

(Note - Paragraphs in this report which are starred concern matters referred to in memoranda from B.C.S.)

## DIVISION OF RURAL HOSPITALS

REPORT FOR NOVEMBER 1935

### GENERAL ADMINISTRATION

Letters calling attention to the desirability of making early plans for securing resident physicians for 1936-37 were sent to hospital superintendents. As usual, our cooperation in interviewing selected candidates was offered.

A report of general observations while studying at the Wauseon hospital was received from Mr. George Buck, student in hospital administration. Mr. Buck completed an additional three-week period of study of general administrative procedures at the Glasgow project November 26th.

A number of candidates for speaker of nurse institutes on advanced nursing procedures, which will be held in the hospitals during the current fiscal year, were interviewed by Miss Lawrence.

Assistance was given the superintendents in preparing their 1936 operating budgets. Up to the end of November tentative drafts had been submitted by all except Wauseon and revised figures were received from Rutherford and Glasgow.

Office visitors in November included the following:

Dr. L. C. Cox, Kingsport, Tennessee, fellowship student  
Mr. Frank J. Pope, Great Barrington, Massachusetts  
Mr. Charles Crane of Henry C. Pelton & Jas. Gamble Rogers,  
Associated Architects  
Miss Clare Casey, Educational Director, Mt. Sinai Hospital,  
candidate for nurse institute speaker  
Miss Beatrice Ritter, candidate for nurse institute speaker



### FIELD TRIPS

The Division Director visited Kingsport, principally to study the status of joint funds; and with Mr. Jordan made a trip which included stops at Provo, Utah, and Ada, Oklahoma, towns under consideration for location of the ninth hospital project, Beloit and Tupelo. Aside from the first day of November, when both Dr. Evans and Dr. Morrison were concluding a visit to Wauseon for study of administrative procedures, no field work for this Division was undertaken by Dr. Evans; Dr. Morrison visited Glasgow for study along the same lines as at Wauseon. Miss Lawrence made a trip to Farmville to confer with the superintendent and secure information for appraisal of nursing procedures. Memoranda of this field work are filed. December travel plans consist of a trip to Kingsport and Tupelo by Dr. Evans and to Wauseon by Dr. Morrison.

### NINTH PROJECT

Two communities under consideration for the location of the ninth hospital project, Provo, Utah, and Ada, Oklahoma, were visited by Mr. Jordan and the Division Director for further study. A report comparing the situations existing in each of these communities and recommending that the award be made to Ada is under preparation.

### TUPELO

#### SITE

We were notified about the middle of November that the site we recommended had been procured and that arrangements were being made to meet conditions set forth in our approval of this site. Details in connection with extension of utility services to



the site, which the architects have advised should be completed by May 1, 1936, together with plan for sewage disposal as approved by the State Health Department, were submitted. Topographical map of the site also was prepared and forwarded to the architects. During the November visit to Tupelo, matters in connection with the site and with board and medical staff organization were discussed with three persons most interested in the project.

#### FINANCIAL CAMPAIGN

In reply to our reminder that the local share of building and equipment cost was to be made available January 1, 1936, Mr. Nanney advised that some of the large contributors wished to make payment after the first of the year and he believed the majority of pledges would be paid by the middle of January.

#### KINGSPORT

#### LOCAL ADMINISTRATION

##### Plant and Grounds

The principal building difficulty noted during the November visit was moisture in basement walls, regarding which it was decided to do nothing at present. Dust on concrete floors was determined chiefly as coming from the outside rather than the concrete. Mr. Eutsler advised that minor building defects called to his attention in October had been attended to. No trouble of any importance has been had with equipment and Miss Mears prepared a list of additional items needed. A doctors' electric register was offered the hospital by an Eastman Company employee but we recommended continuing the present written register since it provides a desirable record.



Estimate for extending and rearranging the parking space was submitted and approved for payment from joint funds and this work has been started. Our architects' advice for lighting the front of the hospital and parking space at night was forwarded to Mr. Eutsler. Completion of the planting program was in progress during the last visit.

#### Prepayment Plan

Membership in this plan is slowly increasing and Mr. Eutsler has been working with small industrial groups and city teachers. The question of including hospital personnel in the membership was discussed with him and we recommended that steps be taken to have this done. His suggestion of launching a direct mail campaign to secure members was not encouraged due to cost involved.

#### Educational Publicity

Following our offer of \$100 toward the cost of a news letter for a year, Mr. Eutsler wrote that he would develop material for the first issue and also prepare for our comment draft of a periodical report to directors. Articles referring to the Kingsport hospital, to be printed in Medical Economics and Southern Hospital, were forwarded by Mr. Eutsler for our comment.

#### Director and Superintendent

The responsibilities of these two positions were discussed with Mr. Eutsler and Miss Mears during the November visit and recommendations made which later were confirmed by letter to the former. In general it was suggested that the superintendent be given a free hand in internal management and the director's time be devoted to prepayment plan and community-hospital relationships.



### Medical Service

In response to Miss Mears' request our advice was given on the question of permitting doctors not having surgical privileges to perform cystoscopies, currettages, etc.

### Office

\* In order to effect a more efficient office organization we recommended employing an experienced medical record clerk and capable secretary and placing the present bookkeeper in charge of office activities. Mrs. Crowgey, present record clerk, is not well and wishes to leave as soon as she can be replaced. Applicants for this position are being interviewed by Miss Mears.

Adjustments in joint accounts, following final audit, were made at our request preparatory to making our December payment to permit meeting outstanding obligations to date.

### O.P.D. DEVELOPMENT

Our standard outline of O.P.D. organization was made available to the superintendent, who is trying to locate a nurse to assist Miss Tandy with the supervision of this activity.

### FELLOWSHIPS

\* Dr. L. C. Cox of Kingsport completed his four-month course at Harvard the end of November. During the month he was invited to this office for discussion of the advisability of installing an electro-cardiograph in the hospital and extending his fellowship to include study of this subject. The matter will be taken up locally to determine whether this equipment should be purchased and secure assurance of Dr. Cox's acceptance by the professional group for the work. Should a favorable decision result, Dr. Cox will be given a



second fellowship next year to cover this subject. No further applications for study are pending decision at present.

#### MEDICAL EDUCATION

A revised list of books and journals was approved and ordered for the library. We also approved the program and budget for the medical institute scheduled for December 9th.

#### MURFREESBORO

#### LOCAL ADMINISTRATION

##### Medical Staff

We were advised by Mr. Christy that members of the medical staff had been notified of our recommendations following investigation of complaints against Mrs. Marshall and that nothing new had developed.

#### FELLOWSHIPS

No fellowship study is being undertaken and no applications are awaiting action at the present time.

#### MEDICAL EDUCATION

Mrs. Marshall wrote that the medical institute planned for December had been cancelled, as Dr. Irvin Abel, Professor of Surgery at University of Louisville, was unable to serve as speaker.

#### FARMVILLE

#### LOCAL ADMINISTRATION

##### Plant

Paint blistering and unevenness in floors of two rooms recently repaired was noted during Miss Lawrence's visit and an adjoining room now gives evidence of the same trouble as experienced with the two repaired.

Mr. Garland reported that up to November 18th slightly over



\$8,000 had been pledged in the financial campaign, of which \$3,500 had been paid. He believed by January first the necessary \$5,000 for the nurse home would be available.

#### Personnel

A better understanding between personnel and superintendent was observed during the last visit, the latter showing keen interest in her position and helping in the financial campaign. Five new nurses had been added to the staff over the past year and it was found that suggestions we made last year in regard to nursing procedures had been carried out. Mrs. Richman, general duty nurse, has been appointed assistant superintendent and O.P.D. supervisor and shows ability and initiative. An additional person was to be employed in the office for a month to permit bringing record work up to date by January first and another to help Mrs. Bullock, the housekeeper, with meals.

#### FELLOWSHIPS

No fellowship study is being undertaken in this area and no applications are pending decision.

#### MEDICAL EDUCATION

A medical institute is scheduled for December 12th. Progress in library development was delayed pending collection of funds to meet a budget approved some time ago. Miss Sykes now advises that the approved list of publications is being purchased.

#### GLASGOW

#### LOCAL ADMINISTRATION

##### Plant

\* We were notified that painting of all walls and floors was to be started December 2nd. A proposal for installing a new Thermotile



steam conduit was submitted, and following later word from Miss Haase that the hospital could not finance the cost we offered to meet half this expense provided the remainder and cost of painting were met locally. As result of a local board meeting late in the month Mr. Davis recommended installing a concrete tunnel to house all service lines, costing \$2,125 or \$1,200 less than the conduit originally proposed, and stated that the board had voted to bear half this amount. On consulting our architects this recommendation was tentatively approved pending submission of plans and specifications. A new estimate for linoleum was submitted and approved and Miss Haase wrote that this would be ordered soon.

In the effort to provide better light in the bookkeeping office we suggested investigation of a new study lamp. This has since been purchased.

#### Certificate Fund

\* The status of this fund, as noted during Dr. Morrison's November visit, is reported in his field memorandum. An analysis of this fund was later furnished by Miss Haase.

#### Personnel

Miss Morrow, technician and record clerk for three years, and Miss Matson, dietitian, expect to leave within a few weeks.

#### X-ray Department

\* A suggestion for rearranging the x-ray room to permit taking x-rays of bed patients was received from the architects and forwarded to Dr. Morrison in Glasgow, who found that the necessary space would not be afforded by such rearrangement. The purchase of an additional tube-stand was thought to be the best solution offered so far.



### FELLOWSHIPS

No fellowship study is being undertaken in this area and no applications are awaiting decision.

### MEDICAL EDUCATION

A medical institute on obstetrics was held October 30th, with Dr. Maxwell E. Lapham of Jackson, Mississippi, as speaker. Library development was discussed during the November visit, Miss Haase previously having submitted a small list of books selected for purchase and stating they had been able to raise only \$50 so far.

### PUBLIC HEALTH DEVELOPMENT

\* The search for a new health officer to replace Dr. Moore was continued this month and Dr. Blackerby recently wrote that he expected to work out a plan for assigning the McCreary County health officer to Barren County.

### FARMINGTON

### LOCAL ADMINISTRATION

#### Board

Mr. George Presson was appointed to act as assistant treasurer during Mr. Flood's absence in Florida this winter.

#### Plant

\* An itemized list of expense for repairs and replacements on the refrigerating unit since installation in 1930 was secured from Miss Dow and we have asked the concern furnishing this equipment for an opinion of what the difficulty is and if it may be corrected without buying a new unit. On advice from the architects we have recommended installing composition tiling in the shower stalls.



### Finances

\* The question of prepayment plan was discussed in the November board meeting following explanation of such plans by Mr. Bass, who was asked to prepare for presentation at a future meeting a detailed plan adapted for use in Farmington.

### Medical Service

Neglect of patients by the present appointee to surgical service, Dr. Ross, was reported to us by Miss Dow. The local board thought it unwise to terminate the appointment immediately and authorized the superintendent to handle individual cases according to her best judgment. Several medical staff members have promised their cooperation in this situation.

### Assistant Superintendent

Miss Frances Crimmin, Superintendent of Presque Isle General Hospital, was appointed assistant to Miss Dow and will arrive the middle of January.

### FELLOWSHIPS

No fellowship study is being undertaken and no applications are awaiting action.

### PUBLIC HEALTH DEVELOPMENT

Pursuant to discussion at the time of Dr. Evans' October visit, Dr. Arms was notified that should Federal funds through the State Department of Health be forthcoming, they could not be used to reduce town appropriations or to increase them so as to meet our agreement for take-over, and that our quarterly payment due January first would be withheld pending word from the Union treasurer that the entire amount appropriated by the towns this year had been paid. During the month Miss Niles wrote that payments were coming in satis-



factorily. The report of her activities in October, consisting of work on the bulletin, arrangements for fall meeting, study of financial program and collection of town appropriations, was received. Dr. Arms wrote that seventeen towns in the area had appointed him health officer and six additional towns were members of the Union by virtue of appropriations.

### BELOIT

#### LOCAL ADMINISTRATION

##### Plant and Grounds

During a November field visit the need of minor plaster repairs and wall painting and of the fact that interior maintenance could be improved was noted. In view of frequent failure of hot water lines it was recommended that brass pipe instead of wrought-iron be purchased for replacements and Miss Norberg later submitted an estimate of pipe and plumbing repairs. The local plan of a proposed steam by-pass for operating and delivery rooms, submitted some time ago, was not approved by our engineers who suggested a simple plan for separate heating of the operating room only. We have recommended that the latter suggestion be adopted. The new concrete driveway was inspected during the last visit and found to have greatly improved the hospital grounds and eliminated parking of cars in front of the building.

##### Rates

The local executive committee voted not to extend reduced rates to patients from the Girls' Industrial School, the state having asked for a flat rate of \$2.00 per day.



Assistant and O.P.D. Supervisor

Miss Ann C. McBride was appointed to this position and will report for duty early in December.

X-ray Department

The volume of work in this department has increased considerably since the adoption of fixed rates and the roentgenologist, Dr. Vallette, feels that his earnings should be increased.

FELLOWSHIPS

No fellowships are being offered in this area.

MEDICAL EDUCATION

A medical institute was held November 20th and 21st, with guest speakers as follows: Dr. G. M. Tice, Assistant Professor of Radiology, Dr. J. E. Welker, Professor of Medicine, and Dr. H. R. Wahl, Dean and Professor of Pathology, of Kansas University School of Medicine. Attendance of thirty-two at the day session and about twenty in the evening was reported. At our suggestion Miss Norberg will prepare a list of publications to be purchased for the library with a balance remaining in the medical education fund.

WAUSEON

LOCAL ADMINISTRATION

Plant

\* Estimates and specifications for improving the driveway and for linoleum have not yet been received from Miss Brown.

Resident

Dr. Giles is leaving December first and no one had been located to take his place at the time of the last visit.

Records



A letter was sent to Miss Brown which summarized discussion of various matters during the last visit and confirmed recommendations made for handling service and medical records. A follow-up visit is to be made in December.

#### FELLOWSHIPS

A three months' fellowship course in pediatrics, internal medicine and obstetrics at Harvard, to begin June 1, 1936, was awarded to Dr. E. R. Jacka of Bryan. No further formal applications have been received.

#### MEDICAL EDUCATION

A medical institute on orthopedics is being arranged for December. Following his visit, Dr. Morrison reported continued improvement in the medical library.



DIVISION OF RURAL HOSPITALS  
COMBINED FINANCIAL STATEMENT OF HOSPITAL OPERATIONS AND OCCUPANCY  
FOR TEN MONTHS PERIOD TO NOV. 1, 1935 - COMPARED WITH THE SAME PERIOD LAST YEAR

# TOT.SIX  
PROJECTS RUTHERFORD FARMVILLE GLASGOW FARMINGTON BELOIT WAUSEON <sup>2 1/3 mos.</sup>  
KINGSFORT

Gross Earnings	1934 214986.71	29188.08	41521.29	37685.53	30323.35	28868.27	47400.19	10735.05
	1935 218656.53	34083.60	40232.63	40861.43	28155.59	31631.80	43691.48	
Allowances	1934 32029.87	8827.09	10801.26	4933.97	1434.40	2375.75	3657.40	993.69
	1935 34418.92	9399.12	10793.57	7711.28	1792.50	2221.45	2501.00	
Net Earned Income	1934 172621.91	19344.06	29199.77	31116.88	27447.81	23959.73	41555.62	9269.01
	1935 174171.99	23451.22	27980.03	31495.10	25053.00	27061.68	39130.96	
Operating Expense	1934 186504.67	25789.51	30293.91	31790.36	33440.12	27075.74	38115.03	10975.71
	1935 203283.39	29981.22	35647.50	34279.69	32586.64	28969.65	41818.69	
Operating Deficit	1934 13882.76	6445.45	1094.14	673.48	5994.31	3116.01	3440.63	1706.70
	1935 29111.40	6530.00	7667.47	2784.59	7533.64	1907.97	2687.73	
Operating Contributions.	1934 41183.64	7482.09	7513.26	5473.80	9673.49	5446.35	5594.65	1455.00
	1935 39316.87	7652.29	11727.13	4885.49	9482.84	3033.01	2536.11	
Surplus or Deficit	1934 27300.88	1036.64	6419.12	4800.32	3679.18	2330.34	9035.28	251.70
	1935 10205.47	1122.29	4059.66	2100.90	1949.20	1125.04	151.62	
Earned Cash Receipts	1934 156948.68	17800.69	24508.73	30343.21	24669.27	22769.00	36857.58	6461.76
	1935 169689.85	22304.11	26762.97	29754.93	24029.88	26630.25	40207.71	
Cash Defct. Index	1934 29559.79	7988.62	5785.18	1447.15	8770.85	4306.74	1257.45	4513.95
	1935 33593.54	7677.11	8884.53	4524.76	8556.76	2339.40	1610.98	
Net Indebtedness	11/1/35 19410.52	1365.08	2999.06	1690.66	*4697.12	4959.19	*3698.41	4764.09
	11/1/35 16461.15	1531.44	2227.30	1916.25	**2599.23	<del>4274.67</del> 3924.67	**3912.26	
Accts. Rec.	1935 95315.49	15403.13	18424.45	11305.13	10886.68	16743.98	22552.12	3057.25
Aver. Daily Occupancy	1934 22.9	15.8	26.3	21.4	19.6	21.9	32.3	24.7
	1935 23.3	18.5	25.9	24.5	19.2	23.6	28.2	23.5
	Oct. 1935 23.6	18.9	30.2	25.5	21.8	19.7	25.7	

#Kingsport figures not included in "Total".  
\*Note 4000 \*Note 350 \*Note 2600  
\*\*Note 3000 \*\*Note 2100  
\*Difference between Operating Expenses and Earned Cash Receipts.



DIVISION OF RURAL HOSPITALS  
COMBINED REPORT OF OPERATING STATISTICS, CUMULATIVE  
FOR TEN MONTHS PERIOD TO NOV. 1, 1935

	RUTHERFORD	FARMVILLE	GLASGOW	FARMINGTON	BELOIT	WAUSEON	<sup>2 1/5 mos.</sup> <u>KINGSPORT</u>
Patient-Day Cost	5.23	4.39	4.50	5.42	3.94	4.69	6.09
PATIENT-DAY INCOME - All pts.	4.17	3.52	4.22	4.27	3.76	4.56	5.13
Pay and Part-pay	6.23	4.63	5.13	4.46	3.83	4.65	5.75
Food Cost per Meal, cents	.142	.105	.114	.153	.119	.124	.149
Value of Stock Inventory	1074.78	1731.26	2124.25	1079.81	383.76	3085.30	1044.33
NUMBER OF PATIENT-DAYS	5621	7878	7449	5858	7180	8577	1802
Pay	1790	2155	2199	511	1043	2099	544
Part-pay	1944	3825	3888	5080	6006	6302	1068
Free	1887	1898	1362	267	131	176	190
Free Patient-days, percent	33.5	24.1	18.3	4.5	1.8	2.0	10.5
<u>SURGERY &amp; OBSTETRICS</u>							
NUMBER OF OPERATIONS - Total	533	825	815	372	481	840	178
Minor	351	510	567	236	261	565	90
Major	182	315	248	136	220	275	88
NUMBER OF DELIVERIES - Total	109	56	36	64	77	72	15
Normal	84	36	25	38	58	46	11
Other	25	20	11	26	19	26	4
NUMBER OF DEATHS - Total	40	60	66	37	60	66	16
Institutional	18	36	35	20	37		7
Less than 48hrs.	22	24	31	17	23		9
NUMBER OF BIRTHS - Total	109	56	36	66	77	72	15
Live	104	50	33	57	71	65	15
Still	5	6	3	9	6	7	-



DIVISION OF RURAL HOSPITALS  
LOCAL STAFF EDUCATIONAL PROGRAM  
May 1 to November 30, 1935

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<u>Hospital Area</u>	<u>Medical Education</u>	<u>Nurse Institutes</u>
Murfreesboro	Institute held Oct. 9; another tentatively planned for December was cancelled. Medical journals added to library.	Candidates for speaker of institutes on advanced nursing procedures interviewed in Fund office.
Farmville	Institute held May 21; another planned for Dec. 12. List of books and periodicals for library being purchased	Same as above
Glasgow	Institute held June 20 and Oct. 30. Local funds being raised for purchase of library books selected.	Same as above
Farmington	Institute held Oct. 11. Books added to library.	Same as above
Beloit	Institute held Nov. 20-21. List of publications to be added to library being prepared.	Same as above
Wauseon	Institute held Oct. 10; another planned for December. Library being developed.	Same as above
Kingsport	Institute to be held Dec. 9. Books and journals for library have been ordered. Pathologist on consulting staff.	Same as above



DIVISION OF RURAL HOSPITALS  
FELLOWSHIP SUMMARY  
May 1 to November 30, 1935

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Number Available 1935-36:

Medical and Dental	10
Personnel	3
Total	13

Medical and Dental

Fellowships Granted (to begin in current fiscal year):

Kingsport	L. C. Cox, M.D.
Wauseon	E. R. Jacka, M. D.

Total Number Granted	2
Remainder to be Granted	8

Personnel

Fellowships Granted (to begin in current fiscal year):

Kingsport	Mrs. Ruth S. Crowgey
Farmville	Miss Carolyn B. Sykes
Glasgow	Miss Lydia M. Haase

Total Number Granted	3
Remainder to be Granted	0