9-30-1955

Grace-New Haven Community Hospital Annual Report 1954 - 1955

Grace-New Haven Community Hospital

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ANNUAL REPORT

1924-1925

NEW HAVEN COMMUNITY HOSPITAL
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OFFICERS
GRACE-NEW HAVEN COMMUNITY HOSPITAL

President
George S. Stevenson

Vice-President
Frederick D. Grave

Secretary
Stanley Daggett

Treasurer
The Union and New Haven Trust Co.

Vice-President
Robert S. Judd

Auditors
Seward and Monde

Directors whose terms of office expire respectively in

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. Russel, M. D.
Robert R. Savitt
Henry H. Townshend, 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. Giamo
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
Richard M. Thalheimer
Arnon D. Thomas
Rayham Townshend
Stanley S. Trotman
Abraham S. Ullman
G. Harold Welch

February 1958
Daniel J. Adley
Thomas T. Amatruda
Frank S. Brainard
Walter W. Bronson, II
H. Wick Chambers, Jr.
James W. Cooper
George B. Darling
John I. Ely
John E. English
Philip H. English
Carl G. Freese
Henry L. Galpin
William B. Gumbart
Mrs. Samuel C. Harvey
William Horowitz
H. Everton Hosley, Jr.
William M. Hurley
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

Mayor Richard C. Lee (ex-officio)
Mrs. Robert M. Lewis (ex-officio)
COMMITTEES OF THE BOARD OF DIRECTORS

Executive Committee

Robert E. Ramsay, Chairman
Richard C. Lee (ex-officio)
Stanley Daggett

Frederick E. Grave
Robert S. Judd
Spencer F. Miller
George S. Stevenson

Arnon D. Thomas
G. Harold Welch
Paul M. Zorn

Finance and Budget Committee

G. Harold Welch, Chairman
Carl G. Freese

Thomas Hooker

H. Everton Hosley, Jr.
Stanley S. Trotman

Investment and Trust Administration Committee

Henry L. Galpin, Chairman

John I. Ely
Carl G. Freese

G. Harold Welch

Personnel Committee

Frederick D. Grave, Chairman

Spencer M. Berger
Herman R. Giese

Richard Thalheimer
Paul M. Zorn

Medical Committee

George S. Stevenson, Chairman

Charles H. Costello
Robert S. Judd

Frederick W. Loeser
Joseph A. Schiavone

Nursing School Committee

Stanley Daggett, Chairman
George F. Barnes
Miss Elizabeth S. Bixler

Henry P. Brightwell
L. E. H. Celentano, M.D.
George B. Darling
Mrs. Samuel J. Goldberg

Mrs. Samuel C. Harvey
Wallace C. Hutton
Mrs. Henry J. Steeneck

Building and Maintenance Committee

Robert S. Judd, Chairman
Charles A. Cahn

Henry W. Jones, Jr.

G. Vincent Maconi
Merritt D. Vanderbilt

Public Relations Committee

Roland M. Bixler, Chairman
Henry P. Brightwell

Reuben A. Holden
Richard S. Jackson

Daniel W. Kops
Charles A. Williams

Traffic and Parking Committee

Robert S. Reigeluth, Chairman

Charles A. Cahn
GRACE-NEW HAVEN COMMUNITY HOSPITAL

EXECUTIVE STAFF

September 30, 1955

Director
Albert W. Snoke, M. D.

Associate Director
John T. Law

Assistant Directors
Richard B. Ogrean
Gerard A. Ouellette

Administrative Assistant
Milton W. Hamilt

Administrative Resident
John E. Ives

Director of Public Relations
Alfred H. Marshall

Director of Personnel
Mabel G. Martin

Admitting
Helen B. Bray

Anesthesia
Nicholas M. Greene, 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
Allene Jackson (Acting)

Switchboard
Beulah B. Furbush

Volunteers
Bettina Jones
ANNUAL REPORT OF THE DIRECTOR OF THE
GRACE-NEW HAVEN COMMUNITY HOSPITAL

There is always debate as to what should be the purpose of the annual report of the hospital. Should this be a short, concise pictorial report that can have widespread public distribution, or should it be a more detailed factual and historical summary that will have only limited interests?

This report is being prepared for the hospital family -- the Board of Directors, the Medical and Administrative Staff, and those individuals who are deeply interested in the Grace-New Haven Community Hospital. A summary of this report for public distribution will be also prepared.

1. FINANCES AND STATISTICS

The fiscal year ending September 30, 1955, was the most active year from both a service and a financial standpoint since the Grace and New Haven Hospitals were merged. There were more adult and children patient days, more newborns, more clinic and emergency visits, and a marked increase in overall operating expense and income over previous years. A comparison of the 1954-1955 figures shown below illustrates this --

<table>
<thead>
<tr>
<th></th>
<th>1954</th>
<th>1955</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patient Days</td>
<td>183,781</td>
<td>185,270</td>
</tr>
<tr>
<td>(Excluding Newborn)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newborn</td>
<td>19,686</td>
<td>25,295</td>
</tr>
<tr>
<td>Total Patient Days</td>
<td>203,467</td>
<td>210,565</td>
</tr>
<tr>
<td>(Including Newborn)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Clinic Visits</td>
<td>76,955</td>
<td>78,798</td>
</tr>
<tr>
<td>Total Emergency Visits</td>
<td>24,434</td>
<td>28,177</td>
</tr>
</tbody>
</table>
We are continually concerned because of the increased cost of hospital care, and there is always the fear that the patients will be unable to pay the necessary expense. Because of this, continual effort is made by all departments to provide high quality hospital service at the most economical rate and to be sure that we are operating as efficiently as possible. Inasmuch as the usual measurement of hospital cost is by dividing the total cost by the total patient days and arriving at a per diem cost, we scrutinize our per diem cost most carefully. Using the Connecticut Hospital Association's standard cost analysis formula, the per diem cost of the hospital for the fiscal year ending September 30, 1954, was $25.98. The same cost for the fiscal year just ended increased to $28.14.

It is important to understand that increased per diem costs are inevitable unless some radical change not yet evident occurs in hospital care. The hospital costs are made up of wages to personnel and of purchased supplies. It is common knowledge that wages and supply costs are increasing steadily, and it is inevitable that this must be reflected in increased hospital costs. Industry meets these increased costs by greater volume, and increased efficiency by mechanization. The hospital by its very nature renders a personalized service, and does not present nearly the possibility for economies through mechanization or automation that exists in industry. For example, one cannot mechanize an enema or the backrub, and patients expect to be cared for as individuals, not as products on an assembly line.

It is also significant that we are rapidly approaching a new low plateau of the length of stay of patients. During the past ten to fifteen years, the length of stay of patients in the hospital has been gradually and dramatically decreasing due to new medical techniques, wonder drugs, early ambulation, etc. etc. This decrease in length of stay has enabled the hospital to demonstrate that the total cost of hospitalization is not much more today than it was in the past, even with the higher per diem rates -- because the patient stayed fewer days. This argument cannot be used in the future to the same extent, inasmuch as it is obvious that the length of stay cannot be decreased indefinitely.
There is no question but that the gradually increasing cost of hospitalization presents and will continue to present a serious public relations problem. Patient care is expensive and the public is concerned over its ability to properly finance hospital care. Consequently, the hospital has an ever-present responsibility to be certain that it is being operated at the maximum efficiency and economy, taking into consideration the necessary standards of medical and hospital care that are required by the community and to see that this program is presented to the public in such a manner that it will not only understand and accept, but will support the institution.

Although the operating experience during the past year has been favorable when one takes into consideration the item for depreciation, the cash position of the hospital has not improved correspondingly due to an increase in total accounts receivable from $823,000, October 1, 1954 to $1,009,000, September 30, 1955. There are a number of reasons for this increase in accounts receivable that are mathematically obvious. As the rates increase and the amount of business of the hospital increase, the accounts receivable will increase by the same proportion. There are other related factors, however, that should be noted. The hospital is steadily increasing its dealing with third-party agencies paying for patient care.

These agencies include Blue Cross, Welfare, Workmen’s Compensation, and commercial insurance groups. 82.9% of the patient days of the last fiscal year were paid for all or in part by third-party agencies. This has caused a radical change in problems in the administrating, business and credit offices because of the many details involved in collection today.

The largest group of patients owing the hospital money after discharge are the self-paying patients. These are the individuals who are paying the entire hospital bill themselves, or have insurance of some sort that pays part of the bill and they must pay the rest. In this category, we are finding a very large number of elderly individuals who have depleted savings, who have little or no income from work, and who are dependent upon support from their children, grandchildren, and from Social Security. These individuals are not indigent by present legal definitions, but are unable to pay the hospital bill which is frequently high because of the serious and lengthy illnesses confronting the elderly patient with a chronic disease. These elderly individuals can well be classified as medically indigent and present a social and economic problem that must be faced by voluntary and governmental social planners. There is little question but that extended prepayment insurance and increased governmental participation either local, state or federal is inevitable if these patients are to be properly cared for in voluntary hospitals.
2. NURSING

Nursing service and nursing education still continue to be of major concern to the hospital. Although other personnel in the hospital have been in short supply, limitations in admitting of patients and in giving the type of care that we would like to give have had to be imposed due to lack of sufficient graduate nurses on the hospital staff. It has been very clear that the solution to the shortage of graduate nurses in this institution can best be met by the employment of additional graduate nurses. However, it also must be recognized that the graduate nurse is in short supply throughout the country, and that national and universal efforts are being made to meet this shortage by increased or changed educational programs, better pay, working conditions, etc. etc.

Over the past few years, the hospital has been making every effort to increase the number of graduate nurses. Recruitment of graduate nurses in other parts of the country has been done by word of mouth and by a series of advertisements in the American Journal of Nursing which have received repeated compliments for their originality and effectiveness. Every effort is being made to convince the student nurses of the several educational programs in this medical center, of the desirability of remaining with the hospital after graduation, and along with this recruiting program is a continued effort to improve the calibre of the schools of nursing even beyond that obtained in the past. It is interesting to note that the Yale School of Nursing and the University of Connecticut School of Nursing are fully accredited by the National League of Nursing, and the Grace-New Haven School of Nursing has recently been reviewed and has now received full accreditation by the League.

Recognizing that morale and working conditions are not sufficient in themselves to attract nurses, a salary increase for graduate nurses has been approved by the Board of Directors to take effect January 9, 1956, that will meet or exceed most of the salaries offered nurses in the Connecticut area.

3. PERSONNEL

Because 63.6% of all hospital dollars paid out during the past year was for wages and personnel, far greater attention is being directed toward the personnel activities of the hospital. Miss Martin and her associates have worked closely with the administration during the past year and have presented some very substantial accomplishments. The job evaluation program which extended over three years has been completed and installed. Personnel policies have been completely reviewed by the department heads and administration, and have been approved. Pilot studies and demonstrations in work simplification have been completed, indicating the value of continuing and expanding this program in the future.
In spite of a very tight labor market in the city, turnover of personnel was down to 66% as contrasted with other years when it has risen as high as 104%. Even more encouraging was the fact that the average length of stay for employees increased over former years indicating satisfaction with wages and working conditions.

4. DIETARY

The Dietary Department continues to expand its activities in the medical center and although we are still plagued with occasional complaints of cold food on the patient divisions, it is most gratifying to note the high percentage of the comment cards from patients leaving the hospital, who praise the food, the selective menu, or the attention of the dietitians.

Miss Johnson and her Medical Advisory Committee have revised the Diet Manual during the past year, and it will soon be republished. The thousand copies printed a year ago are entirely gone. It is pleasing that there has been quite a demand for the manual from various parts of the country and a number have been sold.

The Dietary Department has also prepared a set of diet forms to be used for the teaching of patients who must follow their diets at home. A small manual for pantry maids has been prepared and the latest bit of publicity for the Dietary Department is a small leaflet "Introducing the Hospital Dietitian" which is given to the patient. It is hoped that the use of this leaflet will help in the teaching of normal nutrition to patients as well as in the public relations of the Dietary Department.

The Dietary Department is also concerned with teaching -- there being three dietitians assigned to the educational program of the several nursing schools. There are also two research dietitians now on the staff of the Department -- one is paid primarily from funds supplied by the Department of Surgery, while the other is paid by a Grant to the Dietary Department from the American Spice Trade Association.

As of March, 1955, responsibility for the Formula Room was transferred from the Nursing Department to the Dietary Department.

5. MAINTENANCE, HOUSEKEEPING, AND LAUNDRY

The Maintenance Department has again performed miracles in the completion of a number of major construction renovations during the past fiscal year, in addition to carrying on their regular responsibilities of repairing and replacement of the ordinary demands of a large institution. A partial list of the major construction items that were completed by the Maintenance Department during the fiscal year, October 1, 1954, to September 30, 1955, includes (1) completion
of the Emergency Room and the Surgical Clinic, made possible through a grant from the New Haven Foundation. (2) Nancy Sayles Day Mycology Laboratory -- made possible through a grant from the Nancy Sayles Day Foundation. (3) The Tuberculosis, Clinical Microscopy, and Bacteriology Laboratories in the William Wirt Winchester Building. (4) Completion of the Blood Bank and installation of the Serology Laboratory on the 6th floor. (5) Installation of garbage disposal units throughout the New Haven Unit. (6) Renovation and redecoration of the following patient divisions in the New Haven Unit --

- Fitkin 1
- Fitkin 2
- Fitkin 3
- Fitkin 4
- Fitkin 5
- Tompkins 1
- Tompkins 2
- Tompkins 3
- Tompkins 4

(7) Installation of parking gates in the Memorial Unit and New Haven Unit physician areas. (8) Radioisotope Laboratory (partially financed by the Women's Auxiliary.) (9) Orthoptic Clinic, (10) new formula room, (11) Pediatric play area -- made possible by a grant from the Women's Auxiliary.

Although great strides have been made in catching up on the necessary construction and maintenance projects in the New Haven Unit resulting from the move to the Memorial Building, many additional problems remain. Not the least of these must be the planning for the financing for replacement of the more than $1,500,000 worth of equipment that is steadily deteriorating or becoming obsolescent. The storage for the Record Room is completely inadequate and must be expanded during the coming year. Purchasing and Personnel have outgrown their present quarters, and must be provided with additional space. The Maintenance Building is obsolete, and the whole New Haven Unit requires checking regarding parapets, roofs, wiring, plumbing, etc., inasmuch as it is now 25 years old. This emphasizes the need for continued long-range engineering, planning, and estimating.

6. PROFESSIONAL SERVICES

Although the immediate reaction of patients and visitors seems to revolve around such hotel functions as the temperature of the soup, the time the breakfast tray is delivered, the personality of the nurse, and the attitude of the information desk clerk or the admitting officer, there is no question but that the reputation of the medical center and its accomplishments are dependent upon the professional services available and provided. There is neither time nor space to
describe them in detail, nor to outline the valuable contribution made by Dean Vernon W. Lippard, the Faculty of the Yale School of Medicine and the members of the General Service Medical Staff. It should be emphasized that devoted hours of service provided by the General Service Staff as members of the medical board and of staff committees has been substantial and this is one of the reasons why it continues to be a pleasure to be associated with a medical center of this sort. Mention should be made of a few of the developments in the various specialties:

A. RADIOLOGY

Both Dr. Robert M. Lowman and Dr. Arnold H. Janzen have met an increasing demand for services with understanding and with adjustment to the limited physical resources of the department. A major change in the educational program of the resident staff was instituted July 1st, 1955, with the combining of the Memorial and New Haven educational programs in Radiology. Dr. Chu Huai Chang has assumed major responsibility for x-ray and radium therapy in the two units.

B. PHYSICAL MEDICINE AND REHABILITATION

The reputation of this department continues to grow throughout the area and Dr. Thomas Hines has been able to secure an associate, Dr. Robcliff V. Jones, Jr., to assist in the expansion of the program of Physical Medicine and Rehabilitation. A residency in this field has been approved by the Council on Medical Education and Hospitals of the A.M.A. and there are two residents working with Dr. Hines and Dr. Jones.

C. ANESTHESIA

During the past year, Dr. Robert T. McSherry and Dr. L. Jennings Hampton have left the department, and it has been reorganized under the direction of Dr. Nicholas M. Greene, and Dr. Alastair Gillies.

D. LABORATORIES

Dr. Levin Waters has resigned as Director of the Pathology Laboratory on the General Service and this responsibility has been assumed by his associate, Dr. William B. McAllister, Jr. Dr. Waters provided a very valuable and important transition from the old Grace Unit to the Memorial Building. Following the retirement of Dr. Charles Bartlett on October 1, 1948, Dr. Waters assumed responsibility for all of the laboratory activities for Grace Hospital. His interest and enthusiasm helped greatly during the problems of moving, consolidation, etc., and his decision to spend more time in teaching and research is accepted with understanding and regret.
The whole problem of laboratory coverage in a large institution is one of growing complexity. Dr. Lenore D. Haley, for example, is finding that it is extremely difficult to meet the growing demand for laboratory service that appears necessary in modern medicine today. More laboratory tests are being ordered and more complex procedures are being developed as our knowledge increases in this field. This is requiring a greater number of well-trained technicians, and there seems to be an even greater shortage of well-qualified medical technologists now than there is of the graduate nurse. Dr. Averill A. Liebow and Dr. Haley are trying to meet this need by expansion of the School of Medical Technology which is now an 18-month program and has an enrollment of nine students. Consideration is being given to college affiliation of this program. Dr. Haley is not only participating in the teaching of technologists, nurses and medical students, administering the various microbiology laboratories, but is also directing a considerable research program in the Nancy Sayles Day Mycology Laboratory.

E. The number of specialty residencies approved in this institution and currently participating in care of patients as well as in education of the residents is impressive--

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine</td>
<td>Three Years</td>
</tr>
<tr>
<td>General Surgery</td>
<td>Four Years</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>Two Years</td>
</tr>
<tr>
<td>Obstetrics &amp; Gynecology</td>
<td>Three Years</td>
</tr>
<tr>
<td>Orthopedics (Adult &amp; Fractures)</td>
<td>Three Years</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>Four Years</td>
</tr>
<tr>
<td>Otorhinolaryngology</td>
<td>Three Years</td>
</tr>
<tr>
<td>Urology</td>
<td>Two Years</td>
</tr>
<tr>
<td>(Will go to three years, July, 1957)</td>
<td></td>
</tr>
<tr>
<td>Neurology</td>
<td>Three Years</td>
</tr>
<tr>
<td>Physical Medicine &amp; Rehabilitation</td>
<td>Three Years</td>
</tr>
<tr>
<td>Anesthesiology</td>
<td>Two Years</td>
</tr>
<tr>
<td>Radiology</td>
<td>Three Years</td>
</tr>
<tr>
<td>Thoracic Surgery</td>
<td>Two Years</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>Three Years</td>
</tr>
</tbody>
</table>

This again calls attention to the activity of the Medical Staff of the hospital, inasmuch as they are the ones who are responsible for the education of these young men and women. Tribute must be paid not only to the full-time university faculty, but to those part-time community physicians who participate actively in the educational program of the medical students and residents.
7. PUBLIC RELATIONS AND PROGRAM DEVELOPMENT

It has always been the feeling of the administration of this hospital that public relations can best be developed or improved by giving good service to the patient. Brochures, pamphlets, speeches, radio programs, etc., are very fine and perhaps necessary, but are completely negated by poor or inconsiderate care while in the hospital. It is because of this that considerable attention is paid to the patient comment cards that are received from patients after discharge from the hospital. It is very encouraging to note that the vast majority are complimentary and emphasize the friendliness and "willingness to help" spirit evident in the personnel of the hospital.

It is also of value to note the areas in which dissatisfaction is expressed. As noted earlier, one of the complaints has been cold food. Patients have also noted that the hospital is short of personnel in certain areas, particularly nursing. Noise bothers patients -- not only from the outside, but from careless or indiscreet conversation. Another area in which future attention must be placed is the occasional lack of understanding on the part of the patient as to what is happening to him. This is an area in which physicians and hospital personnel must work carefully together so as to be able to reassure patients, have them understand what is happening to them and yet do it in a manner that will not be harmful.

Parking continues to be an almost insuperable problem. We hope to develop additional off-the-street parking this coming year, but sufficient nearby space does not currently exist that can solve this vexing headache.

There is no doubt but that the hospital's story is becoming better known throughout the community, particularly through the assistance and close association with the Women's Auxiliary, and through the members of the Board of Directors. The Women's Auxiliary has also made a remarkable additional contribution in financing two-thirds of the new $60,000 women's clinic project. The fund campaign for the reduction of debt of the hospital has also been an excellent means of presenting the hospital activities to many of the major industrial leaders of the community, as well as to members of the Board.

I have tried to keep this report factual and impersonal and have necessarily skipped important departments and services due to lack of space. I do not wish to end, however, without expressing some personal thoughts. I have been impressed with the friendliness, cooperation, and high morale of the hospital and medical staffs of this medical center. The combined Medical Boards have been most tolerant of the enthusiastic pipe dreams of the Director of the hospital as have been the Administrative
Staff and the Department Heads. They have all provided constructive criticism, understanding and support, and there is no question but that our decisions are being made with consideration of the care of the patient foremost in everyone's mind.

I am particularly appreciative of this support from the Administrative and Medical Staffs for it would otherwise be impossible for me to assume this past year the position of President-Elect of the American Hospital Association. I recognize that my primary responsibility rests with the Grace-New Haven Community Hospital but it is encouraging to feel that through the support of my associates, I may be able to cover both of these responsibilities adequately.

Albert W. Snoke, M.D.
Director
### COMPARATIVE STATISTICS

**Year Ended September 30**

<table>
<thead>
<tr>
<th></th>
<th>1954</th>
<th>1955</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients in Hospital start of period</td>
<td>610</td>
<td>573</td>
</tr>
<tr>
<td>Admitted</td>
<td>22,594</td>
<td>23,997</td>
</tr>
<tr>
<td>Total Patients cared for</td>
<td>23,564</td>
<td>24,570</td>
</tr>
<tr>
<td>Discharged</td>
<td>22,991</td>
<td>23,945</td>
</tr>
<tr>
<td><strong>Patients in Hospital end of Period</strong></td>
<td>573</td>
<td>625</td>
</tr>
<tr>
<td>Total number days including Psychiatric Clinic</td>
<td>215,490</td>
<td>223,081</td>
</tr>
<tr>
<td>Average length of patients' stay</td>
<td>9.37</td>
<td>9.32</td>
</tr>
<tr>
<td>Daily average number of patients</td>
<td>590</td>
<td>611</td>
</tr>
<tr>
<td>Stillbirths not included in admissions</td>
<td>51</td>
<td>42</td>
</tr>
<tr>
<td>Deaths</td>
<td>818</td>
<td>800</td>
</tr>
<tr>
<td><strong>Total number of visits to Dispensary</strong></td>
<td>76,904</td>
<td>78,798</td>
</tr>
</tbody>
</table>

**Departmental Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>1954</th>
<th>1955</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations including urological treatments</td>
<td>13,741</td>
<td>13,776</td>
</tr>
<tr>
<td>Deliveries</td>
<td>4,055</td>
<td>4,089</td>
</tr>
<tr>
<td>Anesthesias rendered</td>
<td>11,911</td>
<td>12,492</td>
</tr>
<tr>
<td>X-Ray Examinations</td>
<td>49,920</td>
<td>52,458</td>
</tr>
<tr>
<td>Laboratory Examinations</td>
<td>236,021</td>
<td>270,563</td>
</tr>
<tr>
<td>X-Ray Therapy Treatments</td>
<td>5,991</td>
<td>6,228</td>
</tr>
<tr>
<td>Physical Therapy Treatments</td>
<td>25,990</td>
<td>26,521</td>
</tr>
<tr>
<td>Emergency Out-Patient Visits</td>
<td>24,434</td>
<td>28,177</td>
</tr>
<tr>
<td>Prescriptions Filled</td>
<td>56,715</td>
<td>64,620</td>
</tr>
<tr>
<td>Meals Served</td>
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<td>Pounds Laundered</td>
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<td>4,060,978</td>
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**Admissions by Class**

<table>
<thead>
<tr>
<th>Class</th>
<th>1954</th>
<th>1955</th>
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<tbody>
<tr>
<td>Private</td>
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<tr>
<td>Semi-Private</td>
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<tr>
<td>Ward</td>
<td>5,719</td>
<td>5,711</td>
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<tr>
<td>Total excluding Psychiatric</td>
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<td>23,945</td>
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<tr>
<td>Psychiatric</td>
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<td><strong>Total</strong></td>
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<td>23,997</td>
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<tr>
<td>Discharges by Professional Service</td>
<td>1954</td>
<td>1955</td>
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<tr>
<td>-----------------------------------</td>
<td>-------</td>
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</tr>
<tr>
<td>Gynecological</td>
<td>2,051</td>
<td>2,109</td>
</tr>
<tr>
<td>Obstetrical</td>
<td>4,251</td>
<td>4,623</td>
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<tr>
<td>Medical - General</td>
<td>3,276</td>
<td>3,456</td>
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<tr>
<td>Metabolism</td>
<td>335</td>
<td>214</td>
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<tr>
<td>Physical Medicine and Rehabilitation</td>
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<td>77</td>
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<td>Pediatric - General</td>
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<td>953</td>
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<td>Thoracic Surgery</td>
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<td>Urology</td>
<td>924</td>
<td>884</td>
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<td>Psychiatric - Mental Hygiene</td>
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<td>Total</td>
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<th>Patient Class</th>
<th>Days Service</th>
<th>Daily Average</th>
<th>Percentage of Occupancy</th>
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<td>Adults &amp; Children</td>
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<td>Private</td>
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<td>26,678</td>
<td>68.92</td>
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<tr>
<td>Semi-Private</td>
<td>92,195</td>
<td>97,660</td>
<td>252.59</td>
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<tr>
<td>Ward</td>
<td>63,196</td>
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<td>Total</td>
<td>180,545</td>
<td>185,270</td>
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<td>Newborn</td>
<td>22,922</td>
<td>25,295</td>
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<td>Total</td>
<td>203,467</td>
<td>210,565</td>
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<td>Psychiatric Clinic</td>
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<td>Total all Patients</td>
<td>215,490</td>
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# CLINIC VISITS

## OUT-PATIENT DEPARTMENT - NEW HAVEN DISPENSARY

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<th>Medicine</th>
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<tr>
<td>General</td>
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<tr>
<td>General (G)</td>
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<td>Hematology</td>
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<td>657</td>
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<td>Arthritis</td>
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<td>Metabolism</td>
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<td>Metabolism (G) incl. Chiropody</td>
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<td>Glaucoma</td>
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<td>1,015</td>
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<td>Obstetrics and Gynecology</td>
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<td>Post-partum (2)</td>
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<td>636</td>
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<td>940</td>
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<td>Post-partum (G)</td>
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<td>Medical Complications</td>
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<td>Director's Consultations</td>
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<td>290</td>
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<td>556</td>
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<td>Hospital follow-up</td>
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<td>Endocrine</td>
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<td>Oncology</td>
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<td>GRAND TOTAL</td>
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### SUMMARY OF INCOME AND EXPENSE

#### Year Ended September 30

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<tr>
<th>Category</th>
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<th>1955</th>
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<tbody>
<tr>
<td><strong>Gross Income from Patients</strong></td>
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<tr>
<td>In-Patient Charges</td>
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<td>$942,008</td>
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<td>3,061,308</td>
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<tr>
<td>Ward</td>
<td>1,692,619</td>
<td>1,720,476</td>
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<tr>
<td>Newborn</td>
<td>16,532</td>
<td>17,948</td>
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<td><strong>Total</strong></td>
<td>5,378,434</td>
<td>5,741,740</td>
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<td>Out-Patient Charges</td>
<td>616,084</td>
<td>661,391</td>
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<td><strong>Total</strong></td>
<td>5,994,518</td>
<td>6,403,131</td>
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<td><strong>Deduction from Gross Income</strong></td>
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<td>Allowances</td>
<td>583,667</td>
<td>476,960</td>
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<td>Provision for Bad Debts</td>
<td>118,179</td>
<td>142,958</td>
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<tr>
<td><em>(net of recoveries)</em></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>701,864</td>
<td>619,918</td>
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<tr>
<td><strong>Net Income from Patients</strong></td>
<td>5,292,672</td>
<td>5,783,213</td>
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<td><strong>Operating Expenses</strong></td>
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<td></td>
<td>5,349,433</td>
<td>5,764,814</td>
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<td>Depreciation</td>
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<td>480,639</td>
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<td><strong>Total</strong></td>
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<tr>
<td><strong>Operating Loss</strong></td>
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<td><strong>Other Expense</strong></td>
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<td>23,603</td>
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<td>Interest</td>
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<td>134,982</td>
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<td><strong>Total Loss</strong></td>
<td>658,661</td>
<td>620,825</td>
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<td><strong>Supplementary Income</strong></td>
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<td>Endowment Income</td>
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<td>170,658</td>
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<td>Other Income</td>
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<td>192,564</td>
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<td>Yale University Appropriation</td>
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<td>56,975</td>
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<td><strong>Total</strong></td>
<td>381,875</td>
<td>420,197</td>
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<tr>
<td><strong>Net Loss - Charged to Working Capital</strong></td>
<td>$276,786</td>
<td>$200,628</td>
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</table>
GRACE-NEW HAVEN COMMUNITY HOSPITAL

GENERAL SERVICE MEDICAL STAFF

September 30, 1955

Chief of Staff

Luther K. Musselman

Staff Executive Committee

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

Robert M. Lowman
Ashley W. Oughterson
Albert W. Snoke
William R. Wilson

DEPARTMENT OF INTERNAL MEDICINE

Chief of Medicine

Theodore S. Evans

Honorary

George Blumer
Wilder Tileston
Charles E. Winslow

Consulting

Paul B. Beeson
A. Bliss Dayton
Samuel J. Goldberg, Sr.
John S. Hathaway
Ira V. Hiscock
David R. Lyman
Orville F. Rogers
Walter I. Russell
Marvin Scarbrough
Max Smirnow

Attending

Jack J. Albom (Dermatology)
John H. Bumstead
Howard S. Colwell
Joseph N. D'Esopo
Hugh L. Dwyer, Jr.
Theodore S. Evans
Arthur J. Geiger
Barnett Greenhouse
Benedict R. Harris
Jesse S. Harris
Marion Howard
Robert H. Jordan
Harvey W. Kaetz
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
Robert M. White
### Assistant Attending

Harold S. Appell  
*Hyman A. Chernoff*  
Anthony P. Cipriano  
Gideon K. deForest  
S. Michael Erba  
*Michael L. Gompertz*  
Robert S. Gordon  
Bernard L. Kartin  
Herbert D. Lewis  
Pasquale A. Piccolo  
Harry Sigel  
William E. Swift, Jr.  
Morgan Y. Swirsky

### Junior Assistant Attending

Charles L. Corradino  
Nerses Y. Matossian  
Robert P. Zanes

### Consultants - School of Nursing

Luca E. H. Celentano  
Robert S. Gordon

### Courtesy

Elizabeth C. Adams  
John C. Allen  
Frank J. Amatruda  
Vincent Balletto  
Albert Barile  
Clement F. Batelli  
Donald M. Beckwith  
Hyman B. Birnbaum  
Dana L. Blanchard  
A. K. Boardman  
Gunar N. Bohan  
Robert B. Boyd  
Richard W. Breck  
Karl B. Bretzfelder  
Massimo Calabresi  
Edward V. Carangelo  
William C. Carbone  
M. J. Carpinella  
Justin Cashman  
Frank Castiglione (Dermatology)  
John A. Chasnoff  
William Cohen  
Bradford S. Colwell  
Charles W. Comfort, Jr.  
Nicholas Comodo  
Marvin L. Cousins  
Eugene N. Cozzolino  
Gabriel Cusanelli  
Hermann S. Cutler  
C. W. Gaylord  
Angelo L. Gentile  
Reginald E. Gillson  
Roy J. Gilmer  
Morris Glazer  
Samuel J. Goldberg, Jr.  
Martin E. Gordon  
Morris Granoff  
Robert H. Green  
Herman R. Greenhouse  
James A. Grillo  
Morris Hankin  
Millard C. Hanson  
Robert W. Hart  
Martin Heinemann  
*Herbert H. Herr, Jr.*  
Harold G. Higgins  
Isao Hirata, Sr.  
Charles H. Hodgkins  
Kenneth G. Johnson  
Frederick Kessler  
Sam B. Kirby  
Joseph L. Kaplowe  
Leo W. Koster  
Andrew J. Laudano  
Nathan Levy  
Marvin Lillian  
Benno Lipton  
Bertrand E. Lowenstein  
Walter S. Morgan  
Harry G. Moss  
A. Alexander Neuwirth  
James T. Nixon  
Louis O'Brasky  
John J. O'Neill  
Louis A. Parella  
Kurt S. Pelz  
Betty Jane Phillips  
Franklin M. 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  
Edward H. Scherr  
Daniel Slater  
Morris Slater  
Frederick F. Smith  
Charles M. Spiegel  
Harriet Sullivan  
Robert M. Taylor  
Sterling Taylor  
Richard H. Timpson, Jr.  
Frederick Treder

*Leave of Absence*
Michael Dzubaty
Richard B. Elgosin
F. R. Ematrudo
Meyer Etkind
James F. Ferguson, Jr.
Alexander Fischer
Peter W. Fiskio
Barnett I. Freedman
Morris Freedman

Courtesy

Philip A. Marinoff
Irving J. Marshak
Carter Marshall
John C. McLaughlin
John J. Milici
Samuel R. Millen
Henry S. Milone
John C. Moench
Marvin Mogil
Frank Mongillo

Willem F. VanEck
J. C. Varrone
Abraham Vinograd
Arthur Weil
Otto Wilner
Paul Winer
Herbert Wyatt
Raymond J. Zagraniski
Charles Zale

Theodore Lidz

Consulting

Frederick C. Redlich

Louis H. Cohen
William B. Curtis
Clement C. Fry

Attending

Stanley Leavy
Richard Newman

Maxwell Pasternak
Everett Rademacher
Bernhard A. Rogowski

Courtesy

Sidney Berman

PATHOLOGY

Honorary

Charles Bartlett

Attending

Levin L. Waters

Assistant Attending

William B. McAllister

DEPARTMENT OF OBSTETRICS AND GYNECOLOGY

Chief of Obstetrics and Gynecology

Joseph A. Fiorito
<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Name</th>
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<tr>
<td>Honorary</td>
<td>A. Nowell Creadick</td>
<td>Richard F. Rand</td>
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<td>C. Lee Buxton</td>
<td>Herbert Thoms</td>
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<tr>
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<td>Arthur J. Connolly</td>
<td>Carl E. Johnson</td>
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<td>Joseph A. Fiorito</td>
<td>Luther K. Musselmann</td>
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<td>Arthur G. Wilkinson</td>
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<td>Gerald Krosnick</td>
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Normal Obstetrics (continued)

Gabriel Cusanelli
Hermann S. Cutler
F. R. Ematrudo
Meyer Etkind

Benno Lipton
Philip A. Marinoff
Irving Marshak

J. C. Varrone
Abraham Vinograd
Herbert Wyatt
Charles Zale

DEPARTMENT OF PEDIATRICS

Chief of Pediatrics

William R. Wilson

Honorary

Arnold A. Gesell

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Milton J. E. Senn

Grover F. Powers

David H. Clement
Charles S. Culotta
Morris Goldstein
Elizabeth Harrison

Maurice M. Hillman
Morris Y. Krosnick
Paul F. McAlenney, Jr.

Robert Salinger
Edward T. Wakeman
Joseph Weiner
William R. Wilson

Assistant Attending

Francis J. Albis
Michael J. Albis
Harry L. Filer

William Glaser
Lawrence Michel

Charles Scholhamer
*Carter Stilson
Morris Wessel

Senior Assistant Attending

Richard H. Granger

Robert F. Newton

Sumner R. Ziegra

Courteesy

Merrill A. Baratz
David Brand
Gerber Goldenring

Paul S. Goldstein
Robert Hamburger
Sidney Hurwitz

Alan C. Mermann
John Morrison
Victor Szanton

DEPARTMENT OF RADIOLOGY

Chief of Radiology

Robert M. Lowman

*Leave of absence
Attending

Arnold H. Janzen

Chu Huai Chang

Assistant Attending

Alfred J. Kummer

Robert M. Lowman

Harrison Shapiro

DEPARTMENT OF SURGERY

Chief of Surgery

Courtney C. Bishop

GENERAL SURGERY

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William J. German

Maxwell Lear

**John C. Mendillo,
Chairman of Section
Courtney C. Bishop
Bernard S. Brody (Neurology)
Max Carter (Thoracic)

Consulting

Gustaf E. Lindskog

**Anthony J. Mendillo

**Ralph W. Nichols

**Thomas H. Russell

Attending

Louie N. Claiborn

Gervase J. Connor

Lewis C. Foster

William L. Glenn

Mark A. Hayes

William Mendelsohn

Ashley W. Oughterson

Frederick W. Roberts

Max Taffel

Paul W. Vestal

Assistant Attending

Eugene J. Fitzpatrick

Alphonse F. Gencarelli

Isao Hirata, Jr.

John P. Riesman

Franklin Robinson

(Neurology)

Donald P. Shedd

Junior Assistant Attending

Robert Lowenberg

Robert R. McDonnell

(Neurology)

**Includes elective Gynecology
Stanley S. Brodoff  
Samuel Climo (Plastic)  
Ernest H. Ferrell

**Courtesy**

John H. Flynn  
Henry J. Giamarino  
William Koufman  
Stephen R. Magyar

John J. Mendillo  
Orlando Pelliccia, Jr.  
C. Seaver Smith

**OPHTHALMOLOGY**

**Consulting**

Eugene M. Blake

**Attending**

David Freeman  
Francis P. Guida  
Jacob Nodelman  
J. Alexander VanHeuven

Michael E. Veglianta  
Frederick A. Wies  
Arthur M. Yudkin

**Assistant Attending**

Frederick E. Mott

**Courtesy**

Genesis F. Carelli

James F. Cobey

Herman C. Little

**ORTHOPEDIC SURGERY**

**Consulting**

Carl W. Henze

**Attending**

Denis S. O'Connor,  
Chairman of Section  
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Malcolm S. Eveleth  
Russell V. Fuldner  
William S. Perham  
David Poverman

Earl J. Rhoades  
A. Lewis Shure  
Ned M. Shutkin

**Junior Assistant Attending**

Eugene J. Frechette

Charles K. Skreczko

Martin L. Sumner

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**Consulting**

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Samuel J. Silverberg, Chairman of Section

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Norton Canfield
Paul B. MacCready
Charles Petrillo

Junior Assistant Attending
Lawrence G. Lydon

Courtesy
Charles T. Flynn
Norman N. Smith

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Clyde L. Deming
Lloyd L. Maurer

Attending
Robert R. Berneike, Chairman of Section
John B. Goetsch
Bell M. Harvard, Jr.
Hyman A. Levin
Harry R. Newman

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Consulting
Elliot S. Brand
Albert Howard

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Consulting
I. E. Blodinger
Simon B. Kleiner
A. Markoff

Attending
Bert Anderson
Morton J. Loeb

Chairman of Section

Wilbur D. Johnston, A. L. Cavallaro
William R. Dunleavy

Attending
Donald F. Johnston
William H. Kirschner
Walter S. Langston
John B. Noll
James P. Pigott
A. B. Rosoff
Martin A. Rothman
GRACE-NEW HAVEN COMMUNITY HOSPITAL

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September 30, 1955

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C. Lee Buxton

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Albert W. Snoke, Secretary

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Herbert Thoms (Obstetrics and Gynecology)
Milton C. Winternitz (Pathology)

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Arnold Gesell (Pediatrics)
Richard F. Rand (Obstetrics & Gynecology)

William F. Verdi (Surgery)
Charles-Edward A. Winslow (Hygiene)

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Associate Physicians

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Elisha Atkins
Philip K. Bondy
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Franklin H. Epstein
Stuart C. Finch
Gilbert H. Glaser
Allan V. N. Goodyear

Frank D. Gray, Jr.
Thomas F. Hines
Dorothy M. Horstmann
Gerald Klatskin
Charles R. Kleeman
Seymour R. Lipsky
Robert W. McCollum, Jr.
J. Wister Meigs

James C. Niederman
John R. Paul
John P. Peters
Howard Spiro
Lawrence Stark
Robert R. Wagner
Lawrence L. Weed
William W. Winternitz
### Attending Physicians

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty</th>
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<tbody>
<tr>
<td>Jack J. Albom</td>
<td>(Dermatology)</td>
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<tr>
<td>Marcus Backer</td>
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<td>John H. Bumstead</td>
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<td>Gideon K. deForest</td>
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<tr>
<td>Joseph N. D'Esopo</td>
<td>(Tuberculosis)</td>
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<tr>
<td>Nicholas D. D'Esopo</td>
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<td>Hugh L. Dwyer, Jr.</td>
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### Assistant Attending Physicians

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Lucien B. Guze
James W. Hollingsworth
Robert L. Isham

Assistant Physicians

Knut Kirkeby
Paul Mandelstam
Louis R. Mattie
E. Shanbrom
Maria F. Stack

Resident Physician

Harold O. Conn

Assistant Residents

Donald S. Dock
John E. Dooley
Tom W. Duke
James P. Dunn

Albert S. Field
Walter L. Floyd
Paul J. Furlong
George M. Goza, Jr.
Jacques B. Lagier
Claude F. Reed
Robert I. Weed

Internes

Gerald A. Belkin
Irwin M. Braverman
Johnson T. Carpenter
Robert G. Crounse
F. Robert Fekety, Jr.

Lester H. Grant
Andrew Huvos
Donald M. Levy
John M. Moses
Perry F. Mullinax
Joseph S. McGuire, Jr.
James P. Nolan
Lewis M. Schiffer
William Y. Trotter, Jr.

PEDIATRICS

Pediatrician-in-Chief

Milton J. E. Senn

Associate Pediatricians

Rose W. Coleman
Robert E. Cooke

Morris Green
Vernon W. Lippard
Sally Ann Provence
Henry Silver

Associate Psychiatrist

Albert Jay Solnit

Associate Psychologists

Ethelyn H. Klatskin
Katherine M. Wolf
Assistant Pediatricians

Albert S. Beasley
Ira K. Brandt
Marjorie M. Fouts

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

Assistant Attending Pediatricians

Merrill A. Baratz
William R. Breg, Jr.
Joyce V. Deutsch
Harry L. Filer, Jr.
Morris Goldstein
Paul S. Goldstein
Richard H. Granger

Robert N. Hamburger
Elizabeth R. Harrison
Maurice M. Hillman
Sidney Hurwitz
William R. Keuffner
Anton N. Lethin, Jr.
Alan C. Mermann

Assistant Attending Psychiatrist

Felice M. Emery

Resident Pediatrician

William O. Robertson, Jr.

Assistant Residents

Harold D. Bornstein, Jr.
Saul W. Brusilow
Richard T. Cushing

Frank L. Gruskay
Silvio J. Onesti, Jr.
Esten W. Ray

Internes

Robert A. Kramer
Christopher G. LaFarge
William E. Lattanzi

J. Frazier Snyder
Walter Tietz
Joe D. Wray

James F. Schwartz
Alan A. Stone
PSYCHIATRY

Psychiatrist-in-Chief

Theodore Lidz

Associate Psychiatrists

Norman A. Cameron
Stephen Fleck
Clements C. Fry
Charles W. Gardner, Jr.

Gilbert H. Glaser
(Neurology)
Jay Katz
Paul D. MacLean
(Neurology)

Martin L. Pilot
Frederick C. Redlich
Clarence R. Rubenstein
Albert J. Solnit

Associate Psychologists

George F. Mahl

Roy Schafer

Attending Psychiatrists

Eugene B. Brody
Jules V. Coleman
William B. Curtis
Lawrence Z. Freedman
Helen R. Gilmore
Alfred Gross

John W. Higgins
Samuel P. Hunt
Edith B. Jackson
Mildred H. January
Stanley A. Leavy
Burness E. Moore
Alfredo Namnum

Richard Newman
Maxwell Pasternak
Everett S. Rademacher
Samuel Ritvo
Margaret Sommers
Henry Wexler

Assistant Attending Psychiatrists

Lane Ameen
Irving N. Baer
Sidney Berman
(Neurology)

Louis B. Fierman
Frank Hladky, Jr.
Walter W. Igersheimer
James A. Kleeman

John F. Kramer
John P. Plunkett
Charles I. Solomon
Henry H. Wagenheim

Assistant Residents

Thomas P. Detre
Paul L. Errera
Stephen M. Harris

John S. Kafka
Leo D. Lenkoski

John D. Marshall, Jr.
Edwin C. Severinghaus
Jane A. Wilkinson

SURGERY

Surgeon-in-Chief

Gustaf E. Lindskog
GENERAL SURGERY

Associate Surgeons
William E. Bloomer
Courtney C. Bishop
Louis N. Claiborn
Donald P. Shedd

Attending Surgeons
Lewis C. Foster
Ashley W. Oughterson
Max Taffel

Assistant Attending Surgeons
Donald Alderman
Henry N. Blansfield
Joseph B. Cherry
Charles F. Dyer
Eugene J. Fitzpatrick, Jr.
Paul J. Gerity, Jr.
Isao Hirata, Jr.
Simon B. Kleiner
(Vroctology)
Victor A. Machcinski
James W. Major
William Mendelsohn
John C. F. Mendillo
Giocchino S. Parrella
Frederick W. Roberts
Edward R. Smith
Paul W. Vestal

Assistant Surgeons
Nicholas A. Halasz
Robert J. Williamson

Resident Surgeons
Warren L. Felton
Ira S. Goldenberg
Harold C. Spear

Assistant Residents
George S. Bascom
William P. Byrnes
Arthur C. Crovatto
Richard N. deNiord, Jr.
Stevenson Flanigan
Virginia L. Fogerson
Thomas O. Gentsch
John L. Kline
Felix A. McParland, Jr.
Parry W. Nadig
Sidney N. Paly
Jose F. Patino
Charles L. Rickerich
Harold Stern
William A. Whalen, Jr.
Robert R. White, III

Internes
Frederick W. Ackroyd
Hubert A. Aronson
George E. Becker, Jr.
Edward D. Coppola
Richard B. Foster
Jerome K. Freedman
Dicran Goulian, Jr.
Bernard L. Kaye
Sherwin B. Nuland
George W. Selly
Philip W. Smith
Robert E. Steiner
Howard C. Taylor, III
ANESTHESIOLOGY

Director
Nicholas M. Greene

Associate Director
Alastair J. Gillies

Assistant Attending Anesthesiologists
Edwin M. Fuller
   Mario L. Garofalo
   Francis O. Pfaff

Dorothy J. Whittaker
   Residents
   Frances J. MacKay

James J. Gallagher
   Assistant Residents
   Robert F. Hustead
   E. Louise Payne

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

Assistant Surgeon
Thorn Kinersly

Internes
Hernando Mendoza
   Spyridon Tsaltas
NEUROSURGERY

Associate Surgeon and Chief of Section

William J. German

Attending Surgeon

Bernard S. Brody

Assistant Attending Surgeons

Lycurgus M. Davey

Robert R. McDonnell
Franklin Robinson

Irving J. Sherman

Resident

Walter S. Lockhart

Assistant Resident

Daniel A. Rock

OPHTHALMOLOGY

Chief of Section

Rocko M. Fasanella

Attending Surgeons

Clement C. Clarke

Arthur M. Yudkin

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
Jacob Nodelman
Harold C. Patterson
Carlton C. Phillips

Ernest Rosenthal
J. Alexander VanHeuven
Michael E. Vegliante
Frederick A. Wies
Frederick D. Williams
Andrew S. Wong

Resident

Maurice VanLonkhuyzen

Assistant Resident

Bernard D. Zuckerman
ORTHOPEDIC SURGERY

Associate Surgeon and Chief of Section

Charles O. Bechtol

Attending Surgeons

Denis S. O'Connor

Walter A. Dalmain
Russell V. Fuldner
Gerald S. Greene
Walter F. Jennings
Alfonso Della Pietra

William S. Perham

Assistant Attending Surgeons

Charles T. Flynn, Jr.
George G. Fox
Sidney R. McPherson
A. David Poverman
Earl J. Rhoades

A. Lewis Shure
Ned M. Shutkin
Luther M. Strayer, Jr.
Charles K. Skreczko
Philip L. Staub

Resident

Louis A. Coulson

Assistant Residents

Willard F. Greenwald, Jr.

Herbert Hillemeir

OTOLARYNGOLOGY

Associate Surgeon and Chief of Section

John A. Kirchner

Attending Surgeons

Norton Canfield
Paul B. MacCready
Charles Petrillo

Samuel J. Silverberg

Assistant Attending Surgeons

Gregory K. Dwyer
Lawrence G. M. Lydon

Henry Merriman

Resident

Sule A. Pekin

Assistant Resident

Decio M. deEscobar
Audiologist
H. I. Pomerantz

UROLOGY

Attending Surgeons
Bell M. Harvard, Jr. (Chief of Section)

Assistant Attending Surgeons
Robert R. Berneike
John B. Goetsch

Resident
Thomas A. Ray

Assistant Resident
Arnold M. Baskin

OBSTETRICS AND GYNECOLOGY

Obstetrician and Gynecologist-in-Chief
C. Lee Buxton

Associate Gynecologist
John M. Morris

Associate Obstetricians and Gynecologists
Luigi Mastroianni, Jr.
Edward H. G. Hon

Attending Obstetricians and Gynecologists
Joseph A. Fiorito
Carl E. Johnson

* Leave of Absence
Assistant Attending Obstetricians and Gynecologists

Maurice F. Beauchamp
William C. Billings
Charles B. Cheney
Arthur J. Connolly
Jachin B. Davis
Joseph B. Forman

Irving Friedman
Milton S. Godfried
John C. Haley
Orvan W. Hess
Clayton S. Hitchins
Gabriel A. Ingenito
Emil D. Karlovsky

Florence Keller
Gerald Krosnick
Frank E. Lach
Stefanie Z. Roth
Virginia M. Stuermer
Arthur G. Wilkinson

Residents

John H. Monroe

Assistant Residents

Richard S. Banfield, Jr.
Fillmore Buckner
Frank Chung

George G. Couch
John R. Lyddy
Orlando J. Miller

Robert T. Miller
Jack E. Mohr
Lois M. Mosey

RADIOLOGY

Radiologist-in-Chief

Arnold H. Janzen

Associate Radiologists

Richard L. Barach

Chu Huai Chang
Alfred J. Kummer

William O'Shea

Physicist

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
Resident
Merrill I. Feldman

Assistant Residents
Mowaffak W. al-Chichakly
Leonard Davis
Orlando F. Gabriele
Francis E. Korn, Jr.
Robert C. Lawson
Spinks H. Marsh

PATHOLOGY
Pathologist-in-Chief
Averill A. Liebow

Associate Pathologists
William R. Adams
Wilhelm S. Albrink
Milton R. Hales
Ernest M. Izumi
Elias E. Manuelidis
William B. McAllister, Jr
J. Haskell Milstone
Levin L. Waters

Assistant Pathologist
Burt K. Kusserow

Resident
Robert B. Schultz

Assistant Residents
Robert V. P. Hutter
N. Karle Mottet
Francis J. Mutolo
Murray Z. Rosenberg
Harold J. White

Internes
Kenneth B. Dickson
Fred W. Doyle
David J. Nelligan
Heinz Niemoeller
Wilson F. Powell
Emanuel Silverstein

SOCIAL SERVICE
Acting Director
Allene Jackson

DIETETICS
Director
Doris Johnson
GRACE-NEW HAVEN COMMUNITY HOSPITAL

DEPARTMENT OF NURSING

September 30, 1955

Administrative Staff

Director
Anna E. Ryle

Associate Directors

Dorothy Alling

Marion Barnette

Assistant Directors

Kathleen Barrett

Administrative Assistant
Shirley Parkhill

Out-Patient Department and Emergency Service

Supervisor
Caroline E. Falls

In-Service and Licensed Practical Nurse Program

Assistant Supervisors

Elizabeth Cole
Henrietta Garrahan

CLINICAL SERVICES

SURGERY

Supervisors

Adena Brownstein
Lois Clark
Carmella Ilacqua

Gertrude Levine
Ruth Link

Rosalind Loutrel
Monica Shields
Eleanor Swanson

Elizabeth Wilkinson
Barbara Kane
Josephine Pecoraro
Head Nurses
Louella Barker
Barbara Burruss
E. Irene Carroll
Lucille Clark
Marie Costanzo

Jane Griffin
Elizabeth Mott
Helen Mudry
Marjorie O'Donnell
Margaret O'Neil

Elizabeth Swanson
Myrtle Swanson
Emma Stanio
Mary Waldie
Rosalie Wilson

Eunice Gordon
Katherine Keegan

Annie Phillips
Dorothy MacLennan

Mary Jane Shearer
Jennie Wajnowski

Phyllis Church
Lucy Conant

Mary Diamante
Margaret George

Myrthel Nelson
Sarah Rowley

Katherine Davis
Teresa Dennehy

Irene Miglis

Edith Olson
Isabelle Willner

Head Nurses
Helen Bennett
Marilyn Goldstein

Jane Stana
Dorothy Taylor

OBSTETRICS

Edna L'Heureux

Elizabeth McGarry

Ruth Link

Jean Burz

Natalie Lachappelle
Helen Kelly

Frances Stoll

OPERATING ROOMS

Marguerite duMortier

Luba Kozak
Inservice Instructor
   Joan Hill

Head Nurses
Lois Brady
Helen Dybus
Anne Petrillo
Gertrude Schiel

PERSONNEL HEALTH SERVICE
Jean Opperman
Leila Patterson

STUDENT HEALTH SERVICE
Helene Fitzgerald
Shirley Horsman
Eva Goldstein
Margaret Maddocks

CENTRAL SUPPLY AND CENTRAL ORDERLY SERVICES
Gertrude Sanborn
Clara Wheeler
GRACE-NEW HAVEN SCHOOL OF NURSING

September 30, 1955

Director
Anna E. Ryle

Associate Director
Marie U. Archibald

Fundamentals of Nursing
Assistant Director
Katherine Nelson

Assistant Instructors
Rauha Koski
Rowena Nadig
Catherine Smith
Enid Young

Mary Bilcheck

Science Instructors
Charlotte Coe

Instructor - Psychology and Sociology
Albert F. Wessen

Instructor - Medical Nursing
Nancy Fekety

Instructors - Surgical Nursing
Julia Bear
Shirley Howard

Instructor - Dietetics
Eleanor Rockwood

Operating Room Instructor
Nancy Prisco

Instructors - Nursing Care of Children
Doris Kinney
Marion Weinberger
Librarian
Delaphine Barnes
Residence Director
Catherine Konyn
LICENSED PRACTICAL NURSE PROGRAM
Licensed Practical Nurse Program - State Department of Education

Supervisor
Miss Helen Marchant

Licensed Practical Nurse Program - State Department of Education

Nursing Instructor
Miss Elizabeth Plummer

Licensed Practical Nurse Program - Grace-New Haven Community Hospital

Assistant Director
Miss Kathleen M. Barrett

Licensed Practical Nurse Program - Grace-New Haven Community Hospital

Assistant Supervisors
Miss Elizabeth Cole
Mrs. Henrietta Garrahan
Mrs. Josephine Pecoraro
THE UNIVERSITY OF CONNECTICUT SCHOOL OF NURSING

September 30, 1955

Dean
Carolyn L. Widmer

Clinical Coordinator
Elaine Raymond

Clinical Instructors

Charlene Bronson (Medical Nursing, Nursing Arts)
Barbara Brookes (Medical Nursing)
Joyce Federlein (Surgical Nursing, Nursing Arts)

Marie Catuogno (Surgical Nursing, Nursing Arts)
Dorothy Clawson (Obstetrical Nursing)
YALE UNIVERSITY SCHOOL OF NURSING

September 30, 1955

Dean of the School of Nursing and Professor of Nursing
Elizabeth S. Bixler

Professor of Nursing Education
Jean MacLean

Professor of Nursing
Hedwig Toelle

Assistant Dean of the School of Nursing and Associate Professor of Nursing Education
Eleanor A. Hall

Associate Professor of Mental Health Nursing
Marion E. Russell

Associate Professor of Nursing (Public Health)
Mary Elizabeth Tennant

Assistant Professor of the Nursing Care of Children
Trude R. Aufhauser

Assistant Professor of Public Health (Occupational Health Nursing)
Mary L. Brown

Assistant Professor of Microbiology
Leanor D. Haley, PhD.

Assistant Professor of Surgical Nursing
Elizabeth L. Hart

Assistant Professor of Physiological Chemistry and Nutrition
Myrtie E. Kinney
Assistant Professor of Medical Nursing
Margaret J. Magee

Assistant Professor of Rehabilitation Nursing
Edith V. Olson

Assistant Professor of Obstetrical Nursing
Ernestine Wiedenbach

Research Associate in Mental Health Nursing
Ida J. Orlando

Instructors in Clinical Nursing
Elizabeth Badgeley (Children's Service) LaVerne Fekkema (Children's Service)
Virginia M. Brantl (Surgical) Mary'Vesta Marston (Medical)

Judith Nigro (Obstetrics)

Instructors in Nursing Arts
Jean L. Hopkins
Jane Stacy

Yuki Takagi

Instructor in the Basic Sciences
Martha Pital, PhD.

Clinical Instructor (Director, Student Health Service)
Helene M. Fitzgerald

Registrar of the School of Nursing
Antoinette H. Daniels

Assistant in Instruction in Nursing (Arts)
Ann C. Featherston

Assistants in Instruction in Clinical Nursing
Helen H. Downing (Operating Room) June T. Veckerelli (Obstetrics)