and will provide a valuable and needed diagnostic service for physicians throughout Connecticut.

The Laboratory Service in the Memorial Unit, under the stimulating direction of Dr. Waters, Dr. McAllister, and Dr. Haley, has increased in scope and volume until it has become an extremely important adjunct to the Medical Service. They have long recognized the need for a central diagnostic laboratory that can serve ambulatory patients of the entire Medical Center as well as those of the Attending Medical Staff, and it is hoped that this program can be expanded - particularly in the more complex areas of diagnostic procedures - during the coming year.

RADIOLOGY

The Radiology Departments of the Memorial and New Haven Units, under the direction of Dr. Robert M. Lowman and Dr. Arnold H. Janzen respectively, have done a remarkable job in integrating the activities of the two units. The shifting load of inpatients, outpatients and emergencies has been absorbed and a training program in postgraduate radiology and for X-ray technicians is being continued. Unfortunately, the installation of the automatic Pako equipment for developing films in the New Haven Unit and the construction of the radioisotope laboratory have been delayed beyond a period for which forbearance can be expected. Construction has been scheduled immediately following the completion of renovation of the Emergency Service and will be started early in 1955.

Dr. Chu H. Chang is gradually assuming responsibility for the consolidation of X-ray therapy in the two units, and the realization of the establishment of a high-voltage X-ray treatment and diagnostic center, as envisioned by Dr. John Morris, Dr. Janzen and Dr. Lowman is coming closer.
This department, under the direction of Dr. Thomas F. Hines, continues to grow in service and reputation. The new quarters on the first floor of the Tompkins East wing have allowed an expansion in service and comfort. A grant of $150,000 to the Yale Medical School from the National Foundation for Infantile Paralysis for the teaching of Physical Medicine and Rehabilitation has stimulated expansion of the team approach to the problem of the chronic and disabled patient. The Director of the Hospital is currently negotiating with the State Commission on the Care and Treatment of the Chronically Ill, Aged, and Infirm, the State and Regional Offices of Vocational Rehabilitation, and the New Haven Area Rehabilitation Center, Inc., to expand its service to include vocational training and to establish a sheltered workshop and improved occupational therapy facilities for its patients following their discharge from the hospital. It is expected that if this program can be developed as planned, the facilities for rehabilitation in the Yale-New Haven Medical Center will be the equal of any in New England.
## COMPARATIVE STATISTICS

### Year Ended September 30

<table>
<thead>
<tr>
<th></th>
<th>1953</th>
<th>1954</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients in Hospital start of period</td>
<td>550</td>
<td>610</td>
</tr>
<tr>
<td>Admitted</td>
<td>22,259</td>
<td>22,954</td>
</tr>
<tr>
<td>Total Patients cared for</td>
<td>22,809</td>
<td>23,564</td>
</tr>
<tr>
<td>Discharged</td>
<td>22,199</td>
<td>22,991</td>
</tr>
<tr>
<td>Patients in Hospital end of period</td>
<td>610</td>
<td>573</td>
</tr>
<tr>
<td>Total number days including Psychiatric Clinic</td>
<td>207,757</td>
<td>215,490</td>
</tr>
<tr>
<td>Average length of patients' stay</td>
<td>9.36</td>
<td>9.37</td>
</tr>
<tr>
<td>Daily average number of patients</td>
<td>569</td>
<td>590</td>
</tr>
<tr>
<td>Largest any one day</td>
<td>644</td>
<td>675</td>
</tr>
<tr>
<td>Smallest any one day</td>
<td>414</td>
<td>432</td>
</tr>
<tr>
<td>Stillbirths not included in admissions</td>
<td>44</td>
<td>51</td>
</tr>
<tr>
<td>Deaths</td>
<td>687</td>
<td>818</td>
</tr>
<tr>
<td>Total number of visits to Dispensary</td>
<td>76,581</td>
<td>76,904</td>
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### Departmental Services

<table>
<thead>
<tr>
<th>Service</th>
<th>1953</th>
<th>1954</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations including urological treatments</td>
<td>12,949</td>
<td>13,471</td>
</tr>
<tr>
<td>Deliveries</td>
<td>3,618</td>
<td>4,055</td>
</tr>
<tr>
<td>Anesthesias rendered</td>
<td>10,877</td>
<td>11,911</td>
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<tr>
<td>X-Ray Examinations</td>
<td>49,254</td>
<td>49,920</td>
</tr>
<tr>
<td>Laboratory Examinations</td>
<td>192,309</td>
<td>236,021</td>
</tr>
<tr>
<td>X-Ray Therapy Treatments</td>
<td>4,434</td>
<td>5,991</td>
</tr>
<tr>
<td>Physical Therapy Treatments</td>
<td>21,766</td>
<td>25,990</td>
</tr>
<tr>
<td>Emergency Out-Patient Visits</td>
<td>24,121</td>
<td>24,434</td>
</tr>
<tr>
<td>Prescriptions Filled</td>
<td>49,072</td>
<td>56,715</td>
</tr>
<tr>
<td>Meals Served</td>
<td>1,346,498</td>
<td>1,319,403</td>
</tr>
<tr>
<td>Pounds Laundered</td>
<td>3,995,369</td>
<td>3,850,465</td>
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</table>

### Admissions by Class

<table>
<thead>
<tr>
<th>Class</th>
<th>1953</th>
<th>1954</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>2,490</td>
<td>2,569</td>
</tr>
<tr>
<td>Semi-Private</td>
<td>13,495</td>
<td>14,595</td>
</tr>
<tr>
<td>Ward</td>
<td>6,162</td>
<td>5,719</td>
</tr>
<tr>
<td>Total excluding Psychiatric</td>
<td>22,147</td>
<td>22,883</td>
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<tr>
<td>Psychiatric</td>
<td>112</td>
<td>71</td>
</tr>
<tr>
<td>Total</td>
<td>22,259</td>
<td>22,954</td>
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</table>
Year ended September 30

Discharges by Professional Service

<table>
<thead>
<tr>
<th>Service</th>
<th>1953</th>
<th>1954</th>
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</thead>
<tbody>
<tr>
<td>Gynecological</td>
<td>2,021</td>
<td>2,051</td>
</tr>
<tr>
<td>Obstetrical</td>
<td>3,867</td>
<td>4,251</td>
</tr>
<tr>
<td>Medical - General</td>
<td>3,142</td>
<td>3,276</td>
</tr>
<tr>
<td>Metabolism</td>
<td>336</td>
<td>335</td>
</tr>
<tr>
<td>Physical Medicine &amp; Rehabilitation</td>
<td>98</td>
<td>79</td>
</tr>
<tr>
<td>Pediatric - General</td>
<td>969</td>
<td>890</td>
</tr>
<tr>
<td>Pediatric - Newborn</td>
<td>3,538</td>
<td>4,058</td>
</tr>
<tr>
<td>Surgical - General</td>
<td>4,208</td>
<td>3,981</td>
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<tr>
<td>Dental Surgery</td>
<td>124</td>
<td>142</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>564</td>
<td>567</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>405</td>
<td>349</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>856</td>
<td>927</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>816</td>
<td>722</td>
</tr>
<tr>
<td>Thoracic Surgery</td>
<td>333</td>
<td>370</td>
</tr>
<tr>
<td>Urology</td>
<td>803</td>
<td>924</td>
</tr>
<tr>
<td>Psychiatric - Mental Hygiene</td>
<td>119</td>
<td>69</td>
</tr>
<tr>
<td>Total</td>
<td>22,199</td>
<td>22,991</td>
</tr>
</tbody>
</table>

Patient Class                  | Days Service | Daily Average | Percentage of Occupancy |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>24,449</td>
<td>25,154</td>
<td>66.98</td>
</tr>
<tr>
<td>Semi-Private</td>
<td>81,936</td>
<td>92,218</td>
<td>224.48</td>
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<tr>
<td>Ward</td>
<td>70,301</td>
<td>65,690</td>
<td>192.61</td>
</tr>
<tr>
<td>Total</td>
<td>176,686</td>
<td>183,062</td>
<td>484.07</td>
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<tr>
<td>Newborn</td>
<td>19,720</td>
<td>20,405</td>
<td>54.03</td>
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<tr>
<td>Total</td>
<td>196,406</td>
<td>203,467</td>
<td>538.10</td>
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<tr>
<td>Psychiatric Clinic</td>
<td>11,351</td>
<td>12,023</td>
<td>31.10</td>
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<tr>
<td>Total all Pts.</td>
<td>207,757</td>
<td>215,490</td>
<td>569.20</td>
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</table>
# CLINIC VISITS

## OUT-PATIENT DEPARTMENT - NEW HAVEN DISPENSARY

Year Ended September 30

<table>
<thead>
<tr>
<th>Medicine</th>
<th>1953</th>
<th>1954</th>
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</thead>
<tbody>
<tr>
<td>General</td>
<td>7,875</td>
<td>8,158</td>
</tr>
<tr>
<td>General (G)</td>
<td>564</td>
<td>248</td>
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<tr>
<td>Skin</td>
<td>1,867</td>
<td>1,804</td>
</tr>
<tr>
<td>Tuberculosis</td>
<td>1,284</td>
<td>1,312</td>
</tr>
<tr>
<td>Allergy</td>
<td>2,768</td>
<td>2,276</td>
</tr>
<tr>
<td>Cardiac</td>
<td>1,019</td>
<td>1,069</td>
</tr>
<tr>
<td>Cardiac Evaluation</td>
<td>66</td>
<td>11</td>
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<tr>
<td>Hematology</td>
<td>487</td>
<td>571</td>
</tr>
<tr>
<td>Arthritis</td>
<td>578</td>
<td>667</td>
</tr>
<tr>
<td>Metabolism</td>
<td>1,814</td>
<td>1,806</td>
</tr>
<tr>
<td>Metabolism (G) incl. Chiropody</td>
<td>521</td>
<td>347</td>
</tr>
<tr>
<td>Neurology</td>
<td>448</td>
<td>607</td>
</tr>
<tr>
<td>Medical Seizure</td>
<td>320</td>
<td>373</td>
</tr>
<tr>
<td>Special Medical</td>
<td>448</td>
<td>453</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>402</td>
<td>432</td>
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</table>

<table>
<thead>
<tr>
<th>Surgery</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>7,720</td>
<td>6,399</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>568</td>
<td>489</td>
</tr>
<tr>
<td>Dental</td>
<td>2,925</td>
<td>2,961</td>
</tr>
<tr>
<td>Ophthalmology - General</td>
<td>4,196</td>
<td>4,066</td>
</tr>
<tr>
<td>Refraction</td>
<td>1,567</td>
<td>1,649</td>
</tr>
<tr>
<td>Strabismus</td>
<td>1,024</td>
<td>881</td>
</tr>
<tr>
<td>Glaucoma</td>
<td>24</td>
<td>-</td>
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<tr>
<td>Orthoptic</td>
<td>75</td>
<td>560</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>3,593</td>
<td>4,270</td>
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<tr>
<td>Audiology</td>
<td>218</td>
<td>391</td>
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<tr>
<td>Speech Therapy</td>
<td>382</td>
<td>460</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>5,556</td>
<td>4,550</td>
</tr>
<tr>
<td>Tumor (Grace only)</td>
<td>36</td>
<td>-</td>
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<tr>
<td>Urology</td>
<td>1,710</td>
<td>2,165</td>
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<tr>
<td>Chest</td>
<td>368</td>
<td>423</td>
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<tr>
<td>Cardiovascular</td>
<td>545</td>
<td>1,073</td>
</tr>
<tr>
<td>Plastic</td>
<td>131</td>
<td>256</td>
</tr>
<tr>
<td>Minor</td>
<td>358</td>
<td>295</td>
</tr>
<tr>
<td></td>
<td>1953</td>
<td>1954</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td><strong>Obstetrics and Gynecology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-natal (1)</td>
<td>4,963</td>
<td>6,011</td>
</tr>
<tr>
<td>Post-partum (2)</td>
<td>542</td>
<td>620</td>
</tr>
<tr>
<td>Gynecology (3)</td>
<td>3,163</td>
<td>3,491</td>
</tr>
<tr>
<td>Resident's Clinic Pre-natal</td>
<td>1,056</td>
<td>985</td>
</tr>
<tr>
<td>Resident's Clinic Post-partum</td>
<td>94</td>
<td>60</td>
</tr>
<tr>
<td>Pre-natal (G)</td>
<td>328</td>
<td>41</td>
</tr>
<tr>
<td>Post-partum (G)</td>
<td>43</td>
<td>3</td>
</tr>
<tr>
<td>Gynecology (G)</td>
<td>222</td>
<td>8</td>
</tr>
<tr>
<td><strong>Pediatrics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>4,618</td>
<td>4,352</td>
</tr>
<tr>
<td>Allergy</td>
<td>1,423</td>
<td>1,485</td>
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<tr>
<td>Cardiac</td>
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<td>1,364</td>
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<tr>
<td>Hematology</td>
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<tr>
<td>Arthritis</td>
<td>18</td>
<td>9</td>
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<tr>
<td>Metabolism</td>
<td>450</td>
<td>646</td>
</tr>
<tr>
<td>Neurology</td>
<td>439</td>
<td>421</td>
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<tr>
<td>Plastic</td>
<td>189</td>
<td>5</td>
</tr>
<tr>
<td>Surgical</td>
<td>68</td>
<td>43</td>
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<tr>
<td>Skin</td>
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<td>241</td>
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<tr>
<td>Third Pediatric</td>
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<td>283</td>
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<tr>
<td>Six week check</td>
<td>625</td>
<td>635</td>
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<tr>
<td>Hospital follow-up</td>
<td>207</td>
<td>159</td>
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<tr>
<td><strong>Psychiatry</strong></td>
<td>4,440</td>
<td>4,809</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>75,405</td>
<td>76,955</td>
</tr>
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</table>

Year Ended September 30
### SUMMARY OF INCOME AND EXPENSE

#### Year Ended September 30

<table>
<thead>
<tr>
<th>Category</th>
<th>1953</th>
<th>1954</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Income from Patients</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-Patient Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td>$786,677</td>
<td>$847,263</td>
</tr>
<tr>
<td>Semi-Private</td>
<td>2,457,683</td>
<td>2,838,552</td>
</tr>
<tr>
<td>Ward</td>
<td>1,752,360</td>
<td>1,692,619</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,996,720</td>
<td>5,378,434</td>
</tr>
<tr>
<td>Out-Patient Charges</td>
<td>591,752</td>
<td>616,084</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,588,472</td>
<td>5,994,518</td>
</tr>
<tr>
<td><strong>Deduction from Gross Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allowances</td>
<td>558,898</td>
<td>583,667</td>
</tr>
<tr>
<td>Provision for Bad Debts (net of recoveries)</td>
<td>132,124</td>
<td>118,179</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>691,022</td>
<td>701,846</td>
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<tr>
<td><strong>Net Income from Patients</strong></td>
<td>4,897,450</td>
<td>5,292,672</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>5,119,688</td>
<td>5,349,433</td>
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<tr>
<td>Depreciation</td>
<td>295,799</td>
<td>451,021</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>5,415,487</td>
<td>5,800,454</td>
</tr>
<tr>
<td>Operating Loss</td>
<td>518,037</td>
<td>507,782</td>
</tr>
<tr>
<td><strong>Other Expense</strong></td>
<td>8,760</td>
<td>17,316</td>
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<td>Interest on Mortgage</td>
<td>62,343</td>
<td>133,563</td>
</tr>
<tr>
<td>Provision for Rehabilitation &amp; Repair</td>
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<td></td>
</tr>
<tr>
<td><strong>Total Loss</strong></td>
<td>589,140</td>
<td>658,661</td>
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<tr>
<td><strong>Supplementary Income</strong></td>
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<td></td>
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<tr>
<td>Endowment Income</td>
<td>143,823</td>
<td>153,978</td>
</tr>
<tr>
<td>Other Income</td>
<td>306,975</td>
<td>173,522</td>
</tr>
<tr>
<td>Yale University Appropriation</td>
<td>54,375</td>
<td>54,375</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>505,173</td>
<td>381,875</td>
</tr>
<tr>
<td><strong>Net Loss - Charged to Working Capital</strong></td>
<td>$83,967</td>
<td>$276,786</td>
</tr>
</tbody>
</table>
GRACE-NEW HAVEN COMMUNITY HOSPITAL

GENERAL SERVICE MEDICAL STAFF

September 30, 1954

Chief of Staff
Luther K. Musselman

Staff Executive Committee

Luther K. Musselman, Chairman
Courtney C. Bishop
Theodore S. Evans
Joseph A. Fiorito

DEPARTMENT OF SURGERY

Chief of Surgery
Courtney C. Bishop

GENERAL SURGERY

Honorary
William C. Duffy

Consulting
William J. German
Maxwell Lear

Attending
John C. Mendillo, Chairman of Section
Courtney C. Bishop
Bernard S. Brody (neurology)
Max Carter (thoracic)

Louie N. Claiborn
Gervase J. Connor
Lewis C. Foster
William Mendelsohn

Assistant Attending
Eugene J. Fitzpatrick
Alphonse F. Gencarelli
Isao Hirata, Jr.

Junior Assistant Attending
Donald B. Alderman
Lycurgus M. Davey (neurology)

Robert R. McDonnell (neurology)
Franklin Robinson (neurology)
Courtesy
Samuel Climo (plastic)
John H. Flynn
Henry J. Giamarino

Samuel A. Jaffe
William Koufman
Robert Lowenberg
Stephen R. Magyar

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Luther K. Musselman
Harry Conte
Clayton S. Hitchins
Arthur G. Wilkinson
Carl E. Johnson
<table>
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<tr>
<th>Assistant Attending</th>
<th>Orvan A. Hess</th>
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<td>Joseph B. Forman</td>
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<td>Frank G. Amatruda</td>
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<td>Isao Hirata, Sr.</td>
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Joseph Weiner
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*Leave of absence
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September 30, 1954

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Averill A. Liebow
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Clyde L. Deming (Urology)
Harry S. N. Greene (Pathology)
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Ralph M. Tovell (Anesthesiology)

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Grover F. Powers (Pediatrics)
Herbert Thoms (Obstetrics & Gynecology)
Milton C. Winternitz (Pathology)

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Arnold Gesell (Pediatrics)
Richard F. Rand (Obstetrics & Gynecology)
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Charles-Edward A. Winslow (Hygiene)

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Gustaf E. Lindskog

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William W. L. Glenn
Mark A. Hayes
Donald P. Shedd

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Courtney C. Bishop
Lewis C. Foster
Ashley W. Oughterson
Louie N. Claiborn
Max Taffel
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Joseph B. Cherry  
William C. Duffy  
Eugene J. Fitzpatrick, Jr.

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Simon B. Kleiner  
James W. Major  
William Mendelsohn

John C. F. Mendillo  
Frederick W. Roberts  
Edward R. Smith  
Paul W. Vestal

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John L. Kline (Thoracic)

Walter E. Landmesser, Jr. (Orthopedics)  
James B. D. Mark (Oncology)

Donald M. Pearlman

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Arthur J. Donovan

Warren L. Felton

Harold C. Spear

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Arnold M. Baskin  
Richard N. deNiord  
Virginia L. Fogerson  
Ira S. Goldenberg

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F. Dana Law  
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Francis B. Maraist  
Sidney N. Paly

Charles L. Rickerich  
Richard A. Selzer  
Harold Stern  
William A. Whalen  
Robert J. Williamson

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Edward D. M. Angell  
Nathan P. Couch  
Arthur C. Crovatto  
Nicholas A. Halasz

Robert F. Hustead  
Perry W. Nadig  
Paul N. Neufeld  
Lowell E. Olson

David M. Seitzman  
Kenneth Shulman  
Robert R. White  
Kenneth T. Williams

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William J. German  
(Chief of Section)

Attending Surgeon

Bernard S. Brody

Assistant Attending Surgeons

Lycurgus M. Davey

Robert R. McDonnell  
Franklin Robinson

Irving J. Sherman
Resident
Gordon T. Wannamaker

Assistant Resident
Norman H. Horwitz

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Head of Section
Rocko M. Fasanella

Attending Surgeons
Clement C. Clarke

Assistant Attending Surgeons
Winthrop I. Clarke
Ilona K. de Suto-Nagy
Rocko M. Fasanella
David Freeman
William I. Glass
Francis P. Guida
Leon Kaplan
Herman C. Little
Louise J. C. Lovekin
Frederick E. Mott
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Carlton C. Phillips
Ernest Rosenthal
J. Alexander VanHeuven
Michael E. Vegliante
Leonard C. Whiting
Frederick A. Wies

Assistant Residents
Maurice VanLonkhuyzen
Bernard D. Zuckerman

ORTHOPEDIC SURGERY
Associate Surgeon and Chief of Section
Charles O. Bechtol

Attending Surgeons
Malcolm S. Eveleth
Denis S. O'Connor
William S. Perham

Assistant Attending Surgeons
Russell V. Fuldner
Gerald S. Greene
Walter F. Jennings
Sidney R. McPherson
A. David Poverman
A. Lewis Shure
Ned M. Shutkin
Luther M. Strayer, Jr.
Resident
Philip Radding
Assistant Resident
Louis A. Coulson

OTOLARYNGOLOGY
Associate Surgeon and Chief of Section
John A. Kirchner

Attending Surgeons
Paul B. MacCready
Charles Petrillo
Samuel J. Silverberg

Assistant Attending Surgeons
Norton Canfield
Gregory K. Dwyer
Lawrence G. M. Lydon
Henry Merriman

Resident
Jose C. Aguiar

Audiologist
H. I. Pomerantz

UROLOGY
Attending Surgeons
Bell M. Harvard, Jr. (Chief of Section)
Ralph H. Jenkins

Assistant Attending Surgeons
Robert R. Berneike
John B. Goetsch
Harry R. Newman

Assistant Resident
Thomas A. Ray

DENTAL SURGERY
Associate Surgeon and Chief of Section
Bert G. Anderson
Attending Surgeons

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

Assistant Attending Surgeons

William R. Dunleavy
Newton E. Faulkner
Terry E. Hiltunen
Walter S. Langston
Harold T. Moore
Francis R. Mullen
Conrad W. Newberg
John B. Noll
W. J. Townsend

Johan O. Hogberg
Thorn Kinersly

Internes

Luciano daCruz
S. P. Lessa

ANESTHESIOLOGY

Associate Anesthesiologist and Chief of Section

L. Jennings Hampton

Assistant Attending Anesthesiologists

Edwin M. Fuller
Mario L. Garofalo
Robert T. McSherry

Assistant Residents

Richard J. Brown
Huseyin Ergonenc
Georgina Goodwin
Edith Hwang
Shwu Miin Jea
Margrethe J. Kingsley
Catherine Ohlandt
Cemal M. Soydan

INTERNAL MEDICINE

Physician-in-Chief

Paul B. Beeson

Associate Physicians

Margaret J. Albrink
Philip K. Bondy
Harris Busch
Arthur Ebbert, Jr.
Franklin H. Epstein
Stuart C. Finch
Gilbert H. Glaser
Allan V. N. Goodyer
Frank D. Gray, Jr.
Thomas F. Hines
Dorothy M. Horstmann
Gerald Klatskin
Charles R. Kleeman
Robert W. McCollum, Jr.
J. Wister Meigs
John R. Paul
John P. Peters
Joseph E. Sokal
Howard Spiro
Robert R. Wagner
William W. Winternitz
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Assistant Physicians

Ezra Lamdin
Seymour R. Lipsky

Shirley R. MacIver
Oscar M. Reinmuth

Lawrence Stark
Lawrence L. Weed

Resident Physician

Thomas T. Amatruda, Jr.

Associate Resident

James M. Grant

Assistant Residents

Waddell Barnes
Richard P. Bowles
Irving L. Cooperstein
Arnold Fieldman

Merle L. Gibson
Robert L. Isham
Carl A. Jaeger
Ralph W. Massie
Richard K. Merchant

David E. Morton
James C. Niederman
Claude F. Reed
Morris J. Seide

Internes

Stuart Ashman
Elmer A. Gardner
Peter B. Hukill
Julian I. Kitay
Donald S. Kornfeld

Irving Kushner
Gustave A. Laurenzi
Herbert A. Lubs
Sanford Meyerowitz

Sheelagh O'Connor
Donald R. Riesfield
Saul L. Sanders
Elihu M. Schimmel
Robert E. Shope

PSYCHIATRY

Psychiatrist-in-Chief

Theodore Lidz

Associate Psychiatrists

Norman A. Cameron
Stephen Fleck
Lawrence Freedman
Clements C. Fry

Gilbert H. Glaser
(Psychiatry)
Paul D. MacLean
(Psychiatry)

Martin L. Pilot
Frederick C. Redlich
Bertram H. Roberts
Albert J. Solnit

Associate Psychologists

Leonard D. Eron
George F. Mahl

H. Enger Rosvold

Roy Schafer
Mary B. Varley
Attending Psychiatrists

Eugene B. Brody
Jules V. Coleman
William B. Curtis
Helen R. Gilmore
Alfred Gross
John W. Higgins
Samuel P. Hunt
Edith B. Jackson
Mildred H. January
Stanley A. Leavy
Burness E. Moore
Richard Newman
Maxwell Pasternak
Everett S. Rademacher
Samuel Ritvo
Theodore P. Sohler
Margaret Sommers
Henry Wexler

Assistant Attending Psychiatrists

Lane Ameen
Irving N. Baer
Sidney Berman
(Neurology)
Louis B. Fierman
Walter W. Igersheimer
James A. Kleeman
John F. Kramer
John P. Plunkett
Charles I. Solomon
Henry H. Wagenheim

Resident

Charles W. Gardner, Jr.

Assistant Residents

Jacob R. Christ
Daniel X. Freedman
Jay Katz
Gary O. Morris
R. Moses
C. Robert Rubenstein
Herbert S. Sacks
Sidney L. Werkman

RADIOLOGY

Radiologist-in-Chief

Arnold H. Janzen

Associate Radiologists

Chu Huai Chang
Alfred J. Kummer

Physicists

Franklin Hutchinson
Paul J. Rosenbaum

Attending Radiologists

Michael D'Amico
Robert M. Lowman

Assistant Attending Radiologists

Aloys G. Ansprenger
Richard B. Harvey
Dorothea R. Peck
Harrison Shapiro
Robert Shapiro
Alan B. Skorneck
Wayne P. Whitcomb
Frederick Zaff

Residents

Stanley L. Deckoff
William A. O'Shea, Jr.
Associate Resident
Merrill I. Feldman

Assistant Residents
Mowaffak W. al-Chichakly

PATHOLOGY

Pathologist-in-Chief
Averill A. Liebow

Associate Pathologists
Wilhelm S. Albrink
Ernest M. Izumi

Assistant Pathologist
Bert K. Kusserow

Resident
Richard D. Otis

Assistant Residents
Marvin A. Chernow

Internes
Walter J. Freeman

Obstetrics and Gynecology

Obstetrician and Gynecologist-in-Chief
C. Lee Buxton

Associate Gynecologist
John M. Morris

Associate Obstetricians and Gynecologists
William C. Billings
Paul E. Molumphy
Virginia M. Stuermer
**Attending Obstetricians and Gynecologists**

| Joseph A. Fiorito | Luther K. Musselman |

**Assistant Attending Obstetricians and Gynecologists**

| Charles B. Cheney | Milton S. Godfried | Emil D. Karlovsky |
| Arthur J. Connolly | John C. Haley | Florence Keller |
| Jachin B. Davis | Orvan W. Hess | Gerald Krosnick |
| Joseph B. Forman | Clayton S. Hitchins | Stefanie Z. Roth |
| Irving Friedman | Carl E. Johnson | Arthur G. Wilkinson |

**Residents**

| Edward H. Hon | Stewart J. Petrie |

**Associate Residents**

| John H. Monroe | Bruce S. Waldie |

**Assistant Residents**

| Walter L. Herrmann | Orlando J. Miller | Jack E. Mohr |
| Mikio Kato | Robert T. Miller | R. Frederick Uffelmann |
| Robert N. Melnick | | Stanley R. M. Zerne |

**PEDIATRICS**

**Pediatrician-in-Chief**

| Milton J. E. Senn |

**Associate Pediatricians**

| Rose W. Coleman | Morris Green | Sally Ann Provence |
| Robert E. Cooke | | Henry Silver |

**Associate Psychiatrist**

| Albert J. Solnit |

**Associate Psychologists**

| Ethelyn H. Klatskin | Katherine M. Wolf |

**Assistant Pediatricians**

| Barbara W. Christine | Marjorie M. Fouts | Robert G. LaCamera |
| Christine | Mary O. Godenne | Gerard B. Odell |
Attending Pediatricians

Eugenia S. Cameron
David H. Clement
Charles S. Culotta
Herbert S. Harned, Jr.

Edith B. Jackson
Roswell D. Johnson
Morris Y. Krosnick
Paul F. McAlenney
Robert Salinger

Edward T. Wakeman
Ruth Whittemore
William R. Wilson
Herman Yannet

Assistant Attending Pediatricians

Merrill A. Baratz
Joyce V. Deutsch
Harry L. Filer, Jr.
Morris Goldstein
Richard H. Granger
Robert N. Hamburger
Elizabeth R. Harrison

Maurice M. Hillman
Sidney Hurwitz
William R. Keuffner
Alan C. Mermann
Robert F. Newton
Martin F. Randolph

Charles F. Scholhamer
Carter Stilson
Julius D. Stein
Richard J. Waters
Joseph Weiner
Morris A. Wessel
Sumner R. Ziegra

Assistant Attending Psychiatrist

Felice M. Emery

Resident Pediatrician

William L. Nyhan

Assistant Residents

Harold D. Bornstein
Richard T. Cushing
Jean C. G. Cornwell

Robert W. Dole
Walter E. Gustafson
William D. Irving

Daniel R. Rectanus
William O. Robertson
Julius J. Wineberg

Internes

Saul W. Brusilow
William D. Cone

Samuel T. J. Giammona
Frank L. Gruskay
John F. Snyder

Martin B. Vita
Joe D. Wray

SOCIAL SERVICE

Director

Eckka A. Gordon

DIETETICS

Director

Doris Johnson
GRACE-NEW HAVEN COMMUNITY HOSPITAL

DEPARTMENT OF NURSING

September 30, 1954

OFFICERS OF ADMINISTRATION

Director
Anna E. Ryle

Associate Directors
Dorothy Alling

Assistant Directors
Marion Barnett

Administrative Assistants
Kathleen Barrett

Instructors - Attendant Program
Elizabeth Cole

CLINICAL SERVICES

SURGERY

Supervisors
Adena Brownstein
Lois Clark

Head Nurses
Louella Barker
Lucille Barone
E. Irene Carroll
Rosalind Loutrel

MEDICINE

Supervisors
Eunice Gordon

Carmella Ilacqua
Jane Jacob

Dorothy MacLennan
Elizabeth Mott
Helen Mudry
Marjorie O'Donnell
Margaret O'Neil

Elizabeth Swanson
Myrtle Swanson
Emma Stanio
Rosalie Wilson

Monica Shields
Eleanor Swanson

Shirley Parkhill

Henrietta Struzek
<table>
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<th>Head Nurses</th>
<th>CHILDREN'S Supervisors</th>
<th>OBSTETRICS Supervisors</th>
<th>OPERATING ROOMS Supervisors</th>
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<td>Katherine Davis</td>
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GRACE-NEW HAVEN SCHOOL OF NURSING

September 30, 1954

Director
Anna E. Ryle

Associate Director
Marie U. Archibald

EDUCATION

Nursing Arts Instructor and Assistants
Ada Ciarlelli
Margaret Graham
Rowena Nadig
Catherine Smith
Margaret Graham
Orril Tatroe

Operating Room Instructor
Nancy Prisco

Science Instructors
Mary Bilcheck
Charlotte Coe
Gemma DeVita

Instructors - Surgical Nursing
Julia Bear
Shirley Howard

Instructor - Obstetrical Nursing
Angelina Occhiboi

Instructor - Medical Nursing
Nancy Fegety

Instructor - Dietetics
Eleanor Rockwood

Librarian
Nancy Van de Vate