

PREFACE

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A HISTORY OF

VANCOUVER MEMORIAL HOSPITAL

(Originally named

Clark General Hospital)

Appropriately, Vancouver Memorial Hospital's history from organization in 1929 to the opening of the original building in 1929 and on to the present has been actively translated by the late Mr. Sam K. [?]. Passage of subsequent years has added to the history of Vancouver Memorial. It is timely that a [?] update the course of events at a significant year, 1970, which initiates a new decade and is the 41st in the span of service to the Clark County Community.

The items recorded in the 1952-1970 segment of this chronology have been extracted from minutes of the Board of Trustees and the Medical Staff, from fiscal reports and administrative files. Minimal editorial revision has been used.

The comparatively brief outline cannot be but a collective glimpse of the thousands of individuals who form the basis for the hospital's being. They are those patients, their families and friends, who have experienced joy, sadness, pain, relief and individually woven the pattern of the hospital into the fabric of memory. Dedicated employees, doctors, volunteers and trustees have shared the specific burdens of technical and professional responsibility, planning, financing, building, protecting and through all of these, saving.

The following is presented as a documentation identifying Vancouver Memorial's responsibility and accountability in the cause of better community health.

Paul S. Sliet

December 31, 1970

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HISTORY OF VANCOUVER MEMORIAL HOSPITAL
PREFACE
VANCOUVER, WASHINGTON

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Appropriately, summarization of the hospital's history from organization in 1927, through opening of the original building in 1929 and on into 1952 was effectively translated by the late Mr. Ben Kreis, a trustee. Passage of subsequent years has added much to the annals of Vancouver Memorial. It is timely that a synopsis update the course of events at a significant year, 1970, which initiates a new decade and is the 41st in the span of service to the Clark County Community.

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Paul S. Bliss

December 31, 1970

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VANCOUVER, WASHINGTON

In delving into the somewhat musty records of Vancouver Memorial Hospital to give to posterity a word picture of the history of the institution, I first must give credit to a handful of public spirited men whose stubborn persistence, fortitude and determination made possible the fine hospital we have today. To these men, who, back in 1928 and for many months and years thereafter worked so hard for the establishment of the hospital, I desire to give recognition at the outset of this historical sketch.

There are many others who contributed in lesser degree. Foster Hidden, S. M. Barnard, Henry Gill, R. H. Todd, R. D. Wiswall, M.D., N. E. Allen, J. B. Blair, M.D., Dudley Eshelman, George W. Hutton, C. B. Alexander, R. W. Reder, H. L. Nelson, C. R. Zener, William Hodgkin, Charles W. Hall, Allan Bancroft, Henry Wiswall, M.D., Lloyd Garrison, C. L. Firestone, Donald Stewart, William C. Bates, L. E. Hockett, M.D., T. E. McCroskey, George Y. Moody, R. C. Curtis, R. S. Durkee, R. W. Leonard, R. W. Simeral, Mark Harris, C. K. Rice, H. N. Swank, Forest Gay, John C. Brougner, M.D., H. A. Jones, H. M. Jensen, Raymond Rees, C. E. Braley, Fred Strickling, George W. Framer, Horace Daniels, A. E. Bird, M.D., W. J. Higgins, Al Henderson, Mrs. Olive Wilde, John Pressly, Guy Bennett, Lloyd Whipple, Clyde Cornell, Carl Johnson, D. M. Gilpin, A. W. Clark, Leslie Sorensen, Harry Burco, Sanford Thayer, John B. Power, Vic Gault, Sam Runyan, Charles Garber, Paul Bliss.

Down Through the intervening years others have given generously of their time and talents as this sketch will disclose. Special recognition should go to four men, namely, S. M. Barnard, Henry Gill, Foster Hidden and R. H. Todd as these men have been active in various capacities since the hospital was organized or shortly thereafter and are still closely identified with it. I have asked these men to make a contribution to become a part of this sketch.

The first concrete move that brought into focus the need for additional hospital facilities was a meeting held on September 14, 1927, in the Y. W. C. A. rooms over Reder's Drug Store. Those who attended the first meeting were:

R. D. Wiswall, H. L. Nelson, Blaine Ackley, C. E. McCall, John W. Todd, A. E. Sorem, L. E. Hockett, M.D., C. L. Finlay, G. W. Hutton, W. B. McMakin, M.D., R. D. Reder, W. E. Cass, C. B. Alexander, Coleman E. Byrum, R. B. Stiger, J. Bernstein, W. J. Knapp, A. E. Bird, M.D., A. H. Frink, G. W. Lampka, A. W. Stevenson, C. E. Braley, Miles R. Smith, Julius Green, W. C. Carroll, C. R. Zener, W. J. Higgins, Harry L. Green.

At an organizing meeting held October 27, 1927, the first officers were elected as follows: N. E. Allen, president, Dudley Eshelman, secretary and treasurer. Board of trustees, N. E. Allen, Dudley Eshelman, H. L. Nelson, G. W. Hutton, Charles W. Hall. At this meeting it was decided

that a larger board of trustees was advisable, and named in addition were C. B. Alexander, J. B. Blair, M.D., C. R. Zener, George Y. Moody, R. S. Durkee, R. D. Wiswall, M.D., R. W. Reder, Hugh McMaster, C. K. Rice, C. A. Button, Martin Claus, Mark Harris.

During the period from September 14, 1927, when the original meeting was held in the Y. W. C. A. rooms until the date of the official opening of the hospital, seventy-seven official meetings were held by the board of trustees, besides many committee sessions. Those actively in charge of the undertaking, due to a harrassing financial situation, accepted many duties and responsibilities that normally would have been delegated to others. Although the sale of the original bonds was partially in the hands of paid workers, many bonds were sold by officers and committee members. The selection of a site for the hospital entailed much negotiation, and during the period of construction, the medical members of the committee gave much time and valuable advice. When the original building was finally completed the activities incidental to furnishings and equipment installation fell to these same persons.

Needless to say it was with a lot of satisfaction and pleasure to a handful of men when the day arrived for the official opening. That day, September 7th, 1929, was the successful realization of a dream that gave to Vancouver and Clark County a hospital that was to grow with the years until today it has taken its place as one of the outstanding hospitals of the state.

The original name of the hospital at the time of its incorporation, November 3, 1927, was "Clark General Hospital", and the incorporators were: N. E. Allen, Charles W. Hall, H. L. Nelson, George W. Hutton and Dudley Eshelman. First committees comprised the following:

Finance - C. B. Alexander, H. L. Nelson, L. E. Hockett, M.D.

Memorial - J. B. Blair, M.D., Hugh McMaster, William Higgins, Mrs. F. N. Marshall, Mrs. Foster Hidden.

Building - R. D. Wiswall, H. L. Nelson, George W. Hutton, C. B. Alexander, J. B. Blair, M.D., C. R. Zener, R. W. Leonard.

Advisory - C. R. Zener, J. B. Blair, M.D.

Joint Committee - (Furnishings and Grounds) R. S. Durkee, H. N. Swank, L. E. Hockett, M.D., George Y. Moody, R. H. Todd, R. S. Curtis, H. L. Nelson, Ray Simeral.

Equipment - C. B. Alexander, J. B. Blair, M.D., C. R. Zener.

Miss Roberta Richter was the first superintendent of the hospital and served admirably through the trying years of the hospital's growth. On June 1, 1929, Henry Gill and George W. Frame were elected to trusteeship to take the place of C. B. Alexander and L. E. Hockett, M.D., resigned, and on June 8th Forrest Gay was elected to take the place of R. C. Curtis.

During this critical financial period, the records reflect how many times individual trustees and board members personally guaranteed outstanding obligations. On September 11, 1929, the secretary was instructed to sign a note for \$46.37 in favor of a Portland firm for some badly needed supplies.

The board wrestled with the problem of room prices and came up with this schedule:

Private room with bath \$6.00 per day, \$40.00 per week.
 Private room without bath \$5.00 per day, \$35.00 per week.
 Small ward room \$4.00 per day, \$27.50 per week.

The first income from the opening date September 9th to September 30, 1929, was reported at the October 1st meeting as follows:

RECEIPTS

	Cash	Uncollected
Rooms	\$630.95	\$115.00
Xray	73.65	27.50
Surgery	130.00	25.00
Laboratory	3.00	89.00
Medicine	13.00	1.70
Dressings	20.25	
Nursery	5.00	
Miscellaneous	1.40	1.50
General		121.50
	\$850.25	\$381.20

Total earned \$1,231.45

The report says: "The expenses could not be figured as the bills for kitchen, medicines, etc., were not yet in the office. The report was cause for congratulation and good cheer, and on motion it was approved."

October 1st, 1929, George Moody resigned as trustee and A. E. Bird, M.D., of Camas was selected. On the 5th of the same month R. W. Simeral resigned and John C. Brougher, M.D., was appointed to fill the vacancy. On October 29, 1929, H. A. Jones replaced Dudley Eshelman as secretary. In January 1930, vacancies on the board were filled by the election of H. M. Jensen, Foster Hidden, Raymond Rees, C. E. Braley, Fred Strickling, Horace Daniels and Will Hodgkin. At a reorganization meeting the same month, Henry Gill was named president and R. D. Wiswall, M.D., vice-president.

Concluding the first year's operation of the hospital a new story in the Vancouver Evening Columbian which chronicled some interesting facts. Patients received at the hospital numbered 814. Accident cases treated 186 and babies born 104. The average number of patients each month ranged from 14 to 28. To celebrate the first birthday a social evening was arranged for the officers and board members and a few invited guests.

Those present according to the Columbian were: Henry E. Gill, president, and Mrs. Gill, Dr. and Mrs. Wiswall, Mrs. Elva Craig, Miss Roberta Richter, Drs. and Mesdames A. E. Bird, John C. Brougher, C. R. Zener, Mr. and Mrs.

William M. Hodgkin, Mr. and Mrs. R. W. Leonard, Mr. and Mrs. H. L. Nelson, Mr. and Mrs. R. W. Reder, Mr. and Mrs. Fred F. Strickling, Mr. and Mrs. Ray H. Todd, Mr. and Mrs. Horace Daniels, the Rev. and Mrs. R. S. Rees, and the following invited guests: Rev. and Mrs. Green, Mr. and Mrs. Dudley Eshelman, Miss Margaret Clark, and N. E. Allen, former president and Mrs. Allen. For the sake of accurately quoting the Columbian we have given the guests as they were printed but we doubt if Horace Daniels would subscribe to the accuracy of the list.

At the board of trustees meeting on March 21, 1930, H. A. Jones retired as secretary-treasurer and Mrs. Elva Craig was appointed to this position. The February 1, 1930 minutes were signed by the new president, Henry Gill, who succeeded N. E. Allen. (It is here to be noted that Mr. Gill served as president until 1945 and is still a member of the board and very active in the affairs of the hospital as of January 1, 1952).

At the board meeting of January 29, 1931, the resignation of Miss Roberta Richter was accepted with regrets and Miss Isabel Eborall was appointed superintendent. Mrs. Olive O'Banion was also elected to become secretary of the Board to succeed Mrs. Elva Craig.

That the hospital was still in the throes of financial difficulties was reflected when at the board meeting of November 17, 1931, it was voted to defer payment of interest on outstanding bonds and attorney Charles W. Hall prepared a letter that was sent to bondholders at that time which said in part "While the patronage of the hospital has continued at a satisfactory level, the hospital management finds that on account of the general depression there is a much larger percentage of patients unable to pay their bills in full. This has caused the cash income of the hospital to diminish to a point where it is scarcely sufficient to cover maintenance and operation and meet the payments on the first mortgage." A letter was also forwarded to creditors asking their patience.

A note in the minutes of the meeting of January 28, 1933, read as follows: "The report of the Superintendent included the announcement of Standardization of the hospital by the American College of Surgeons and the gift of a wheelchair from St. Luke's Episcopal Guild."

During 1933 interest in the hospital and its various problems was at a low ebb, judging from the records as no quorum to transact business resulted in four of the twelve called meetings. From the year 1933 to 1937, the monthly reports show a continued growth of the hospital with minor changes in personnel and repeated efforts to refinance a loan held by the Central Savings and Loan Association, but without success.

May 16, 1939, the board accepted the resignation of Miss Isabel Eborall as superintendent and elected Mrs. Margaret Gould to succeed her.

At the meeting of the board on July 25, 1940, the resignation of John C. Brougner, M.D., on the board of trustees was received. At a subsequent meeting Mrs. Blossom Shaw of Corvallis was selected as superintendent. At the beginning of 1941, Mr. Verah McPherson took over the duties of secretary-treasurer replacing Mrs. Olive O'Banion, and John Pressly was appointed to fill the unexpired term of John C.

Brougher, M.D., on the board. At the February meeting the management of the hospital was also delegated to Verah McPherson.

In 1941 Miss Isabel Eborall came into the hospital picture again by accepting the position of superintendent to succeed Mrs. Blossom Shaw. Also in October of the same year, a new manager in the person of Allan Bancroft was appointed in the place of Verah McPherson.

First intimation in the records that the hospital was in need of additional accommodations came in December 1941 at the regular board meeting. Henry Wiswall, M.D., spoke of sending a letter to Congressman Magnuson to check on the Lanham bill. The following month the hospital became a member of the Washington State Hospital Association.

The changing financial picture was first reflected in a report at the annual meeting on January 24, 1942, as follows: "Financing and operating report for the year 1941 shows largest volume of business and greatest net profit in the history of the hospital.

At the annual meeting of stockholders on January 24, 1942, a motion was made and voted upon favorably to amend the by-laws relating to those qualified to serve on the hospital board and making practicing physicians and surgeons ineligible, subject to the approval of the board of trustees. At the next meeting of the board of trustees the action was promptly vetoed.

At the April 2, 1942, meeting of the board, a conference was had with a representative of the Federal Works Administration which disclosed that a serious effort was to be made to secure an addition to the hospital. Mr. Oldham, finance officer with the Federal Works Administration was in attendance at the meeting and stated that the addition to the hospital had been approved by his department and that the sum of \$305,000 to \$310,000 had been scheduled for the addition.

In reading the minutes over the years the hospital had its institutional growing pains and periodically, as might be expected in any growing institution and especially one as complex as a hospital, there were strained situations. The heat was on June 15, 1942 when Miss Eborall resigned as superintendent, closely followed by the resignation of J. B. Blair, M.D., as a board member. This being the culmination of a series of controversies between office personnel, the board decided to appoint an operating committee. This committee consisted of president, Dr. Eldridge, secretary Dr. Stefan, members, Drs. Boersma, Shepherd, Luehrs. The responsibilities of this committee were as follows:

1. All matters pertaining to the staff shall be referred to the committee for consideration; also, the committee shall be the ones to discern whether or not the matter concerns the staff.
2. All matters of professional personnel, hiring or discharging in any form, shall be referred to and reviewed by the committee as a routine procedure.

3. In event of any disagreement between the committee and the board, it shall take a vote of three-fourths majority of the total number of board members to overrule the decision of the committee.

The board amended the above to two-thirds majority.

Miss Addila Stevenson became the new superintendent of the hospital in July 1942 and at the August 18th meeting of the board S. M. Barnard was elected to the board to fill the vacancy caused by the resignation of J. B. Blair, M.D.

From the middle of the year 1942 much of the business of the board was taken up by the plans and activities for the new hospital wing. At that time Donald Stewart was selected as architect. After several months of negotiation the offer of the government was accepted and the new hospital wing became known as Project No. Wash. 45-204. This offer was dated September 15, 1942 and consisted of a combination loan and grant, the total cost being estimated at \$319,370. Of this amount \$100,00 was a loan bearing three percent interest. The contracts were awarded February 2, 1943. The firm of Stewart, Holmes and Jones ultimately became the architects.

On January 27, 1943, R. W. Reder tendered his resignation to the Board after serving faithfully for thirteen years. On April 20, 1943, Donald J. Stewart was appointed temporary manager due to the illness of Alan Bancroft. Stewart was succeeded shortly thereafter by Henry Gill. On June 15, 1943, Donald J. Stewart was appointed to membership on the board due to the death of R. W. Leonard. About this time Mrs. E. W. Johnson succeeded Mrs. Stevenson as superintendent.

To show the important growth and importance the hospital enjoyed after twelve years of struggle, the manager, Alan Bancroft divulged the information that from September 1941 to 1943, there had been a generous reduction of debts and also bond retirement. More equipment purchased and paid for and a healthy cash balance. The statement follows:

Paid on mortgage	\$ 4,500.00
Paid on bonds	13,613.49
Coupons	4,453.72
Put in bad debt and doubtful	18,895.56
Paid on old anesthetics	943.30
Westinghouse xray	1,600.00
Paid on notes	200.00
Depreciation to building and equipment	4,133.00
Increased the cash on hand by	9,000.00
Added to furniture and equipment	10,238.78

On October 18, 1943, the board was informed that Mrs. Bertha L. Carter had made a bequest to the hospital of \$15,000 plus any remainder of assets after other bequests were made.

On January 18, 1944, the board membership was increased from twelve to twenty-one and the following were elected: Alan Bancroft, William C.

Bates, A. W. Clark, Charles Garber, Lloyd Garrison, Sam Kern, Sanford Thayer, Lloyd Whipple and Al Henderson. The original twelve members are as follows: S. M. Barnard, Verne Firestone, Henry Gill, William Hodgkin, John Pressly, Donald J. Stewart, Fred Strickling, Ray H. Todd, Guy Bennett, R. D. Wiswall, M.D., Henry Wiswall, M.D., and Foster Hidden.

In a discussion at the February 2, 1944, meeting of the board it was brought out that the volume in the hospital was growing rapidly and that the lowest month in 1943 was \$250 higher than the highest month in 1942. At this meeting a motion was made by Firestone and duly seconded and carried that the board of trustees meet quarterly on the third Tuesday of the month. The directors to continue to meet monthly. This continues to be the procedure.

The year 1944 brought with it a problem for the superintendent, Mrs. E. W. Johnson. Salaries were going up and nurses were very scarce. The situation became so serious that "nurse's aides" were first introduced in the hospital at this time.

At the June 20, 1944, meeting the board voted to accept the new wing and the remodeled old building, subject to the approval of the building committee, thus culminating a long period of construction, remodeling and enlargement activity, aggravated by delays on priorities, shortage of materials and equipment.

The establishment of a nurses' home and training school has come up regularly for discussion by the board since 1942 and on July 18, 1944, they received a communication from the doctors recommending such an improvement. The members were in accord with the request but no funds were available. Again in 1945 board member John Power reported on a meeting of the Joint Operating Committee held November 16, at which meeting the subject of the possible establishment of such a school was discussed, and the recommendation doctor's committee "that the board appoint a committee to cooperate with the staff doctors' committee in exploring all possibilities, including that of federal aid in this project."

At a special meeting of the board held December 4, 1944, the resignation of Alan Bancroft was tendered and the resignation accepted with regrets. Later in the month at the regular meeting held on December 16, Charles Garber was appointed manager.

At the January 27, 1945, meeting after a discussion regarding the confusion of hospital names, a suggested name change for the hospital was made by Sanford Thayer. He suggested "Vancouver Memorial Hospital". A special committee was appointed to consider the matter of name change and make an opinion survey

The committee made a favorable report according to the chairman, Foster Hidden and the new name was approved by the board and became official May 15, 1945. At the same meeting resignations of board members numbered three, namely, Fred Strickling, Charles Garber and Alan Bancroft. A nominating committee submitted the names of Vic Gault of Camas, John

Power of Vancouver and Reuben Durkee of Battle Ground. These men were elected unanimously. Messrs. Gill, Stewart, Pressly and Firestone were re-elected as directors and Lloyd Garrison and John Power were elected to fill the vacancies of Strickling and Bancroft.

At the February 20th meeting in 1945 the resignations of Henry Gill, president, and R. D. Wiswall, M.D., vice-president, were reluctantly accepted by the board. The nominating committee presented the names of S. M. Barnard for president, C. L. Firestone, as vice-president and Ray Todd as secretary, and they were elected. All three have held their respective offices at the time of writing this history. A resolution of appreciation was unanimously passed on behalf of Mr. Gill and Dr. Wiswall, commending them for their tenacity and perseverance through many long and troublous years, and their successful efforts in keeping the hospital going.

A note in the minutes of March 20, 1945, meeting showed the average number of patients for the month preceding as 75.

At the August 1945 meeting the resignation of Mrs. E. W. Johnson was accepted and Mrs. Bertie Crick was named to fill the position of Superintendent of Nurses.

At the January 16, 1946 meeting Trustees S. M. Barnard, Al Henderson and Foster Hidden were re-elected and three new members were selected as follows: Messrs. Cornell, Runyan and Gilpin. At the same meeting Messrs. Barnard, Thayer and Hidden were named to also act as directors.

Manager Garber reported at the February meeting that arrangements had been made with Asa Seeds, M.D., by which he contracts to give service as radiologist.

Due to a growing list of accounts receivable and kindred problems of collecting the board found it expedient to employ a credit manager. Paul Bliss was given this position on June 7, 1946, and has been doing a very creditable job.

In December of 1946 Donald Stewart resigned from the board and his resignation was very reluctantly accepted, as Mr. Stewart had given much advise and time to further the work of the hospital.

As a trend showing a much improved situation existing between the hospital and the medical staff a resolution was presented by John Power, member of the Joint Operating Committee, at the December meeting. The adopted resolution reads as follows:

WHEREAS the hospital has taken a notable forward stride during the year 1946, and

WHEREAS the work of the staff has been outstanding both professionally and in the matter of help and encouragement to the management, and

WHEREAS the work of the staff members of the Joint Operating Committee has been so outstanding in constructive suggestion, in cooperative effort, and in encouragement and practical assistance,

THEREFORE BE IT RESOLVED that it is the unanimous expression of the Board of Directors of the Vancouver Memorial Hospital that this expression of deep and sincere appreciation be spread upon the minute book of the hospital, and that a copy thereof be handed to the staff, together with the assurance of the desire and determination of the Board to contribute in every possible manner, to continued growth and success of the hospital to the end that it may be recognized as outstanding in its field of service.

January 21, 1947, saw the resignation of William Hodgkin from the board after a long period of faithful service and also the selection of new and old board members. Old members re-elected were Garrison, Gault, Power, Pressley and Thayer. New members elected were Harold O. Bloom Harry G. Burco and Carl Johnson. Elected to the board of directors were: Messrs. Garrison, Gilpin, Power, Burco, Henderson and Thayer.

Approval was given by the Board for appointment to the Medical Staff of the following physicians: George H. Johnson, M.D., Asa Seeds, M.D., Gerald W. Turley, M.D., John A. Walz, M.D., G. Campbell Dowd, M.D., and Kenneth R. Nelson, M.D.

By 1947 the average occupancy had climbed to 113.6 daily. This has presented many problems and all through the year of 1946 much new equipment was added to the various departments of the hospital. By April 1947 the occupancy averaged 121.6.

The Board approved the appointment to the Medical Staff of J. C. Woodward, M.D., at the May meeting.

May 1947 saw the establishment of a physiotherapy department and the employment of a full time physiotherapist. In a mid-year report of progress made to the board by President Barnard, "the daily average of patients for the first half of the year was 114 as compared to 85 in 1946 and 68 in 1945. Charges to patients in 1945 were \$119,000, in 1946 the total was \$183,470 and six months in 1947 - \$252,577. On June 30th of last year our financial statement showed \$3.00 of current assets to each \$1.00 of current liabilities. On June 30th of this year the ratio is 4½ to 1. While receipts from the Carter and Lavner estates had much to do with the improved situation, I feel Mr. Garber, Mrs. Crick and the entire staff are entitled to commendation for their constant watchfulness in holding down expenses."

At the November 18th meeting the Board paid a very fitting tribute to R. D. Wiswall, M.D., deceased November 10, 1947. A resolution of respect and appreciation for the great work done in the founding and development of the hospital.

The Board approved the appointment to the Medical Staff of Emil W. Brooking, M.D., Franklin M. Butler, M.D., Heyes Peterson, M.D., Arthur K. Harris, M.D., Dennis H. Seacat, M.D., and Wesley M. Brock, M.D.

At the December meeting the Board approved the appointment to the Medical Staff of Samuel H. Gorton, M.D.

At the annual meeting January 20, 1948, trustees re-elected were Messrs. Bennett, Firestone, Gill, Johnson, Todd and Whipple. Leslie Sorensen was elected as a new member. Members elected to board of directors were Messrs. Bennett, Firestone, Gill and Todd.

In President Barnard's annual report for 1947 it is disclosed that collections for the year soared to \$487,234.00, which was 93.65% of total business done. But along with this volume, labor and supply costs also soared and while the profit and loss statement showed a gain of \$18,601.00 for the year, the cash position was no better than it was the year previous. Increased use of the hospital facilities was reflected with a total of 5915 patients for the year 1947 as compared with a total of 987, and the average daily census was 109.7. At the close of this report Mr. Barnard stated "I doubt if these percentages of gains can be continued. In fact our capacity would not permit." This prophecy was substantiated by a perusal of more recent records.

No change was made in the officers at the February 17th meeting when S. H. Barnard was continued as president, C. L. Firestone, vice-president, Ray Todd, secretary and Al Henderson, treasurer.

An amusing sidelight gleaned from the records over a period of three or four years was the periodic effort by some members of the board to publish some sort of advertising literature that might tend to give the public a better understanding of the hospital and its operation in the hopes that business would be stimulated. After many discussions the committee appointed was on the verge of publishing such a piece of literature when business at the hospital was so rushing, the matter was tabled. The brochure idea did come up again at a subsequent date and on this February meeting, the final result, a modest leaflet was presented to the board. I think this is the only piece of advertising matter ever authorized by the board and it is still available at the hospital.

In a mid-year report to the board in July 1948 President Barnard noted that the hospital then had the lowest indebtedness in its history.

At the September meeting the board approved the appointment to the medical staff of Robert E. Fitzgerald, M.D., John F. Vaughan, M.D., and Edward C. Heyde.

At the January 18, 1949 meeting of the board of trustees, directors re-elected consisted of Messrs. Barnard, Gilpin, Henderson, Hidden and Runyan. A. R. Nieman and B. H. Kreis were named to the board to replace Clyde Cornell and A. W. Clark.

At the April 14th meeting in 1949 the board received the resignation of Rev. John Pressly. He was thanked generously for his long term of service to the hospital.

During the closing months of 1949 an additional elevator was authorized and this together with extensive repairs and additional equipment called for an expenditure of considerable magnitude.

The board approved the appointment to the Medical Staff of Joseph H. Gill, M.D. at the December meeting.

January 17, 1950, the annual election of trustees took place, all being re-elected as follows: Messrs. Bloom, Burco, Garrison, Gault, Power and Thayer. Rev. Olin Graham was elected to fill the vacancy caused by the resignation of Rev. Pressly.

March 1950 the board, realizing the need for additional storage space, decided to erect an addition 20x24 in the angle formed by the old building and the 1944 addition.

President Barnard's report to the board for the first half of 1950 was very encouraging. Some of the highlights were as follows:

Admittances for the 1st half were 4245- - - - 7.2% over 1949
In-Patients totaled - - - - - 8.3% over 1949
Average daily census 112.9 - - - - - 8.3/4% over last year
Contract patients increased to 50% of total
Collections were equal to 98% of charges placed on books
Profit margin increased 31 1/4%

At the September meeting the board approved the appointment of Donald W. Nelson, M.D., to the Medical Staff.

The year end report reflected encouraging progress to the extent that President Barnard said, "The hospital reached a high level of performance last year in serving the people, financially and in improvement of equipment and building. Goodwill and cooperation has prevailed between administration and employees, medical staff and the governing board. Financial results are rather convincing evidence of the ability and cooperative teamwork that has prevailed among the employed staff. Operating on a lesser charge to the patient than any other hospital in this area and still paying equal wages, yet piling up a sizeable margin of gain does not just happen. Mr. Garber, Mrs. Crick and the entire corps deserve our thanks and commendation for their good work."

At the January 1951 meeting of the board of trustees the re-election of Bennett, Firestone, Gill, Johnson, Sorensen, Todd and Whipple took place. Directors re-elected were Messrs. Bennett, Firestone, Gilpin and Todd.

On February 20, 1951, A. R. Nieman took over the responsibilities of secretary. At this meeting announcement was made that steps were being made to pay off the balance of the mortgage, which was indeed an encouraging item to be spread on the minutes. It was made known at this meeting that the hospital was in receipt of a bequest from Dr. and Mrs. J. C. Woodward of \$1000.00. The Rebecca Lodge also donated a bedside table.

The Board approved the appointment of M. R. Mongrain, M.D., to the Medical Staff.

In June 1951 announcement was made that the Clark County Chapter of the National Foundation for Infantile Paralysis was willing to install a hydrotherapy tank at the hospital and would pay all costs of the tank and installation, the hospital to operate and maintain the equipment. The proposition was approved. A second bedside table

was given to the hospital by the Rebecca Lodge in August.

At the January 15, 1952, meeting President Barnard was asked to absent himself from the meeting and Director Power gave a straight from the shoulder talk on getting more cooperation from the directors. President Barnard had indicated a desire to retire as president and this was the reason for the remarks. In recognizing the very excellent service rendered by Mr. Barnard, Mr. Power made a motion recommending appreciative accordance of the very excellent report and wished further to express sincere appreciation of the board of trustees for the exceptional work done by President Barnard. This motion was promptly seconded and carried.

At this session a very important change was made in the matter of trustees. It was voted that the present number of twenty-one be increased to thirty-six.

The President's report for 1951 was not so encouraging as the two prior years. During the last half of the year there occurred an operating loss. But for the heavy patronage the first part of the year the loss would have been greater than the \$1592.49 reported.

The report continues "An advance in both wages and rates took effect January 1, 1951. No further advance in rates was made during the year, but there was some increase made in wages. I am unable to tell you just what those advances amounted to. At the November meeting the Board of Directors voted an increase in both wages and rates, effective January 1, 1952. The increase in rates amounted to \$1.00 per day in all catagories of accommodation. I question if the increase in rates is sufficient. During two-thirds of 1951 there was a steady loss. As the costs of operating go up, the break-even point also advances. A few years ago an average of 80 patients was sufficient to erase the red ink. In 1951 the hospital took a small loss on an average patient load of 105. With increased costs in 1952 it will probably require an average patient load of 112 or more, at rates as now set."

However, in spite of the problem of high operation costs the financial condition of the hospital was most encouraging, being free of debt and a reserve fund for emergencies of \$55,000 face value government bonds. Other paragraphs of President Barnard's report are so pertinent in showing the progress of the hospital that I am quoting further as follows:

"A glance backward might be helpful. Seven years ago (I take seven because it is approximately the time the enlarged hospital has been in operation, Mr. Garber as manager, Mrs. Crick as superintendent and my seven terms as president) a period of no change in management. Seven years ago the hospital was doing a monthly average volume of business of \$18,000.00 at a daily average charge to the patient of \$8.20 and at a cost of \$8.69, sustaining an operating loss of 49¢.

During these seven years charges to patients increased	123%
During these seven years costs per patient increased	114%
During these seven years patronage increased over	300%

Charges to patients increased more than costs because at the beginning of the period, the hospital was attempting to operate on a rate that was too low for the volume of patronage obtained. If my memory serves me correctly the statement has been made by some of the members that we were pricing hospital service beyond the reach of people. Statistics of the past seven years prove that statement to have been in error. During the seven years the hospital has done a total business of \$3,750,000.00. The profit margin on that business has been less than 4.7%.

Respectfully submitted for the trustees,

I believe the people desire first, the best hospital service that can be had. Second, that charges be as low as economical management can make them, without sacrificing the first or the financial soundness of the institution. Neither can be accomplished without adequate remuneration for the services rendered, or through gifts from the people."

STATISTICAL DATA

	<u>1944</u>	<u>1951</u>
Fixed assets	\$497,545.11	\$581,619.92
Reserve for depreciation	<u>23,055.98</u>	<u>159,523.50</u>
Net fixed assets	474,489.13	422,096.42
Current assets	53,067.39	171,028.65
Current liabilities	<u>37,368.82</u>	<u>39,769.11</u>
Working capital	15,698.57	131,259.54
Investments	5,869.95	55,093.38
Mortgage indebtedness	144,010.00	None
Monthly average business	18,000.00	60,000.00
Average daily charge per day	8.20	18.28
Average daily cost per day	8.69	18.62
Average loss per patient per day	.49	.34
Total amount business done January 1, 1944 to December 31, 1951 amounted to		\$3,750,000.00
Margin of net profit slightly less than 4.7%		
Increase in salaries effective January 1, 1952	\$27,239.00	6.23%
Admissions 1951	6,539	for 1950 6,389
Births	1,088	926
Patient days	38,448	43,581

BALANCE SHEET

This is the modern financial story of the hospital and in it is reflected an encouraging future.

This is the brief history of Vancouver Memorial Hospital, dedicated to, and owned by the people of Vancouver and Clark County. A non-profit institution with earnings constantly being used to cope with the medical and surgical needs of a growing and prosperous community, and to render service to relieve illness and suffering to humanity.

Respectfully submitted for the archives,

Ben H. Kreis

Accounts receivable	\$11,383.77		
Less: Reserve for bad debts			
Supplies on hand			
Accrued interest receivable	591.88		
Prepaid insurance	2,775.21		\$171,226.05

Investments:

Bonds - U. S. Treasury - 7 1/2%	54,093.38		
Northwest Hospital Service Plan	1,000.00		55,093.38

Editor's note:

(The foregoing writing by Mr. Kreis has been edited and supplemented with additional information from the hospital archives in order to develop a uniform presentation for the total history record.)

Reserve for depreciation	\$68,404.22		
Reserve for amortization of particle construction	7,199.73	75,604.01	349,284.07
Equipment, furniture & fixtures	144,015.24		
Less: Reserve for depreciation	83,919.45	60,095.79	
TOTAL			\$21,212.57
			\$530,751.50

LIABILITIESCurrent liabilities:

Accounts payable	\$16,358.43		
Accrued payroll	17,024.01		
Payroll taxes payable	5,136.18		
Accrued state tax	449.69		\$39,769.11

Capital:

Donated capital - Balance 11-30-51	420,129.63		
Less: Bond redemption	59.25	420,070.38	
Surplus - Balance 11-30-51	191,822.60		
Less: Loss for year 1951	1,592.49	190,230.11	\$10,232.49
TOTAL			\$500,041.52

VANCOUVER MEMORIAL HOSPITAL, INC.

BALANCE SHEET

As at December 31, 1951

ASSETSCurrent Assets:

Cash on hand and in bank		\$59,662.94	
Accounts receivable	\$112,303.72		
Less: Reserve for bad debts	40,106.12	72,197.60	
Supplies on hand		35,803.02	
Accrued interest receivable		591.88	
Prepaid insurance		<u>2,773.21</u>	\$171,028.65

Investments:

Bonds - U. S. Treasury - 2 $\frac{1}{2}$ %		54,093.38	
Northwest Hospital Service Plan		<u>1,000.00</u>	55,093.38

Fixed Assets:

Land		14,559.75	
Building	424,888.08		
Less:			
Reserve for depreciation	\$68,404.22		
Reserve for amortization of wartime construction	<u>7,199.79</u>	<u>75,604.01</u>	349,284.07
Equipment, furniture & fixtures	144,015.24		
Less: Reserve for depreciation	<u>83,919.49</u>	<u>60,095.75</u>	
			<u>423,939.57</u>
TOTAL			<u>\$650,061.60</u>

LIABILITIESCurrent liabilities:

Accounts payable		\$16,358.43	
Accrued payroll		17,824.81	
Payroll taxes payable		5,136.18	
Accrued state tax		<u>449.69</u>	\$39,769.11

Capital:

Donated capital - Balance 11-30-51	420,127.63		
Less: Bond redemption	<u>65.25</u>	<u>420,062.38</u>	
Surplus - Balance 11-30-51	191,822.60		
Less: Loss for year 1951	<u>1,592.49</u>	<u>190,230.11</u>	<u>610,292.49</u>
TOTAL			<u>\$650,061.60</u>

HIGHLIGHTS BY MR. GILL

PAST SUPERINTENDENTS

(Henry Gill having been...

- Roberta Richter
Isabel Eboral
Margaret Gould
Blossom Shaw
Addila Stevenson
Mrs. E. W. Johnson
Bertie Crick as of
January 1, 1952

At the beginning the hospital...
it was when patients...
at that time was \$75.00 per month...
a worry, I recalled as...
firm filed suit to recover...
called on each creditor...
with the responses and...
time one director suggested...
down. In 1933 at the time...
let was filed up and direct...
get down. I decided to p...
Blair for their...
financing program...
ged to call them. This...
and when \$10,000 worth...
open the hospital. Churches...
furnish room by donating...

PAST MANAGERS

- Verah McPherson
Alan Bancroft
Donald J. Stewart (acting)
Henry Gill (acting)
Charles Garber as of
January 1, 1952

When the war came on and things began to change...
to change our building, and after...
filing out due to delays in getting...
at this time a federal...
in Portland and a committee...
and myself called each...
from that time on we...
these daunting problems and...
trying to serve for the...
and always will. It is gratifying...
new making. It is gratifying...
to what the group of...
since have been...
County can be proud of...
first it necessary to...
by departure from the...
when it was difficult to...
the thoughts of...
ital possible. Their efforts...
which will be a source of...

HIGHLIGHTS BY MR. GILL

(Henry Gill having been active in the management of the hospital since June 1st, 1929 and president for sixteen years is one of the few original members who are responsible for carrying on during the dark years and making possible the institution as it exists today. I have asked Mr. Gill to give me a few highlights as he recalls them.)

At the beginning the hospital had 54 beds and the low mark as I recall it was when patients occupied but 12. The salary of the superintendant at that time was \$75.00 per month and nurses \$50.00. Financing, always a worry, troubled us doubly during the depression. One Portland drug firm filed suit to recover \$34.00 and after that I spent two weeks and called on each creditor and explained our circumstances. I was pleased with the response and creditors showed us the utmost courtesy. At one time one director suggested a receiver be appointed but he was voted down. In 1929 at the time of the bank holiday, our small working capital was tied up and directors at times had to sign notes personally to get funds. I desire to pay a personal tribute to Dr. Wiswall and Dr. Blair for their ceaseless efforts in behalf of the hospital. The early financing program bogged down at the outset and an outside firm was engaged to sell bonds. This failing, the directors undertook to carry on and when \$10,000 worth were sold to buy equipment it was decided to open the hospital. Churches, lodges and business firms were asked to furnish rooms by donating \$250.00 per room.

When the war came on and things began to boom, we found it necessary to enlarge our building, and after securing a federal grant time was running out due to delays in getting priorities for materials. Just at this time a federal expediter by the name of Maurie Maverick came to Portland and a committee consisting of William Bates, Alan Bancroft and myself called upon him. He used the teletype to Washington and from that time on we began to get results. Time has erased many of these besetting problems and in recent years it has not been so distressing to serve on the board. Although problems continue to arise and always will, it is gratifying to see the progress the hospital is now making. It is proving a wonderful asset to the community and this is what the group of men who fathered the project hoped for. Their aims have been accomplished beyond measure and every resident of Clark County can be proud of the institution that now serves them. I now find it necessary to give up my connection with the hospital due to my departure from the city, but I will carry many memories of the days when it was difficult to see the sunshine of success. I know I bespeak the thoughts of the other old timers who gave too much to make the hospital possible. Their efforts have been rewarded in full measure which will be a source of lasting satisfaction.

HIGHLIGHTS BY MR. BARNARD

(No person can better describe the hectic financial situations that plagues the hospital from time to time better than one who was connected with the board for some of that trying period. Therefore I have asked Mr. Barnard to write a short summary of some of the financial highlights as follows:)

Vancouver Memorial Hospital had, I believe, a rather unique beginning. From the very first day it opened it has had to stand on its own feet, live or die, with scant help from the public.

It was established by selling ten year bonds, bearing interest at 6% per annum from date, payable and semi-annually. The coupons fell due on July 10, 1928. The hospital was not completed and opened until in 1929. Bonds and interest coupons were to be acceptable, in full, at any time for hospitalization, of owner or any member of his immediate family. Only the prevalence of the idea, which is still held by the public, there was immense profits in operating a hospital made it possible to sell the bonds.

A corporation was set up and an issue of 1,250 bonds of \$100.00 par value was authorized by the Board of Trustees. A financing company was employed to put on a campaign to sell bonds. Approximately 700 of the bonds were sold. A contract for construction was entered into. Contractors and sub-contractors were induced to take approximately 139 additional bonds. Records show a total of 839 were issued.

Cost of original building and equipment was approximately \$123,000.00. The gap between the cost and amount raised by bonds was closed by a mortgage of \$40,000.00. Donations of various individuals and organizations covering furnishing of certain rooms totaled less than \$6000.

Reports for the first sixteen years of operation shows a net gain of only \$202.00. Seven of those sixteen years produced losses amounting to \$50,851.00 while the other nine shows a total gain of \$51,053.00. However, the gain was due to the fact no interest was figured on the bonds after maturity. Had that been done, the full sixteen years would have shown a loss.

Default in payment of interest coupons occurred early. Only a comparatively small amount were redeemed. Default on the provision for accepting the bonds in payment for hospitalization followed soon after. Various percentages of the value of the bonds was credited on the patient's bill, the balance the patient was asked to pay in cash. These defaults caused considerable ill feeling toward the hospital to develop.

Due to the defaults on the bonds, a number of the owners felt the hospital should be directly under the control of the bond holders. Responding to that pressure, the Trustees voted to change articles of incorporation and by-laws to provide an issue of stock.

One share of stock was issued to each owner of bonds, whether they owned one or a dozen. Shareholders elected a board of directors only. The Board of Trustees was abolished. Shareholders showed little interest, probably because they soon discovered how little profit could be secured.

When bonds were redeemed in 1943, the shares of stock were also taken up and destroyed. The Articles of Incorporation and By-Laws were again changed to conform with the original plan, with a Board of Trustees numbering twenty-one holding title to all property of the corporation. From this Board of Trustees, twelve to be chosen as a Board of Directors to operate the hospital. In January 1952 the Board of Trustees was enlarged to thirty-six members.

Ability of the hospital to carry on its work under such circumstances, was due to the losses mentioned being offset to some extent by depreciation and interest not paid. Interest was figured on the outstanding bonds until maturity and charged against the operation. Comparatively little of it was ever paid. Great appreciation is due to those who carried the load of responsibility in keeping the hospital functioning. Not only to the Board of the hospital but to the great number of bond holders, who were misled in the sale of the bonds, is gratitude due. It is due to the forbearance of the bond holders and creditors generally that the hospital exists in the form it does today.

In, 1942, with a bond and mortgage indebtedness of more than a hundred thousand dollars, the Board decided to enlarge the hospital if a grant could be obtained from the Government under the Lanham act. At that time the hospital was operating at capacity. Construction of the Kaiser shipyards was about to begin.

A grant was obtained in the amount of \$265,630.00 and a loan of \$100,00.00, to construct an addition of 100 bed capacity, together with surgery, laundry, kitchen and dining room facilities for the enlarged hospital. The loan to bear interest at 3% and repayable at the rate of one-half the profit of operation, if any, as accumulated.

The new building was completed, plus some remodeling of the old, in 1944 at a cost of \$314,512.92. Cost of equipment amounted to \$68,257.06 or a total expenditure of \$382,769.98. Outlawed bonds were redeemed at a cost of \$32,519.71, having been discounted, bonds and interest, to the extent of \$18,684.65. Bonds and coupons to the value of \$21,734.71 were not presented for redemption for various reasons. Some did not see the advertisement of call for redemption, nor could the original owner be traced. Some had lost or destroyed their bonds.

In 1946 the Board voted to authorize the management to accept any outstanding bonds in payment for hospitalization, provided the bond was still owned by the original purchaser or his heirs. Also provided that bonds should be accepted only for hospitalization of the owner of the bond or a member of his immediate family.

The Government refused to make the loan on the grounds the hospital had broken the contract in redeeming the bonds, contrary to stipulation by the Government in the grant and loan agreement. The action by the Board was due to an official of the Lanham Act administration exceeding his authority.

the future. The investment in bonds only covers a portion of the liability. He directed the Board, through the hospital Manager, to retire the bonds. The Board was in error in not requiring the direction to be in writing, in the form of an amendment to the grant and loan agreement.

This error forced the negotiation of a loan from some other source. It was finally obtained from the Vancouver Savings and Loan Association in the amount of \$150,000.00 at 4% interest. The loan was repayable at the rate of \$1,500.00 per month. Interest for the month was deducted and balance applied on principal. Loan was secured by a first mortgage on all the property of the corporation. Also any bequest then known or that might be received in the future.

In addition to the mortgage of \$150,000.00, there were notes to the bank for \$15,500.00; accounts payable of \$16,685.00 and payroll of \$5,183.00. To offset the current debts were assets of \$52,408.00, of which approximately \$7,000.00 was cash. Bills of several suppliers were two years old and most of the others were long past due. Loss in operation was running from \$2,000.00 to \$4,000.00 per month.

Much delay had been encountered in getting plans to meet approval of the Government. During this delay and the following construction, Kaiser had constructed and opened the Permanente Hospital to care for the employees of the shipyard. Result was that little additional patronage was offered and the hospital was operating at about 40% to 50% of capacity.

It was very clear some new course of action was needed to bring an end to the losses. A new policy was adopted, to the effect that a definite effort should be made to obtain a margin of profit for the hospital. Expense was cut by closing all wards and rooms on the lower floor and trading off excess equipment that had been purchased for current needs. Rates were advanced and so set as to return a margin of 3% to 5% on the estimated business to be done during the following year. Every effort was made to keep building, equipment and personnel at the highest level of efficiency possible.

A bequest from the estate of Mrs. W. E. Carter totaling \$97,155.00 and from the Robert Lavner estate of \$17,762.00, took the pressure off to a considerable extent. The Vancouver Savings and Loan agreed to a payment of \$50,000.00 from these estates, allowing the hospital to keep the balance to retire some accounts payable and provide much needed operating capital.

The new policy began to pay off. By mid-year in 1945 the red ink was discarded, closing the year with a small margin of profit. With a steadily increasing volume of patronage the next five years showed a gain of approximately 5% on the total business done. The sixth year showed a loss of about 2%. The increasing patronage and steadily advancing costs increased the amount of operating capital needed almost faster than the margin of profit could provide it.

Payments on the mortgage having been kept up each month, liquidation of a considerable portion of our accounts receivable in late 1950 and during 1951, permitted retirement of balance due on mortgage indebtedness. In addition, investment of surplus funds in treasury bonds of the United States Government, helps to insure the continuance of proper operation in

the future. The investment in bonds only covers a portion of the reserve for depreciation.

(Foster Hidden has been exceptionally active in the affairs of the Hospital and in retrospect he has the following to say.)

On this rainy day of June 27, 1962, I will put on paper from memory some of the little things that helped make the Hospital what it is today.

Before I became a member of the Governing Board in January 1930, I had a talk with Dr. Chest, a retired army doctor. His belief was that it could not be a success because doctors would wrangle like cats and dogs. He was partly right as we found out later, and there would be more harmony if no doctors were on the board of directors.

Then I had a talk with Dr. Robert Wiswall, an old friend. He was positive that the hospital could be a success, and at any rate would bring a new payroll to Vancouver, for people were going to Portland for hospitalization and treatments.

I was very much interested in bringing payroll to Vancouver and one need only look at the payroll this year of 1962 how right Dr. Wiswall was.

As a member of the trees and grounds committee I had to do with several problems of the early life of the hospital. My brother Oliver and I paid Mr. Taraco for the shrubbery. He donated the railroad trees. John Power likes to kid us by wanting to make lumber of them. I hope they will live as long as the hospital stands. Oliver and I moved in the two big holly trees that are growing on the eastside of the hospital, they were a gift from Mr. Kestler.

Another problem we had to contend with was water, when we had a heavy rain the water would back up into the kitchen, so Hancy Gill would call me to send up a man to draw it off to the west.

There was the question of hot water. One day I saw a rusty pipe sticking out of the window from the small laundry room on the west side, taking it up with Mrs. O'Donion (who at that time was the office manager and also practically managed the whole hospital) she said something had to be done because the first thing in the morning she would be greeted with "no hot water". Mr. Alben was employed to do the job of having the boiler heat the water, this job cost several hundred dollars, but when it was finished we had plenty of hot water for the hospital.

The next thing on the agenda was the problem of disposal of the surgical dressings and the things that needed to be burned. After a great deal of thought and at the suggestion of Mr. Alben the oil burner was shifted to the other end of the boiler leaving the front end open and the refuse was burned there. This change worked fine and the overall cost was about \$500.00 to make the change.

There was always trouble with the makeshift laundry, with its second hand equipment, and with this kind of equipment we were always having break-downs when the laundry was most needed.

HIGHLIGHTS BY MR. HIDDEN

(Foster Hidden has been exceptionally active in the affairs of the hospital and in retrospect he has the following to say:)

On this rainy day of June 27, 1952, I will put on paper from memory some of the little things that helped make the Hospital what it is today.

Before I became a member of the Governing Board in January 1930, I had a talk with Dr. Ebert, a retired army doctor. His belief was that it could not be a success because doctors would scrap like cats and dogs. He was partly right as we found out later, and there would be more harmony if no doctors were on the board of directors.

Then I had a talk with Dr. Robert Wiswall, an old friend. He was positive that the hospital would be a success, and at any rate would bring a new payroll to Vancouver, for people were going to Portland for hospitalization and treatments.

I was very much interested in bringing payrolls to Vancouver and one need only look at the payroll this year of 1952 how right Dr. Wiswall was.

As a member of the house and grounds committee I had to do with several problems of the early life of the hospital. My brother Oliver and I paid Mr. Larson for the shrubbery. He donated the redwood trees. John Power likes to kid me by wanting to make lumber of them. I hope they will live as long as the hospital stands. Oliver and I moved in the two big holly trees that are growing on the eastside of the hospital, they were a gift from Mr. Rositer.

Another problem we had to contend with was water, when we had a heavy rain the water would back up into the kitchen, so Henry Gill would call me to send up a man to draw it off to the west.

There was the question of hot water. One day I saw a rusty pipe sticking out of the window from the small laundry room on the west side, taking it up with Mrs. O'Banion (who at that time was the office manager and also practically managed the whole hospital) she said something had to be done because the first thing in the morning she would be greeted with "we have no hot water". Mr. Alben was employed to do the job of having the boiler heat the water, this job cost several hundred dollars, but when it was finished we had plenty of hot water for the hospital.

The next thing on the agenda was the problem of disposal of the surgical dressings and the things that needed to be burned. After a great deal of thought and at the suggestion of Mr. Alben the oil burner was shifted to the other end of the boiler leaving the front end open and the refuse was burned there. This change worked fine and the overall cost was about \$500.00 to make the change.

There was always trouble with the makeshift laundry, with its second hand equipment, and with this kind of equipment we were always facing break-downs when the laundry was most needed.

Doctor Wiswall was elected to the State Legislature and while there he promoted and secured the passage of a law that compels insurance companies to pay hospital and doctor bills on the passing of a policy holder. This law is a real help for all hospitals in this state.

Mr. Alan Bancroft was a very efficient manager during the dealings with the government agencies in securing the loan under the Lanham Act. He had a hard time as nurses were very hard to get and keep. He resigned December 4, 1944. Mr. Sam Barnard and I thought of Charley Garber and he became manager December 16, 1944. The outstanding advancement of the hospital during the past seven and a half years has been largely due to his calm quiet tact and firmness.

I cannot close this account without saying what a wonderful nurse Miss Isabel Eborall was. A man who was in the hospital for a long time said that she could make a hospital with a few sticks and some tape. The board and doctors agreed with him.

Miss Eborall was very much opposed to the enlargement of the hospital and this was the thing that caused her resignation. Mr. Bill Hodgkin and myself went to see her to ask her to reconsider. She was really quite angry with all of us and thought we were going to wreck the nice little hospital we had worked so to establish by enlarging it to 100 beds. She had given ten years of hard work to get it going and could not see, as we did, the need for additional hospital beds here in Clark County, although the shipyards were here with the thousands of workers.

HIGHLIGHTS BY MR. TODD

(In addition to the duties of secretary for many years, Ray Todd has been an indispensable and integral part of the hospital. As the hospital has grown so have the problems of additional installations and in most of these matters Mr. Todd has been the chief consultant. Herewith are a few of his remarks concerning these activities.)

Like any growing institution, there are always problems of new additions, new equipment and enlarging existing facilities. Vancouver Memorial has been no exception. In addition to the maintenance of the building, larger parking grounds have been created on several occasions, and now parking space is available back of the hospital as well as in the front.

The landscaping has been greatly increased and in this we have been ably assisted by the Green Thumb Garden Club. Expanded facilities have been provided in the surgery, obstetrical floor, nursery, xray department, supply rooms, maintenance shops and even the office. A central supply and separate pharmacy and anesthesia vaults have also been provided.

Other major additions which have already been mentioned in this article was the erection of a new elevator and an addition for storage purposes. New equipment in the offices include an electric accounting machine.

One of the biggest problems has been the matter of laundry facilities. Original equipment proved inadequate long ago and today after several enlargements, the laundry has two stainless steel washers, two tumblers, two extractors and a new steam boiler.

Dr. Robert Corlett, Dr. James M. Keirnan, Dr. Charles C. Strong and Dr. A. S. Sullivan was approved by the Board at the March meeting.

At the April quarterly meeting election of members to the Board of Directors was in order to replace four members whose terms had expired: Sam Bernard, S. M. Gilpin, A. W. Henderson and W. F. Hiden.

President Bernard stated that he wished to retire from the Board after more than seven years of service. Mr. Gilpin also expressed his wish to retire as Director. Mr. Garrison stated his belief that Mr. Bernard's value to the governing Board of the hospital is so great that he should be retained on the Board.

The election resulted as follows: For members of the Board of Directors, S. M. Bernard, A. W. Henderson, Robert H. Du Bois and Dr. S. Kallott.

The Board decided to postpone election of Officers until the next regular meeting.

At the regular monthly meeting held May 20, 1932, S. M. Bernard was elected President; John S. Power, Vice-President; A. W. Henderson, Treasurer; and A. S. Nieman, Secretary.

The year 1952 starts out with the installation of a fire alarm system.

President Barnard in his annual report indicated that in his opinion the operation of the hospital during 1951 had not been as satisfactory as it had been in the previous years. He considered that the rates at the present time are too low and as a result we are operating at a loss.

The annual meeting of the Board of Trustees continued on February 19, 1952, after postponement from January 15, 1952. The adjournment for thirty days was to allow the Trustees to thoroughly investigate the list of candidates eligible for election to the Board of Trustees.

Members of the Board of Trustees elected for three years: Sam Barnard, A. R. Nieman, Loren Troxel, D. M. Gilpin, Sam Runyan, A. W. Henderson, Peter MacNab, Orme Kellett, Robert H. Du Bois, David Allmendinger and Roger Camp.

Trustees elected to the Board of Trustees for a two year term: D. E. Alderman, T. R. Piele, Fred Chitty, R. S. Durkee and Claude Snider.

Those elected to the Board of Trustees for one year term: Roy Adams, Robert Hidden, Lloyd La Londe, Ron Lovette and Rev. Vincent Stageberg.

It was decided to postpone the election of the Board of Directors and the Officers until the next regular meeting, the third Tuesday in April.

Appointment to the Medical Staff of Dr. D. Robert Corlett, Dr. James M. Keirnan, Dr. Charles C. Strong and Dr. R. B. Sullivan was approved by the Board at the March meeting.

At the April quarterly meeting election of members to the Board of Directors was in order to replace four members whose terms had expired: Sam Barnard, D. M. Gilpin, A. W. Henderson and W. F. Hidden.

President Barnard stated that he wished to retire from the Board after more than seven years of service. Mr. Gilpin also expressed his wish to retire as Director. Mr. Garrison stated his belief that Mr. Barnard's value to the Governing Board of the hospital is so great that he should be retained on the Board.

The election resulted as follows: For members of the Board of Directors, S. M. Barnard, A. W. Henderson, Robert H. Du Bois and Orme S. Kellett.

The Board decided to postpone election of Officers until the next regular meeting.

At the regular monthly meeting held May 20, 1952, S. M. Barnard was elected President; John B. Power, Vice-President; A. W. Henderson, Treasurer; and A. R. Nieman, Secretary.

At the August meeting the Board approved the hiring of Mrs. Catherine Kreick for Superintendent of Nurses.

The appointment of Dr. James W. Woolery for staff membership with practice limited to internal medicine was approved by the Board at the September meeting.

Director Guy Bennett tendered his resignation to the Board of Directors because of ill health.

At the quarterly meeting of the Board of Trustees held October 21, 1951, Claude Snider was elected a Trustee to the Board of Directors to fill the unexpired term of Director Guy Bennett.

The Board approved that we equip a Pathology Laboratory in the hospital with the best possible type of laboratory equipment. Manager Bliss advised that arrangements could be made to get all the necessary equipment and have the laboratory set up in the hospital by December 1, 1952.

The Medical Staff had voted 35 to 7 in favor of Dr. Robert B. Johnston for Pathologist for this hospital, so the Board approved his appointment to the Medical Staff.

The appointment to the Medical Staff of Dr. Ward C. McMakin and Dr. Kenneth Q. Pershall was approved by the Board at the November meeting.

Manager Bliss reported that the census is 101 so far this month and that 107 babies were born in the hospital during the month of October for a new record.

-1953-

On January 20, 1953, at the annual meeting of the Board of Trustees, Mrs. Catherine Kreick, Superintendent of Nurses, reported that a practical nurses course was being presented at Clark College which will make available better qualified practical nurses in this area.

President Barnard in making his annual report for 1952 recommended the formation of a Ladies Auxiliary for the hospital.

President Barnard also stated that resignations had been received from Trustees Fred Chitty, Vincent Stageborg, R. G. Lovette and D. F. Almendinger.

Elected to the Board of Trustees to serve for three years: C. S. Thayer, J. B. Power, W. L. Garrison, Roy Adams, Rev. Olin Graham, Lloyd La Londe, Vic Gault, H. G. Burco, H. G. Bloom, Irving Jensen, G. A. Bloomquist and W. H. Richard. For a two year term: John E. Bergren. For a one year term: Max Snyder, Robert Hidden and Foster Borchrevink. The election of four Directors for three year terms: W. L. Garrison, J. B. Power, C. S. Thayer and D. E. Alderman.

The Board approved Dr. Frank L. Richardson for admission to the Medical Staff.

The first order of business at the regular monthly meeting, held February 24, 1953, was the election of officers for the year 1953. Elected were S. M. Barnard, President; J. B. Power, Vice-President; A. R. Nieman, Secretary; and A. W. Henderson, Treasurer.

May of 1953 saw the basic room rate increased to \$13.00 per day; the granting of \$10.00 per month increase in salary for the registered nurses; and the successful organization of the Womans Auxiliary.

In July two recovery rooms had been established for use by post-operative patients.

Dr. Abram A. Dyck and Dr. Edward McAninch were approved for membership to the Medical Staff at the December Board of Trustees meeting.

-1954-

At the January 1954 annual meeting of the Board of Trustees the President reported that the Hospital Womens Auxiliary now have forty members and this organization has functioned very well during the first year of its organization.

President Barnard also advised that a total of thirteen vacancies on the Board of Trustees were to be filled, twelve of these being the regular terms that are expiring, plus one vacancy caused by the death of Trustee Olin Graham.

A ballot was spread on the submitted list of candidates and the following received a majority of the twenty qualified votes cast: Alderman, Avery, Borchgrevink, Firestone, Hidden, Carl Johnson, Sorenson, Snider, Todd and Whipple. A second ballot was spread on the balance of the candidates and the following two candidates were elected for a three year term: Cady and Piele; Durkee was elected to complete the unexpired term of Trustee Olin Graham. Also elected were four members from the Board of Trustees to the Board of Directors for a three year term: Trustees Firestone, Snider, Todd and Nieman.

Election of officers of the Board for the year 1954 was held February 16. Elected were Director Barnard, President; Director Power, Vice-President; Director Nieman, Secretary; and Director Henderson, Treasurer.

The Board approved Dr. Frank D. Mossman for admission to the Medical staff at their March meeting.

Manager Bliss advised that the new Physical Therapist, Mr. Kenneth Shelton, took over that department starting March 1st on a fifty-fifty division of the gross income. Mr. Shelton will pay for any direct additional help that he requires in this department and the Hospital will furnish the necessary supplies and overhead items out of our share.

The census has been exceptionally low this past winter which has resulted in a very substantial loss financially in the hospital's operations.

President Barnard announced the following committee appointments:

- Operations Committee -- Director Kellett, Chairman with Directors Snider and Thayer, Trustees Cady and Borchgrevink as members.
- Public Relations Committee -- Director Alderman, Chairman with Director Du Bois, Trustees Avery Troxel and Jensen as members.
- Planning Committee -- Director Du Bois, Chairman with Directors Garrison and Nieman, Trustees Bergreen, Bloom, Johnson, Richard, Runyan and Troxel, with two members from the Ladies auxiliary, Mrs. Carl Wagner and Mrs. John E. Dugan as members.
- Building Committee -- Director Todd, Chairman, with Director Firestone and Trustee Hidden as members.
- Executive Committee -- To include President Barnard, Vice-President Power, Secretary Nieman, Treasurer Henderson, and Director Kellett, Chairman of the Joint Operating Committee.

Microfilming of the medical records from the years 1929 through 1943 has been completed.

At the April meeting the Board approved Dr. James G. Owen for admission to the Medical Staff.

During May the Fred Laws property to the north of the hospital from Washington to Creston street was purchased by the hospital and we received as a gift the land lying between Creston and Main streets.

The hospital received a gift of two folding tables and eight chairs for the playroom from the Sons of Norway.

Hospital week was observed by the Womens Auxiliary with a Silver Tea at which \$200.00 was collected. They also placed orchids on each food tray on Mother's Day which were well received by the patients.

During the July meeting the Board approved the By-Laws of the Medical Staff with amendments.

Trustee Todd sent a letter of resignation to the Board and enclosed a gift of \$1000.00 for construction or equipping of a proposed convalescent department at the hospital.

President Barnard advised that Trustee Henderson had been appointed to assume the temporary Chairman of the House and Grounds Committee that had formerly been the responsibility of Trustee Todd.

During August Manager Bliss attended an Institute for Hospital Managers on hospital administration sponsored by the American College of Hospital Administrators at Stanford University.

September noted the celebration of the Twenty-Fifth Anniversary of the hospital. Open house was held on Wednesday the 15th from 2 to 8 p.m., with guided tours of the various departments and refreshments served after the tour in the hospital dining room. Also a meeting was held at St. Luke's Parish House where awards were made to the members that had served the hospital over five and over ten year periods.

At the September meeting the Board approved Dr. James F. Park and Dr. Samuel T. Beall for membership to the Medical Staff.

During October Manager Bliss was elected president-elect of the Washington Hospital Association.

The Board approved Dr. Donald J. McDougall for membership to the Medical Staff at their October meeting.

In November the hospital started taking chest xrays of all employees, to be done annually at no expense to the employees.

-1955-

At the January meeting, the Board approved the first applications for Dental Staff membership of Doctors Willis D. Buck, Miles R. Lieser, James W. Dutro, Colin O. Dykeman, Charles C. Stetcher, Raymond A. Laws, Milton H. Johnson, Carl R. Wagner and Alfred W. Burton.

Vice-President Power stated that thirteen candidates were to be elected to the Board of Trustees. Twelve members are elected annually and an additional one to fill the unexpired term of Director Todd, whose term expires in 1957. A ballot was read on twenty candidates and the following were elected on the first ballot: Barnard, Camp, Du Bois, Gilpin, Henderson, Kellett, Mac Nab, Kreis, Runyan, Troxel, Hanson and Nieman. On the rebalot Ralph Metz was elected to the Board of Trustees. Four members of the Board of Trustees were elected to the Board of Directors, plus one to fill the unexpired term of Director Todd. On the first ballot Trustees Henderson, Du Bois, Kellett and Piele were elected to the Board of Directors for a three year term. On the rebalot Trustees MacNab, Adams and Kreis were nominated. Trustee MacNab was elected to fill the unexpired term of Director Todd.

At a special meeting of the Board held January 24, 1955, Director Kellett nominated Mr. Power for the office of President. Mr. Alderman nominated Mr. Kellett for the office of Vice-President. Mr. Snider nominated Mr. Nieman for the office of Secretary. Mr. Du Bois nominated

Mr. Henderson for the office of Treasurer. In each case, the motion was properly made and carried to declare the nominations closed and for the Secretary to cast a unanimous ballot for the nominee.

During February of 1955 installation of two treated poles with aluminum arms to carry 15,000 lumen lights, and Juniper was planted on the embankment north of the parking area.

In March the hospital took a membership in the Vancouver Chamber of Commerce with Manager Bliss designated to attend the monthly meetings, and it was decided to continue the policy of awarding service pins to the employees.

During May a silver Tea was held at the home of Mr. and Mrs. Robert Du Bois where 144 guests signed the guest book. Approximately \$150.00 was received and will be available for use of the Ladies Auxiliary.

At the July meeting the Board approved the extension of the dining room on the first floor with the doctor's library and record room immediately above on the second floor.

The Board authorized, at their August monthly meeting, the purchase of an Ultrasonic machine to be used in the Physical Therapy Department. Also the renting of a microfilming machine, which we already have on a thirty day loan, for a period of six months.

They also approved the application of Dr. Theodore E. Dillman for admission to the Medical Staff.

At the September monthly meeting the Board authorized the expenditure of funds necessary to purchase an oxygen analyzer for use in the newborn nursery.

The October quarterly meeting saw the approval by the Board of the recommendations of the Personnel Committee for the flat increase of \$15.00 per month for nurses; and to increase the basic room charge of \$1.50 per day, effective December 1, 1955.

Also approved was the purchase of a flash sterilizer for use in the surgery department.

The Board of Trustees expressed their recognition and congratulations to Manager Bliss upon his election as President of the Washington State Hospital Association.

On December 12, 1955, a telegram was received from the Ford Foundation advising of a gift of \$59,300.00 to the hospital.

-1956-

At the annual meeting held January 17, 1956, the Board approved a change in the terminology of the by-laws as follows: The term "Business Manager" as applying to Manager Bliss be changed to "Administrator".

The following twelve trustees were elected to the Board for three year terms: Roy Adams, Harold Bloom, Harry Burco, R. S. Durkee, L. Lloyd Garrison, Vic Gault, Irving Jensen, Lloyd La Londe, John Power, William H. Richard, C. S. Thayer and Carl T. Heins. Robert Inman and Earl Jackson were elected for a two year term. Trustees Alderman, Garrison, Power and Thayer were elected to the Board of Directors.

At a special meeting of the Board, held January 25, 1956, the present officers were re-elected for the year 1956, which includes Director Power, President; Director Kellett, Vice-President; Director Nieman, Secretary; and Director Henderson, Treasurer.

During February the census was extremely high all month with a maximum of 159 patients.

A letter of resignation from Trustee Kreis, who is moving to Laguna Beach, California, was read with regret at the March monthly meeting.

The application for appointment to the Consulting Staff with privileges in Pathology of Dr. Donald T. Morrison was approved by the Board.

In April the newly constructed dining and conference wing, the new patient rooms, the doctor's library, the records room and the shop area had been completed and fully occupied.

Also the newly installed fire alarm system has been completed and is now in operation. A certificate of merit has been issued to the hospital by the Vancouver Fire Department as a result of this installation.

The resignation of Mr. Ibach was accepted and the new office manager will be Mr. Kenneth Squier, who is 24 years of age, a graduate of Northwestern School of Commerce.

The hospital was contacted by representatives of the Culinary union, advising that some of our employees had requested representation. Ballots were prepared and given to these employees, which were checked and found that two were in favor of union representation, two were questionable and eighteen opposed.

Also the Board approved the recommendations of Administrator Bliss that sick leave of 18 days accumulated at the rate of one day per month to include other than R.N's., and L.P.N's., and Blue Cross premium prepaid for employees only. Sick leave effective April 1, 1956 and prepaid hospital insurance premiums effective May 1, 1956.

At the June regular monthly meeting the Board approved the application for reinstatement of Dr. Philip A. Pritel to the Medical Staff.

The Woman's Auxiliary is preparing an exhibit illustrating it's puppet project to be displayed at the American Hospital Association in Chicago next September.

President Power, at the July monthly meeting advised that there are two vacancies on the Board of Trustees, one caused by the resignation of

Trustee Kreis and one created by the death of Trustee Richard. Motion was made and carried that the nominating of two new Trustees be postponed until a future meeting.

During August the hospital was a winner of national division in annual hospital safety contest and awarded a safety plaque by the National Safety Council and the American Hospital Association.

The Board approved the proposed amendment to the By-Laws of the Medical Staff disaster plans.

During September Administrator Bliss attended the Chicago meeting of the American Hospital Association and the Yakima meeting of the Washington State Hospital Association.

At their October monthly meeting the Medical Staff voted to discontinue the scheduling of surgery on Saturdays except in emergencies.

The Board approved at their October meeting that the minimum room rate be raised \$1.25 per day to \$15.75, and an appropriate basic increase in the minimum wage scale, effective December 1st.

In November letters of commendation were received by the Board of Trustees recognizing the fine work and services rendered by Administrator Bliss as President of the Washington State Hospital Association for the past year.

Also Alcoa presented an aluminum book cart to the Ladies Auxiliary of the hospital.

-1957-

At the annual meeting held January 17, 1957, the following candidates were elected to the Board of Trustees for three year terms: Alderman, Avery, Borchgrevink, Cady, Firestone, Hidden, Johnson, Metz, Piele, Snider, Whipple and Milt Bona.

The following members of the Board of Trustees were elected to the Board of Directors for a three year term: Nieman, Snider, Firestone and MacNab.

The slate of officers elected for 1957, at a special meeting held January 22nd, are as follows: J. B. Power, President; C. S. Thayer, Vice-President; A. R. Nieman, Secretary; and A. W. Henderson, Treasurer.

During February the Vancouver Fire Department conducted an excellent fire safety school for the hospital employees.

In April the first emergency use of the new standby electric generators, purchased with Ford Foundation funds, occurred. A power outage of about thirteen minutes one afternoon while surgery was in process. Automatic switching made the power cutover in less than one second.

On April 16, 1957, at the quarterly meeting, Trustee Vic Gault presented his resignation from the Board because of personal problems which require his being close to home. President Power accepted the resignation with regret and with thanks for Mr. Gault's long service on the Board and his continuing interest in the hospital.

The Board approved the application of Dr. Robert H. Bedrossian for admission to the Medical Staff.

In observance of National Hospital week May 12 to 18, the Woman's Auxiliary had a window display in the Montgomery Ward Store covering activity of the auxiliary, publicizing career opportunities in hospitals and announcing the Public Open House to be held by the hospital.

A very successful Open House was held for all people of the community and their children Wednesday, May 15th. A large crowd attended and although the hours were between two and eight p.m., it was well after ten before the last visitor left. In addition to the tour, there were many exhibits portraying interesting aspects of the work performed in the many hospital departments.

At the quarterly July Board meeting, President Power read a letter of resignation from Trustee Carl Johnson who is moving to Eastern Washington. The resignation was accepted with regret and best wishes by the Board.

At a special meeting held July 23rd, the Board approved salary increases for all professional and non-professional employees and increase in bed rates \$1.50 per day, raising the minimum charge to \$17.25 per day. These new schedules and rates to be put into effect September 1st.

At the August monthly meeting the Board approved a proposal that vaccination for Asiatic influenza be made available to the hospital personnel at the expense of the hospital.

The Board also approved Doctors Howard A. Haskin and Ralph E. Shambaugh for admission to the Medical Staff, and approved the following Portland specialists for appointment to the Consulting Medical Staff: Doctors T. W. Adams, F. H. Bentley, L. R. Chauncey, E. G. Chuinard, R. S. Dow, T. J. Fox, J. D. Kavanaugh, W. L. E. Larson, M. J. Reeh, Laurance Selling, J. E. Tuhy and F. J. Underwood.

At the September monthly meeting the following Portland specialists were approved by the Board for Consulting Medical Staff privileges: Doctors Lewis W. Jordon, George H. Lage, Donald R. Laird, George B. Long, Milton Singer and Rogers J. Smith.

The Asiatic influenza vaccine, authorized previously, has been received and administered to approximately 175 employees.

The employee identification pins, approved earlier this year, have been in use since the first of December.

-1958-

President Power, at the annual meeting, held January 21, 1958, advised that there were fourteen vacancies on the Board of Trustees and thirteen candidates. The Board moved that a unanimous ballot be cast for the thirteen candidates. Elected to a three year Trustees' term were A. R. Nieman, A. W. Henderson, S. M. Barnard, R. H. Du Bois, Oscar L. Hanson, Robert Inman, Earl Jackson, Orme Kellett, Peter MacNab, Sam Runyan and J. L. Troxel and a two year term for E. W. Firstenburg to fill the vacancy created by the resignation of Carl Johnson.

Trustees Kellett, Piele, Du Bois and Henderson were elected to the Board of Directors.

President Power and Administrator Bliss attended the Association of Western Hospitals convention in San Francisco April 21 to 24, 1958.

Administrator Bliss reported on his trip to the Association of Western Hospitals convention in San Francisco and the Board congratulated him on his election third vice-president of the organization.

The election of Administrator Bliss to membership in the American College of Administrators occurred in August 1958.

During October's quarterly meeting the Board members toured the xray department and had a complete demonstration of the new xray equipment. After this they visited the physical therapy department and viewed the development which provides about twenty-five percent more floor area.

Returning to the dining room to continue the formal meeting, the Board approved the applications of Dr. Charles W. Watkins and Dr. W. J. Gardner for appointment to the Medical Staff.

During November the emergency generator performed promptly and in a very satisfactory manner during the general power failure.

-1959-

President Power at the annual meeting, held January 20, 1959, read letters of resignation from Loren Troxel and W. E. Starkey.

The names of ten incumbents were placed in nomination and balloting for Trustee terms of three years for twelve people and two years for two people. The result of the ballot elected the following to three year terms: J. B. Power, C. S. Thayer, Roy Adams, H. G. Bloom, H. G. Burco, R. S. Durkee, W. L. Garrison, Carl T. Heins, Lloyd La Londe, Paul Gaiser, Dee Laird and James R. Tompkins, Jr. For two year terms: Irving Jensen and Vernon A. Smith.

The next order of business was the nomination and election of Directors. President Power read a letter of resignation from the Board on behalf of Peter MacNab whose business requires his absence from the city. Ballots

were distributed and a unanimous ballot was cast for three year terms for J. B. Power, C. S. Thayer, W. L. Garrison and Ralph Metz, and a one year term for D. E. Alderman.

The Board authorized the purchase of an ultrasonic washer and electric dryer for the operating room. The use of this equipment will cause an economy of approximately \$2500.00 per year in labor now being used to wash and clean surgical instruments.

A special Board meeting was held January 27, 1959, to elect officers for the coming year. Nominated and re-elected were J. B. Power, President; C. S. Thayer, Vice-President; A. R. Nieman, Secretary, and A. W. Henderson, Treasurer.

The application for membership to the Medical Staff of Dr. Paul C. Turner was approved by the Board at the March meeting.

In June a letter was received from James H. Stickney, Chairman of the Mission Commission of the First Methodist Church, thanking the hospital for a donation of instruments, gowns and surgical supplies to a mission hospital in Anglo-Africa.

The hospital was notified in July of a thousand dollar gift to the hospital for capital investment use from the estate of Nellie M. Du Bois.

At the July meeting the Board approved wage increases for the hospital personnel and an increase in the room rate of \$2.50 per bed per day to establish a minimum rate of \$19.75 effective August 1st.

The Board also approved the application for membership to the Medical Staff of Dr. Harold P. Dygert.

Director of Nursing Service, Mrs. Catherine Kreick, resigned her position as of August 1st. Mrs. Agnes Peterson, a former afternoon Nursing Supervisor, has replaced her.

At the August 11th special meeting the Board approved the proposed agreement between Dr. Asa Seeds and Vancouver Memorial Hospital relevant to constructing, equipping and operating Radiotherapy Department.

The Board at their regular monthly meeting in September authorized the hospital to purchase one Defibrillator and one Pacemaker in separate units. This equipment will be used in the treatment of cardiac arrest.

At a special meeting, December 21st, the Board, after much discussion of the forthcoming increased premium for the Blue Cross Medical Plan, authorized the hospital to absorb the increase of 68¢ per month, effective January 1, 1960

-1960-

At the annual meeting, held Jan 26, 1960, the Board proceeded with the annual nominations and election of Trustees. All of the retiring Trustees have been nominated for re-election. Trustee Whipple spoke on his

interest in the hospital and also his feeling that if a man who could be more active and who would offer opportunity for a new person on the Board, he would be willing to be replaced. He then nominated Marvin W. Schafer, Superintendent of Evergreen School District. There being no further nominations from the Trustees present, they proceeded to vote by ballot with the result that Alderman, Avery, Bona, Borchgrevink, Cady, Firestone, Firstenburg, Hidden, Metz, Piele and Snider were re-elected and Marvin W. Schafer was elected as a new Trustee.

The Board then moved to the nomination and election for terms on the Board of Directors. The names of the retiring Directors Nieman, Alderman, Firestone, Snider were placed in nomination and they were unanimously returned to a three year term.

Director Du Bois stated that due to business obligations, he felt he could not function for the remaining year of his term as Director and asked for resignation from this group. The Board accepted his resignation with regret and proceeded to elect Ed Firstenburg for the one year remaining in Mr. Du Bois' unexpired term.

The Board also expressed to Mr. Whipple its sincere appreciation and gratitude for his long and faithful service on the Board of Trustees. This dates back to 1944.

At the regular monthly meeting, held February 16, 1960, the present slate of officers were re-elected for the year 1960. These are J. B. Power, President; C. S. Thayer, Vice-President; A. R. Nieman, Secretary; and A. W. Henderson, Treasurer.

Administrator Bliss presented a proposal for the refurnishing and redecorating of the hospital lobby. The Board authorized the Administrator to proceed with the project as outlined.

During April Administrator Bliss spoke before the Optimists Club and appeared on a fifteen minute taped broadcast over Station KKEY under the sponsorship of the Vancouver Chamber of Commerce.

In June a letter was received from W. Foster Hidden transferring sixty shares of United States Steel common stock to ownership by Vancouver Memorial Hospital. Condition of the gift is that it be held for ten years and that income from the stock be used to help defray the cost of hospital care for charity patients.

President Power read a letter from Trustee Cecil Cady, at the July quarterly meeting, submitting his resignation from the Board of Trustees because of the pressure of his business obligations. The Board accepted his resignation with regret.

During August the hospital acquired by a Sheriff's Deed 1.69 acres of property adjoining the Salmon Creek Road and the new State Highway No. 1. This property was in settlement of an account.

Administrator Bliss and Director of Nursing Service, Mrs. Peterson, attended the American Hospital Association convention in San Francisco during the early part of September.

At the September meeting a copy of the Personnel Handbook was circulated to the Board Members. This is the first one compiled by the hospital and has been distributed to all employees.

Fifteen hundred people visited the hospital during the two previews and two public open house events October 1st and 2nd, for the Special Services Addition. Approximately 350 employees and family members attended the first evening preview.

The introduction of the first class from the two year nursing program at Clark College into the hospital was Thursday, October 20th. These students are under the direct control of the college nursing instructors.

The outstanding event of the month of November was the successful Safety Week Program sponsored by the hospital employee's Safety Committee. The Housekeeping, Laundry, Maintenance and Physical Therapy Departments.

A meeting for legislators of the district, preparatory to the 1961 legislative session, was held in the hospital dining room on Tuesday, December 6th. Attending were Board members and Administrator Bliss; two Sisters and two Advisory Board members from St. Joseph Hospital; the Administrator from Skyline Hospital, White Salmon, Mr. Richard Shipp and his three commissioners; Executive Director of the Washington State Hospital Association, Mr. John Bigelow and the following legislators: Senator Frank Foley, Mr. Robert Schaefer, Mr. William Klein and Miss Ella Wintler. There was discussion of matters expected to develop during the legislation session of interest to hospitals and the meeting was considered extremely informative to all present.

The application for membership to the Medical Staff of Dr. William E. Hill was approved by the Board at their December meeting.

-1961-

Mr. Richard E. Eldon, Manager of the Becco Division Plant, was elected to fill the two year unexpired term created by the resignation of Cecil Cady, at the annual meeting held January 17, 1961.

Re-elected to the Board of Trustees, whose terms are ending, are Nieman, Henderson, Barnard, Du Bois, Hanson, Inman, Jackson, Kellett, Shevach and Smith. George Grandy of Grandy Motors and Stanley Bishoprick, a lumber broker, were elected to the two remaining positions on the Board of Trustees for a three year term.

Trustees Henderson, Firstenburg, Kellett and Piele were elected to the Board of Directors for a three year term.

Beginning of the Radiologic Institute has proven successful in that the income to the hospital has been above that discussed as a minimum during the period of time in which the idea was being developed.

At the regular February meeting of the Board of Directors, the following officers were re-elected for the year 1961: J. B. Power, President; C. S. Thayer, Vice-President; A. R. Nieman, Secretary; and A. W. Henderson, Treasurer.

The applications for staff membership of Dr. Harry Park and Dr. Paul O. Kretschmar were approved by the Board.

During March, Chairman Alderman of the Public Relations Committee was the keynote speaker for the Hudson's Bay Career Day and the presentation of the Future Nurses Club charter to the Fort Vancouver Future Nurses Club by Administrator Bliss. Also the participation of key nursing personnel in various Career Day activities at the Vancouver and Battle Ground High Schools.

Administrator Bliss attended the Association of Western Hospital Convention in San Francisco, April 24th to 27th.

A letter of resignation from Reverend Frederick H. Avery was read at the regular monthly meeting of the Board of Directors, held June 20, 1961. This resignation is necessitated by the transfer of Father Avery from the community to another parish. The Board accepted the resignation with regret.

On July 31st there was a general wage increase and a daily hospital service rate increase to \$22.50. Also during July the hospital received a cash gift from the Becco Company sponsored through the efforts of their manager, Trustee Richard Elden.

At the August meeting Medical Staff applications for the following were approved by the Board: Dr. Charles R. Thompson, Jr., Dr. John W. Roddy, Jr., Dr. William A. Bishop and Dr. Thomas E. Little.

During September the Hockett property at 3412 Main Street, purchased in August, was rented on a month to month basis.

Safety Week program was held October 9th through 14th under the sponsorship of the Employee Safety Committee. Seventeen posters were displayed on the walls of the hospital dining room representing entries in this annual contest.

Administrator Bliss attended the annual meeting of the American Hospital Association at Atlantic City. He represented the hospitals of the State of Washington as an official delegate to the House of Delegates, which is the policy-making body of that national organization.

-1962-

At the annual meeting of the Board of Trustees, held January 16, 1962, of the twelve trustees, whose terms expire currently, only Dr. Paul Gaiser indicated that he wished to be withdrawn from consideration for re-election. After balloting, the tally committee reported that Trustees Power, Thayer, Adams, Bloom, Burco, Durkee, Garrison, Heins, Laird, La Londe and Tompkins had been re-elected for three year terms, that Rev. William H. Peckover had been elected for a three year term and J. M. Tedford had been elected for the remainder of the unexpired term to end in 1963.

The next order of business was election of four directors. The names of the directors, whose terms expired, were submitted in nomination for re-election and there being no further nominations from the floor the secretary was instructed to cast the unanimous ballot for the election to the Board of Directors of J. B. Power, C. S. Thayer, W. L. Garrison and Ralph Metz.

At a special meeting held January 23, 1962, the incumbent officers of the Board of Directors were re-elected for the year 1962. These are J. B. Power, President; C. S. Thayer, Vice-President; A. R. Nieman, Secretary; and A. W. Henderson, Treasurer.

At the February meeting, the Chairman introduced Mr. Arthur Sherman and Mr. Jack Boston, representatives of the American Service Bureau, who are conducting the evaluation of the community as authorized by the Board of Trustees at it's January meeting.

The Board approved the application for admission to the Medical Staff of Dr. John L. Soelling.

On Washington's birthday the flagpole, presented to the hospital by the Clark County Allied Veterans Council, was dedicated, with the first flag being contributed by Mrs. Irene Lugie, R.N., a member of the hospital staff.

At a special meeting, March 13, 1962, the Board decided that although they were not interested in a fund raising campaign this spring, they did recognize the need of enlarging and improving the facilities of this hospital.

The Board of Trustees then authorized the organization of a development program by employment of qualified architectural services to develop a master plan and to negotiate with an advisory fund raising service to conduct a campaign during the early months of 1963.

At the regular monthly meeting, March 20, 1962, the Board approved the retaining of the San Francisco architectural firm of Stone, Marraccini and Patterson to prepare a master plan.

During the April meeting Administrator Bliss showed the Board some slides he had taken during the month of March illustrating the necessary overcrowding of the hospital which occurs at certain times of the year.

At a special meeting held June 19, 1962, the Board authorized the President and the Administrator to file a part one application with the Washington State Hill-Burton authorities.

The Board, at the July 17th quarterly meeting, gave its permission to the 321st General Hospital U. S. Army Reserve Unit to conduct voluntary training service on male patients in the hospital each Monday evening beginning August 27th and continuing through October 8th. This is at the request of the head nurse of the unit Lt. Col. Kathryn Fisher, who is also chief anesthetist at this hospital.

The regular quarterly meeting of the Board of Trustees recessed July 17th and reconvened July 19th. It was at this meeting that the Master Plan, prepared by the San Francisco architectural firm of Stone, Marraccini and Patterson, was accepted by the Board.

The application for admission to the Medical Staff with privileges in radiology of Dr. Michael Lewiski was approved by the Board at their August monthly meeting.

During the wind storm disaster of October 12th, the hospital provided not only care for both in and out-patients but patients transferred from other hospitals in the community and also provided food and shelter for tourists who were requested to remain off the public streets.

At a special meeting of the Board of Trustees, November 27, 1962, the President announced he had that day received a letter of resignation from the Board by Richard E. Elden because of his imminent transfer to Princeton, New Jersey. The Board accepted his resignation with regret.

The Administrator reported on the Hill-Burton allocations for the current fiscal year at which time the application of Vancouver Memorial Hospital was not included because depletion of available funds occurred in allocating money to requests from hospitals located in higher priority areas. The hospital can and will refile its application for the fiscal year beginning July 1, 1963.

The fund campaign office has now been opened at 1706 Main Street by Mr. Jack Boston of the American City Bureau, who is chief counsel for the Fund Campaign. His associate, Mr. Victor Rowley is scheduled to be on duty by December 10th.

-1963-

At the January annual meeting, Trustee Alderman reported on behalf of his committee, appointed by the President, consisting of Roy Adams and Melvin Shevach, concerning the desire of twelve Trustees whose terms expire at this meeting. He stated that in addition to the resignation of Richard Eldon, Foster Borchgrevink and Marvin Schafer had indicated that they did not choose to stand for re-election, therefore, three vacancies on the Board of Trustees needs to be filled.

Mr. Alderman placed in nomination for three year trustee terms Harold Corwin, of the Pepsi Cola Company, Durwood Hill, manager of Clark County PUD, and Stanford Nustrom of the City Investment Company, Washougal. In addition the following trustees names were submitted for re-election: Alderman, Bona, Firestone, Firstenburg, Hidden, Metz, Piele, Snider and Tedford.

The above twelve were elected unanimously to three year terms on the Board of Trustees by voice vote.

Trustee Alderman then informed the Board that A. R. Nieman, whose term as Director ends, had indicated he could not stand for re-election and A. W. Henderson, whose term on the Board of Directors has one year remaining, wanted to withdraw from the Directors. These developments will require election of four directors for three year terms and one for the one year remaining in Mr. Henderson's term.

Melvin Shevak was elected to the one year term ending in 1964 and Alderman, Firestone, Snider and Laird to the three year terms expiring in 1966.

President Power then formally announced to the Trustees that C. S. Thayer had, after careful consideration, accepted the general chairmanship of the building fund drive.

At the regular February meeting of the Board of Directors, the following officers were elected for the year 1963: J. B. Power, President; C. S. Thayer, Vice-President; Ralph Metz, Treasurer; and T. R. Piele, Secretary.

Applications for admission to the Medical Staff of Dr. Otis F. Burris and Dr. Robert W. Toon, Consulting Medical Staff, were approved by the Board.

At a special Board of Trustees meeting, held February 19, 1963, Mr. Thayer, Chairman of the Fund Campaign, stated that at a meeting of the campaign leadership that morning a public fund goal of \$725,000 was suggested. This was approved by the Board.

The President stated that the employees of the hospital had conducted a most successful campaign within their own organization, pledging \$28,000 to the campaign.

Director Metz, who had been elected treasurer at the previous meeting, indicated at the March meeting that he would be unable to serve. Director Snider was elected to serve in his place as Treasurer.

Chairman Thayer of the Development Fund Campaign indicated that the campaign was progressing well but not on the schedule predicted earlier. As additional time will be needed to cover all available donors and in view of the fact that the contract as originally written has run out, the Board authorized extension of the contract with the American City Bureau for one month time beginning March 25th and concluding April 24th.

Director Thayer appeared before the hospital Medical Staff on May 20th to express the regret of the Board of Trustees in overlooking the opportunity to obtain the Medical Staff impressions concerning the idea of initiating a development program.

At the July quarterly meeting the Board approved a general wage increase, effective July 29th, increased vacation benefits to full time employees and an increase in adult room rate of \$2.50 per day, making the basic ward rate \$25.00 per day and private room rate \$30.00 per day.

The Board also approved the purchase of a new electrocardiograph Machine.

On August 25th, in New York City, Administrator Bliss was awarded the status of Fellowship in the American College of Hospital Administrators.

A letter from Trustee J. M. Tedford, resigning from the Board of Trustees because of his retirement and movement of residence to Seattle, was read at the October meeting and was accepted with regret.

The Board approved the appointment to the Medical Staff of Dr. Lawrence S. Krotzer with privileges in radiology.

During November the appointment to the Medical Staff of Dr. Peter A. Goodwin was approved by the Board. A gift to the Development Fund of 100 shares of U. S. Plywood Common Stock was received. The awarding of \$998,000 to the hospital from Hill-Burton funds. And the selection of the firm of Stone, Marraccini and Patterson for architectural services relating to Stage I of the Master Plan.

December saw the initiation of a volunteer chaplain service program. Information concerning the chaplain program is given to each patient at the time of admission.

-1964-

At the annual meeting, held January 21st, the Board approved the appointment of the controller, Kenneth Squier, to the position of Assistant Administrator.

Proceeding to the election of Trustees, the names of Trustees Barnard, Bishoprick, Du Bois, Grandy, Hanson, Henderson, Inman, Jackson, Kellett and Shevach had been submitted in nomination for re-election and the names of Hans Brune, resident manager of the Boise Cascade Corporation of Vancouver and Ned Hall, Vancouver attorney had been submitted as new candidates for three year terms along with the name of Richard Lawton, supervisor of community and industrial relations, Crown Zellerbach Corporation of Camas in nomination for the two year term vacated by the resignation of J. M. Tedford.

The above thirteen were elected unanimously to the Board of Trustees.

Directors Piele, Firstenburg, Kellett and Shevach were re-elected for three year terms on the Board of Directors.

At a special Directors' meeting, held January 22nd, the following officers were elected for the year 1964: J. B. Power, President; C. S. Thayer, Vice-President; Claude Snider, Treasurer; and T. R. Piele, Secretary.

A letter of resignation was read at the special Board of Trustees meeting held March 17th, from Trustee Durwood Hill, who is moving from the area. His resignation was accepted with regret by the Board.

The Board approved the acceptance of the proposal and commitment

offered by the Vancouver Federal Savings and Loan Association for a loan of \$1,250,000 repayable within twenty years at an annual interest rate of 5½% and a loan fee of ¼ of 1%.

Also the application for admission to the Medical Staff of Dr. Augusto Proano with privileges in psychiatry and psychosomatic medicine was approved by the Board.

At the April quarterly meeting the Board approved the purchase of a Coulter Counter Model A, an item of electronic equipment used for automatic counting of white cells and blood cells in the hospital laboratory.

The Board, at their May meeting, approved that Mr. James Fowler be retained as a public relations counsel on a month to month basis at a fee of \$100 per month effective June 1st.

Dr. Charles Reed was approved by the Board for appointment to the Medical Staff with privileges in orthopedics.

The Board also approved the purchase of an additional cart for the loading of the large sterilizer in the Central Service Department and a Shippo Injector for use in the Xray Department.

A letter of resignation from the Board from Carl T. Heins was read. Trustee Heins is moving to Pittsburg June 1st. The resignation was accepted with regret.

During the June meeting the Board approved Dr. Edgar R. Salter for appointment to the Medical Staff.

At the July quarterly meeting of the Board, Administrator Bliss discussed a plan to conduct for hospital personnel and medical staff, instructional sessions in external cardiac massage September 21-24. Following these the nursing office will organize "cardiac arrest teams", one to be on duty in the hospital at all times.

Elizabeth A. Rice, who deceased in May, has designated the Vancouver Memorial Development Fund to receive the residual balance of her estate after specific bequests and costs have been paid.

During August at a luncheon sponsored by the Union Pacific Railroad Foundation a gift of \$1000 was made to the Development Fund.

The Board approved the purchase of one Bausch and Lomb trinocular microscope as requested by the Director of Laboratories.

Because of increased expense necessary to remodel the existing Dietary Department, including some structural repairs not previously contemplated, the Board approved a new Dietary Department in Stage I construction and, because of the additional costs, the Board authorized the Administrator to request supplemental Hill-Burton allocation of funds.

At the September regular meeting the Board approved an increase of base salary for registered nurses to \$390 per month and the annual service

tenure for licensed practical nurses to be \$10 per month for a maximum of three years instead of two. Also mandatory retirement age for employees shall be 70 years.

A letter was read from the Executive Vice-President of the American Hospital Association expressing his appreciation to the Board of Trustees in making possible participation of Administrator Bliss as chairman of the committee on Standards and Evaluations.

On October 12th the hospital conducted a disaster plan drill, which went well.

At the November meeting the Board approved the hospitals participation in a three years contribution to the Washington State Hospital Education and Research Foundation. Efforts of the foundation are directed to the promotion of hospital careers.

Administrator Bliss discussed events which relate to the extended leave of absence granted to Director of Laboratories, Dr. Robert D. Johnston. After thorough discussion by those present at the December meeting, the Board instructed the Administrator to proceed with cancellation of the existing contract with Dr. Johnston in accordance with the terms thereof.

The Board also authorized the purchase of a second Bird Respirator Machine.

President Power read a letter from Lloyd La Londe resigning from the Board of Trustees and a motion was made and carried to accept and acknowledge this in writing.

-1965-

President Power, at the annual meeting held January 19th, expressed his appreciation to those trustees who are retiring from the Board or who have moved from the community this year. They are Carl Heins, Durwood Hill, A. W. Henderson, Lloyd La Londe, R. S. Durkee and the Rev. William H. Peckover.

The following Trustees whose terms expire at this annual meeting were re-elected: J. B. Power, C. S. Thayer, Roy Adams, H. G. Bloom, H. G. Burco, W. L. Garrison, Dee Laird and James Tompkins, Jr.

Nominations for Trustees to fill vacancies have been submitted on behalf of Sam Jones, R. W. Anderson, Max Kessler, Rev. Frank H. Brown, G. Ralph Meyer and Iiley Thompson. A prepared ballot was circulated resulting in the election to three year terms new members Jones, Anderson, Kessler and Brown. Ralph Meyer was elected to a two year unexpired term and Iiley Thompson to a one year unexpired term.

J. B. Power, C. S. Thayer, W. L. Garrison and Ralph Metz were re-elected to succeed themselves as members of the Board of Directors for three year terms.

The Board approved a request from the 45th Station Hospital, United States Army Reserve for volunteer service by the reservists two Monday nights per month from February 15th until August. This has already been approved by the Executive Committee of the Medical Staff and there is no objection from the Medical Staff itself.

Special meeting was held January 20th to elect officers for the year 1965. Elected were J. B. Power, President; C. S. Thayer, Vice-President; Claude C. Snider, Treasurer; and T. R. Piele, Secretary.

The medical staff application of Dr. Robert W. Olwine for privileges in general, thoracic and orthopedic surgery was approved by the Board at their February meeting.

President Power read a letter at the March meeting addressed to Administrator Bliss by Bernard Bucove, M.D., Director of the Department of Health, confirming the appointment of the Administrator to the Health and Medical Facilities Advisory Council for the State of Washington. This is the council which reviews the state-wide Hill-Burton plan. The Administrator is one of four hospital Administrators who will be members of the twenty-five person Advisory Council.

At the April quarterly meeting the Board approved the appointment of Dr. Donald T. Morrison as Director of Laboratories.

Bids were opened April 6th with James Hickey, Inc., of Portland, the successful bidder. The Board at their April meeting authorized the President and Secretary to execute the construction contract with James S. Hickey, Inc., not to exceed \$2,650,000 including Washington sales tax.

The Board also approved the appointment to the consulting staff with privileges in pathology of Dr. Archie Y. Hamilton.

At the June meeting the Board approved the purchase of an International Harris cryostat as requested by Dr. Morrison, Director of Laboratories. A cryostat is a freezing chamber which contains a fine cutting mechanism for the sectioning of surgical tissues.

At the July meeting the Board approved the appointment to the Medical Staff of Dr. John W. Erickson with privileges in orthopedics.

During August Administrator Bliss attended the annual meeting of the American Hospital Association in San Francisco.

Appointment to the Medical Staff with privileges in ophthalmology of Dr. Charles B. Carter was approved by the Board.

The Board also approved the signing of a Declaration of Intent, not binding, but indicating the desire of the hospital to designate the Blue Cross Association as fiscal intermediary and the American Hospital Association as consultant to the Secretary of Health, Education and Welfare for administration of the Medicare Program.

At the September meeting the Board approved a wage and salary adjustment in keeping with those in Portland and Western Washington areas. Also an increase in the daily rates of \$3.00 per day to a minimum of \$28.00, effective October 1st.

The Board also approved Dr. Merle C. Schmidt, Dr. Harold E. Smith and Dr. Donald W. Nelson for admission to the Medical Staff.

On October 4th, Mrs. Muriel Larson became full time purchasing agent instead of combination agent and chief pharmacist.

At the October quarterly meeting Administrator Bliss announced the appointment of Jack Shupe to the position of chief pharmacist effective November 1st.

Chairman Alderman mentioned the election of Administrator Bliss as delegate at large to the American Hospital Association for a three year term.

The Board approved for admission to the Dental Staff, Donald W. Sperry, D.D.S.

At the regular monthly meeting, held November 16th, Chairman Alderman, of the Building Committee, read a letter from George Agron, Architect, recommending removal of the remaining four redwood trees at the front of the hospital and suggesting they be replaced with trees of a size and nature more appropriate to the situation. The Directors appreciate the fact that the trees were placed by Oliver and Foster Hidden and the effort of the Hidden family on behalf of the hospital during the time of its organization and growth through the years. They also recognize the recommendation of the architect and authorized the removal of the trees.

During December additional stocks were contributed to the hospital development fund. These include 17 shares of American Telephone and Telegraph received at a value of 61½. Thirty-three shares of Electronic Specialties were donated in payment of an existing pledge. Further drawing on mortgage funds has been in the amount of \$115,000 resulting in a total of \$190,000 drawn on mortgage funds to date to pay contractor's billings.

-1966-

At the January annual meeting the matter of contribution to the budget of the Hospital Planning Council for the Metropolitan Area was discussed. At the recommendation of a special committee, the Board authorized the contribution of \$1.00 per bed for the fiscal year ending June 30, 1966 and \$2.00 per bed for the fiscal year ending June 30, 1967.

President Power reported a contribution from the Clark County Medical Society in the amount of \$1200 toward the Building Fund.

Re-elected to the Board of Trustees for a three year term were T. R. Piele, Claude Snider, D. E. Alderman, Milt Bona, Harold Corwin, C. L. Firestone, E. W. Firstenburg, Robert Hidden, Richard Lawton, Ralph Metz, Stanton Nystrom and Iiley Thompson.

Claude Snider, Dwight E. Alderman, C. L. Firestone and Dee Laird, whose terms had expired, were re-elected to the Board of Directors for a term of three years.

As recommended by the Finance Committee the Board, at their February meeting, approved the change of the fiscal year to begin October 1st and end September 30, 1966.

The Board approved the appointment of Dr. John B. Zevely to the associate medical staff with privileges in anesthesiology.

The Board also approved the purchase of monitoring and resuscitation equipment, to include an additional electrocardiograph, and the purchase of an automatic xray film processor for xray department dark room.

The election of officers became the next order of business. Upon nomination and unanimous ballot J. B. Power was re-elected President. Vice-President Thayer placed in nomination E. W. Firstenburg for the office of Vice-President. There was a unanimous vote for the election of Mr. Firstenburg to this office.

T. R. Piele was re-elected for the position of Secretary and Claude Snider re-elected for Treasurer.

The revised Utilization Plan required for approval for participation in Medicare, Public Law 89-97, has been approved by the Medical Staff and by the Board at their March monthly meeting and forwarded to the Department of Health for their approval.

The Board approved the appointment of Dr. Herbert R. Gray to the Medical Staff.

At the May meeting the Board authorized the Vice-President to execute the Agreement for Provider of Services with the Social Security Administration pertaining to acceptance of Medicare patients.

The appointment of Dr. Robert B. Campbell to the Medical Staff was approved by the Board.

June saw the activation of the Utilization Review function. Also the hospital received its certification by the Social Security Administration including a countersigned agreement form and an identification number.

At the June meeting the Administrator informed the Board that the Medical Staff had approved the enrollment of the hospital in the Professional Activities, Inc., Ann Arbor, Michigan. This will enable the hospital to submit statistical summary lists of patient records to Ann Arbor for processing with computers and the hospital will receive in return a complete analysis monthly as well as the indexing and coding which is now done manually in the Medical Records Department. These reports will provide additional information heretofore

impractical to obtain through manual means and will provide the Utilization Review Committee information with which to adequately perform its functions as required under the Medicare Law.

The Board approved the appointment of Dr. David L. Dixon to the Medical Staff at the July meeting.

Chairman Alderman of the Building Committee reported at the August meeting that the Washington State Department of Health has performed the 75% completion inspection for Hill-Burton funds. The project itself is determined to be at 78% completion July 31st.

The appointment of Dr. Lumen B. Schilling to the Medical Staff with privileges in anesthesiology was approved by the Board.

The Board also approved the retaining of a landscape architect, Chandler D. Fairbank of Portland, Oregon, to prepare a planting design for the entire hospital property.

On September 6, 1966, the first Utilization Review Committee meeting was held with Doctors Corlett, Dowd, Strong and Burris present. Mr. Bliss, Mr. Squier and Mrs. Blair from the hospital administrative staff were present.

At the September meeting President Power read a letter from Edwin L. Crosby, M.D., executive vice-president of the American Hospital Association stating the Association's appreciation for making Administrator Bliss available for participation as chairman of the A.H.A. Committee on Standards and Evaluation.

The Board approved Dr. Stanton L. Freidberg and Dr. Horst A. Waber for appointment to the Medical Staff.

Participation in Professional Activity Studies is underway effective with discharges October 1st.

At the October meeting the Board authorized the purchase of Mrs. Charles E. Bevington's property at 33rd and main Streets for \$21,500.

The Board awarded the landscaping to Dan Hallowell Nurseries, as low bidders, at the November meeting. Also the Board approved the providing of a Meditation Room at a proposed cost of \$3262 in accordance with information received from Stone, Marraccini and Patterson.

-1967-

The President at the January annual meeting suggested a number of changes in the by-laws. These changes contemplate the elimination of the Board of Directors, a monthly meeting of the Trustees who will assume the functions presently imposed on the Directors, a 75% attendance at all regular meetings, a change in quorum requirements to twelve members, except during

June, July, August and September when nine will form a quorum and such other changes as may be needed to incorporate the foregoing without departing from the forms of ownership and management presently provided.

Copies of the complete revised by-laws were distributed to those present at a special meeting of the Board, held February 21st, by Claude Snider, chairman of the committee to revise by-laws. After discussion the Board approved that the present by-laws be rescinded and that Article I, Section 1 through 17 be adopted as the complete by-laws of the corporation.

Trustee Du Bois announced at the March meeting the purchase of property at 120 East 33rd Street from Mr. and Mrs. McCrae at a cost of \$24,500. The dwelling is in good condition and movable.

The Board approved the appointment of Weaver and La Londe, architects, to design a parking lot in the space acquired from Mrs. Bevington and Mr. and Mrs. McCrae, specifying that construction of the parking lot be bid as a separate project.

The Board, at the recommendation of the committee on purchase of xray equipment, approved the purchase of equipment with cost proposal at \$92,000 with relocation and installation estimated at \$13,000, total \$105,000.

Trustee Anderson reported at the April meeting that anodized aluminum backing sheet had been mounted on the north wall of the lobby and that letters were being mailed to Memorial Division and donors (minimum Gift \$1200) to obtain correct information for inscribing the individual name plate to be placed on this wall.

President Power read a letter from Trustee Milt Bona requesting resignation because of health problems. The Board accepted the resignation with regret.

The dedication ceremony for the Meditation Room occurred on hospital day, May 12, 1967.

At the May Board meeting the Board authorized the Building Committee to expend up to \$1000 for a sprinkler system for the lawn and shrub area in front of the main driveway.

The Hospital Auxiliary Scholarship sponsored since 1960 and annually awards the complete two year scholarship to the School of Nursing, which amounts to \$550 for the two year period, was awarded for 1967 to Miss Carol Yankovich.

The pediatric, surgery and medical records department have been moved into their new quarters.

A letter of resignation from Trustee Hans Brune in view of Mr. Brune moving from Clark County to Vancouver, British Columbia. The Board accepted the resignation with regret.

President Power appointed Dee Laird to contact Mr. Don Jones, manager of P.U.D., Camas-Washougal office, regarding the possibility of becoming a trustee to fill the vacancy created by resignation of Milt Bona.

During June provision was made possible for the doctors to dictate medical records through the switchboard to the hospital central dictating system.

At the June meeting the Board approved the appointment of Dr. Jack D. Jefferson and Dr. Lyall S. Crary to the Medical Staff.

Administrator Bliss commented on the Washington State Department of Health licensing survey which took place May 22-24. As a result of the survey the hospital has been approved for 203 beds.

President Power read a letter of resignation from the Reverend Frank Brown occasioned by his being transferred to Superintendency of the Methodist Church in Everett. He read his reply to Reverend Brown. The Board accepted the resignation and gave its approval to the response that Mr. Power had made.

Dee Laird stated that he had contacted Don Jones, as instructed at the May meeting, regarding his service as a member of the Board of Trustees. Mr. Jones responded favorably and indicated that the meeting night fits his schedule. Mr. Jones was elected to fill the unexpired term of Milt Bona on the Board of Trustees, the term to expire at the annual meeting in 1969.

At the July Medical Staff Meeting, Mr. Mosman of the Mosman Electric Doctor Register System gave a demonstration on the use of this register system recently installed in the hospital.

At the August Board meeting Trustee Du Bois reported the purchase of the property at 106 East 33rd Street had been concluded during August at a cost of \$12,000.

The Board approved the appointment of Dr. J. Bruce Bell to the Medical Staff.

Administrator Bliss has been elected to the Council of Regents of the American College of Hospital Administrators and will assume the office at the annual meeting on August 21st in Chicago.

On October 12, 1967, formal dedication ceremony of the hospital project started at 10:30 a.m., followed by a brief tour of the new facilities and a noon luncheon in the hospital dining room for invited guests. Several special guests were introduced among which was the first baby born in this hospital.

At the October annual meeting Administrator Bliss reported that in accordance with the recommendation by the Trustees at the September meeting concerning contact with certain donors to increase subscription so that they might be identified on the donor wall in the hospital lobby, twenty-five letters were sent with seven additional pledges received totaling \$3200.

The report of the Nominating Committee, consisting of Trustees Shevach, chairman, members Alderman, Corwin, Firestone, and Firstenburg, was read as follows: "Among the Trustees whose terms expire at this annual meeting, Mr. S. M. Barnard has indicated his wish not to stand for re-election.

"Those who have indicated willingness to continue if elected are, and are nominated for terms of three years, Stanley Bishoprick, Robert Du Bois, Ralph Meyer, Earl W. Jackson, George C. Grandy, Ned Hall, Oscar Hanson, Orme Kellett and Melvin Shevach.

"The following new Trustees are also nominated for terms as indicated: Mitchell Bower, Jr., Bower Warehouse and Truck--three years; H. R. Hall, assistant resident manager of Boise Cascade--three years; Mason Nolan, business manager of the Columbian--three years; Reverend Jack Tuell, First Methodist Church--one year to complete the unexpired term for the Reverend Frank Brown."

It was moved, seconded and carried unanimously that the report of the Nominating Committee be accepted.

A plaque was presented to S. M. Barnard symbolizing appreciation of the Trustees for his twenty-five years of service on the Board, ten of which he served as President 1945-1954 inclusive. His service as a Trustee ends with this annual meeting.

A special meeting, immediately following the annual meeting, was called to elect Officers. Elected unanimously were E. W. Firstenburg, President; T. R. Piele, Vice-President; Melvin Shevach, Secretary; and Claude C. Snider, Treasurer.

Mr. John B. Power was presented a plaque as a token of appreciation from the Trustees for his twelve years as President and his twenty-two years service on the hospital board.

President Firstenburg, at the November meeting, noted the death of C. L. Firestone since the last meeting of the Board. At the time of his death Mr. Firestone had the longest service on the Board of Trustees, having joined it in January 1942. During his active period of trusteeship he was a consistent member of the Building and Grounds Committee.

Appointment of Dr. Charles S. Drescher to the Medical Staff was approved by the Board.

The December meeting was cancelled due to inclement weather.

-1968-

The Board, at the January meeting, approved the proposed increase in daily hospital service rates \$5.00 per patient day and other rates to produce \$1.50 per patient day effective February 1, 1968, and also the

recommendation of salary increases as proposed by the Personnel Committee effective February 4, 1968.

The purchase of the Williams property at 104 East 33rd Street at a cost of \$16,800 has been completed. The house has been rented for \$125 per month. The house next to it, 106 East 33rd Street, has been rented for \$85 per month. Four parcels of land have now been acquired on 33rd street.

President Firstenburg read a letter of resignation from Sam Jones, who has moved to Aberdeen, Washington. The Board accepted the resignation with regret.

The President reminded the Board that two vacancies now exist on the Board and a third is probable. He appointed a nominating committee to recommend candidates for the two existing vacancies at the February meeting. The committee is Anderson, chairman, Corwin, Laird, Kessler and Thayer, members.

February saw the establishment of the Respiratory Therapy Department under the guidance of Mr. Terry D. Gwinn, registered inhalation therapist.

At the February monthly meeting Trustee Thayer reported on behalf of the Nominating Committee as follows: Dr. Dwight Baird, President of Clark College to complete an unexpired term of Sam Jones October 1968. Sidney M. Collier, administrative assistant Bonneville Power Administration, to complete the unexpired term of C. L. Firestone October 1969.

The above named were unanimously elected as members to the Board of Trustees.

A request for reinstatement to the active medical staff from Dr. William A. Bishop, following his return from military service, was approved by the Board at their March meeting.

At the April meeting the Board approved the recommendation of the Building Committee that James S. Hickey, Inc., be paid the final contract amount of \$60,039.15.

The Board, at the May meeting, approved the recommendation of the personnel Committee that the hospital pay the entire Blue Cross premium for both male and female employees effective July 1, 1968.

During May the Pharmacy changed over to the unit dosage system.

The Administrator reported at the July meeting that two resident physicians had been employed by the hospital to render twelve hours service Saturday and Sunday. They will be licensed by the State of Washington and will see only emergency cases at the request of the physician on call or the patient's own attending physician.

The Board approved the appointment of Dr. John P. Rundle and Dr. Calvin C. Clark to the Medical Staff.

At the August meeting President Firstenburg announced that the death of Mr. George Grandy created another vacancy on the Board of Trustees. It was properly moved and seconded that a letter be sent to Mrs. Grandy expressing sympathy to her upon the occasion of Mr. Grandy's death and to relate the appreciation of the Board for his excellent service to the hospital.

Appointment of Dr. Jerry J. Fisher to the Medical Staff was approved by the Board.

The Administrator reported that Assistant Administrator Kenneth Squier had completed the course in Health Facilities Administration at the University of Washington. Mr. Squier then expressed his appreciation to the Board their financial support on his behalf.

During September interim electroencephalograph equipment was installed and started receiving patients on September 23, 1968, under the direction of J. B. Bell, M.D.

Vice-President Piele, at the September meeting, read Trustee H. Ray Hall's letter of resignation from the Board of Trustees due to moving from Clark County. The Board accepted his resignation with regret.

At the October annual meeting a letter of appreciation was read from Edwin L. Crosby, M.D., Executive Vice-President of the American Hospital Association, thanking the Board for participation by Administrator Bliss in the American Hospital Association council and committee activity during the recent year.

Appointment to the Medical Staff of Dr. Ronald M. Graham was approved by the Board.

Chairman Du Bois of the Nominating Committee read his committee report nominating the following trustees for re-election: Roy Adams, R. W. Anderson, Dr. Dwight Baird, H. G. Burco, W. L. Garrison, Max Kessler, Dee Laird, C. S. Thayer, James R. Tompkins, Jr., and Reverend Jack Tuell.

And, nominating the following for terms to expire as indicated: O. F. Burris, M.D., 1971, William S. Marshall 1971, Ronald O. Keil, 1970 and George Propstra 1970.

And, also nominating for re-election the following officers: E. W. Firstenburg, President; T. R. Piele, Vice-President; Melvin Shevach, Secretary; and Claude Snider, Treasurer.

And, reporting that election of officers be at the November meeting when the new Trustees will be available to vote. After discussion, the Trustees, as proposed by the Nominating Committee, were elected by secret ballot.

The new Trustees elected to the Board includes a member of the Medical Staff for the first time in twenty-five years.

During November the Clark County Commissioners announced the closure of Clark County Hospital not later than March 31, 1969. The hospital has received a letter and a copy of the resolution from the commissioners requesting that Vancouver Memorial prepare to accept welfare patients.

At the November meeting the following officers were re-elected for the year: E. W. Firstenburg, President; T. R. Piele, Vice-President; Melvin Shevach, Secretary; and Claude C. Snider, Treasurer.

-1969-

Building Committee Chairman Tompkins alerted the Trustees at the January meeting to a proposal by the administration for modification of certain areas of the building to increase the licensed capacity by nine patient beds. He stated a recommendation would be forthcoming from the committee when approval for the work has been received from the Washington State Department of Health. An estimated expenditure of \$17,000 will add nine beds in one and two bed rooms to increase the licensed capacity to 215 beds.

After further discussion, the Trustees indicated interest in expediting this remodeling so gave their approval to proceed with the work subject to approval from the Washington State Department of Health.

The Administrator reported at the February Board meeting on developments regarding purchase of the equipment of the Radiologic Institute. Since the last Trustees meeting a committee of the Medical Staff has been appointed by the Medical Staff President to provide professional direction for the department. Purchase will be effective March 1, 1969, and the purchase price is \$31,290.00.

The name Radiologic Institute will be removed and the hospital department hereafter be known as Radiation Therapy and Isotopes Department.

The Board, at their March meeting, approved the purchase of a Model F.N. Coulter counter as recommended by Dr. Morrison, Director of Laboratories.

The Board also approved the appointment of Dr. Gene G. Essert and Dr. Benjamin H. McGough to the Medical Staff.

President Firstenburg noted the fact that there is a vacancy on the Board of Trustees as a result of the recent death of Harry Burco. The nomination for replacement was referred to the Nominating Committee.

Trustee Du Bois, at the April meeting, reported that the purchase of the property at 116-118 East 33rd Street had been consummated with Mrs. Mabel Davis. One side of the duplex is presently rented and rental of the remaining side is expected by June 1st.

Assistant Administrator Squier reported on a successful series of meetings held to exchange information with representatives of the doctors offices.

At the May meeting the written report of the Nominating Committee, submitted by Chairman Du Bois, was read. The committee nominated Dale W. Read for the unexpired term of Harry Burco, the term to end in 1971. The report of the Nominating Committee was unanimously approved by the Board.

Building Committee Chairman Tompkins reported at the June meeting that plans and specifications for construction of seven additional bed spaces within the existing hospital structure had been forwarded by Nelson, Walla and Dolle to the Washington State Department for approval.

Appointment to the Medical Staff of Dr. Larry T. Brice was approved by the Board at the July meeting.

The Administrator reviewed the financial and statistical reports, noting the decrease of 300 patient days in June which affected gross income and reduced the net operating profit proportionately. Several services of the hospital are showing substantial increase in the current fiscal year, particularly the Radiology Department.

Trustee Baird expressed his appreciation for the printing and circulation of the drug abuse list and requested additional copies for distribution at the college. The Administrator indicated that six major industries in the county had either requested copies or printed the information in their employee bulletins.

The Board, at their August meeting, approved the recommendation of the Personnel Committee for general wage increase effective August 31, 1969, extending employer's liability coverage to include workmen's compensation insurance provisions equal to the Department of Labor Industries Workman's Compensation for the State of Washington and that room rates be increased \$6.00 per day effective August 21, 1969.

Discussing the long standing series of conferences between Vancouver Memorial and seven Portland hospitals relating to the establishment of a central laundry to serve the hospitals, the Board approved the discontinuance of participation in the central laundry project and recommended that further study be given to the possibility of a leased central laundry operation.

At the October annual meeting Chairman Marshall, of the Nominating Committee, indicated that the committee includes the names of three new trustees to fill the positions formerly held by Dwight Alderman, deceased; Iley Thompson, who has moved from the community; and Claude Snider, who has requested that he not be renominated. Accordingly, the committee presented names of Emil W. Brooking, M.D., Camas; Freeman Keller, Vancouver; and Eugene Dils, Vancouver, to fill these vacancies; and nominates for re-election for three year terms E. W. Firstenburg, T. R. Piele, Sidney M. Collier, Harold L. Corwin, Robert Hidden, D. W. Jones, Richard E. Lawton, Ralph Metz and Stanton W. Nystrom.

The Nominating Committee also submitted the names of the following for

the respective officer positions: E. W. Firstenburg, President; T. R. Piele, Vice-President; Melvin Shevach, Secretary; and Mason Nolan, Treasurer, election to take place at the November meeting.

Ballots were then distributed for election of trustees. Nineteen members present, nineteen ballots returned, all nominees elected unanimously.

Administrator Bliss reported on the Antibiotic Antitrust Suit which has been instituted by the Washington State Hospital Association and two other hospitals in the Seattle area representing all non-governmental hospitals in the state, and recommends that Vancouver Memorial participate in this litigation for the purpose of recovering overcharges during the years 1951-1960 in the connection with the sales of certain antibiotics. The Board approved the recommendation of the Administrator.

The appointment to the Medical Staff of Dr. Richard Dobrow, Dr. James F. Stager, Dr. Robert D. McElhaney and Dr. W. F. Emerson, was approved by the Board.

Vancouver Memorial Auxiliary held a Scholarship Fund Benefit Tea on October 23rd at the home of Dr. and Mrs. Harold E. Smith.

At the November meeting Chairman Laird, of the Joint Conference Committee, noted that the Joint Conference Committee hereafter will meet at 12:30 p.m., on the Friday of each month following the third Tuesday. Effect of this change is to put the Joint Conference meeting on the Friday following the Medical Staff and Board of Trustees meetings.

Trustee Du Bois reported completion of the purchase of property at 112-114 East 33rd Street at a cost of \$20,500.00, as authorized by the Board at a previous meeting.

In accordance with the recommendation of the Nominating Committee, ballots for election of officers were circulated and returned to indicate the unanimous election of E. W. Firstenburg, President; T. R. Piele, Vice-President; Melvin Shevach, Secretary; and Mason E. Nolan, Treasurer.

The Board approved a donation of \$1.00 per licensed bed or \$206.00 to the Lower Columbia Region for Comprehensive Health Planning as requested in a letter from Dr. Sam Beall and recommended by the Administrator.

At the December meeting, the Board approved the recommendation of the Personnel Committee to accept the extension of Blue Cross daily service coverage to \$46.00 from its present \$38.00 and absorb the increased premium of 60¢ per male patient and 68¢ per female employee, effective February 1, 1970.

The Building Committee discussed the increasing and consistent high level of occupancy in the medical and surgical departments and urges early and definite steps toward initiating accomplishment of the master plan development of the hospital facilities to cope with existing and planned services.

The Administrator, at the January 20, 1970 meeting, reported that remodeling of areas to provide five additional beds has been completed, has been inspected and approved by the Washington State Department of Health.

The Administrator indicated that a letter had been received from the Washington State Department of Health scheduling a periodic licensing inspection relevant to qualifications for continued licensure by the state. This inspection will take place between February 23rd and 27th. The last previous licensing inspection of the entire hospital was in early 1967.

President Firstenburg read a letter from the American Hospital Association thanking the Board of Trustees for allowing the Administrator to participate in certain American Hospital Association committee and council activities during 1969.

The application for admission to the courtesy medical staff of Dr. James A. Roman was approved by the Board at the February meeting.

At the request of the President of the St. Joseph Community Hospital, a joint meeting has been arranged between representatives of the two Boards for February 26th and will be for the purpose of discussing the possible scope and timing of the respective hospital facility developments.

Trustee Keil verbally offered his resignation from the Board of Trustees due to unusual pressures of business and the forthcoming obligations as District Governor for Rotary International. The Board accepted his resignation with understanding regret.

At the March meeting Chairman Marshall reported on the Nominating Committee meeting of March 13th, placing in nomination for the unexpired term of Ronald Keil the name of Kent E. Anderson of La Center. A unanimous voice vote recorded to elect Mr. Anderson for the remainder of the term which ends following the October 1970 annual meeting.

The recommendation of the Pension Committee that the Great West Life Assurance Company be authorized to install the group pension program for our employees as of January 1, 1970, was passed by the Board of Trustees, as was also the Tax Sheltered Retirement Annuity Program.

Administrator Bliss discussed the master plan for hospital development established in 1962 and pointed out space deficiencies currently existing in several departments and service expansions which point to immediately embarking on the second stage of the hospital master plan development to enable its completion in 1975. He recommended activation of the planning committee of the Trustees and Medical Staff to initiate a study of building program needs and recommend a program for accomplishment. He also requested the Radiology Advisory Committee

meet with the radiologist and other specialists to determine an early addition of xray equipment.

The Board approved the request from Portland Community College to provide controlled work experience for students in the Medical Records Technology Program. Two students are to be assigned to this hospital under guidance of the hospital's registered record librarian. No stipend is required.

The Board approved changing the regular monthly meeting date to the fourth Tuesday, as suggested by the Administrator at the January meeting.

The applications for appointment to the Associate medical staff with privileges in radiology of Dr. Michael Lewiski and Dr. Frank G. Placek were approved by the Board at the April meeting.

Pursuant to action by the Trustees at the March 17th meeting notices for revision of the Corporate By-Laws to change the regular monthly meeting to the fourth Tuesday of each month were mailed to the Trustees on April 6, 1970. Thayer moved, R. W. Anderson seconded the motion to change Article I, Section 1, of the Corporate By-Laws to read as follows: "The Board of Trustees shall consist of thirty-six members, legal voters actually residing in Clark County, Washington, which board shall meet regularly at the hospital on the fourth Tuesday of each month." Motion carried unanimously.

Administrator Bliss, at the May regular monthly meeting, reported on the implementation of the retirement plan for employees. Interviews with employees, by insurance representatives, were very satisfactorily conducted, meeting with excellent approval by the employees. It was pointed out that availability of the tax sheltered annuity as a voluntary option to supplement the hospital paid basic retirement plan is an important feature to the employees. Sixty-nine employees have initially authorized participation in the tax sheltered annuity program.

Co-chairman Anderson at the June meeting reported that the Planning and Development Committee of the Trustees had met just prior to the Trustees session and discussed the need to update the master plan for hospital development as a first step toward proceeding with stage two construction.

Trustee Anderson further reported that a conference between Presidents, Administrators and Board members of each of the two local hospitals, held at the request of the Washington State Department of Health, had resulted in a joint agreement between St. Joseph Community Hospital and Vancouver Memorial Hospital. This agreement states that the St. Joseph Community Hospital's plan to shell in a portion of their fourth floor in the first stage of the building program now underway, will not conflict or jeopardize future planning and that neither hospital will undertake a building program from one type of usage

to another, without the prior consultation and concurrence of the other hospital and such joint planning agencies that may be involved at that particular time.

the discussion, also, included a mutual understanding with regard to timing of Vancouver Memorial's second stage development as related to further development by St. Joseph Community Hospital.

Additional emergency room physician coverage will start by mid July. This will provide on-duty emergency department physician from 10 a.m., to 12 midnight, Monday through Friday and from 12 noon to 12 midnight Saturdays and Sundays.

Co-Chairman Kellett of the Planning and Development Committee reported at the July meeting that Staff members appointed by the medical staff president, Dr. Krotzer, had been assigned to six major study groups and that two members of the Trustee Planning and Development Committee have been assigned to each of these six study groups. The study areas are medical service, Surgical service, pediatrics-obstetrical service, intensive-coronary care service, laboratory-radiology, emergency out-patient service.

The Administrator reported the admission of Kenneth Squier, Assistant Administrator, to nominee status in the American College of Hospital Administrators.

He also reported the improvement of Main Street to provide storm sewer and forty-eight foot roadway from twenty-eight to forty-first streets scheduled for bid, with probability of start by October 1st. Hospital will lose about two feet of planting area from the doctors parking lot. Project includes installation of mercury vapor lighting on both sides of the street with all wiring underground.

Also the memorial for Dr. Franklin Butler designated for the Maternity Department, has resulted in receipt of over \$1200 in contributions. Plans are to select a permanent equipment item or system to improve patient care, but one not directly productive of income otherwise.

Following the Administrators report the Board approved a motion expressing condolences of the Board of Trustees to Mrs. Franklin Butler, along with appreciation for selection of the memorial in Dr. Butler's name to improve service of the Maternity Department.

At the August meeting Chairman Kellett, of the Planning and Development Committee, reported on conferences with Nelson, Walla and Dolle resulting in approval of an agreement for master planning services to the hospital. The agreement has been signed by the President and Vice-President of the Board of Trustees. One initial planning session by the study committee for laboratory and radiology services was held August 6th.

The Administrator reported that an additional gift of \$750 had been received from the Union Pacific Railroad Foundation. Over a six

year period the U. P. Railroad Foundation has contributed \$4000 to the hospital building fund.

The application for admission to the medical staff of Trenton J. Spolar, M.D., with privileges in internal medicine, was approved by the Board.

The application of Robert G. Bump, M.D., for admission to the medical staff with privileges in orthopedics, traumatic and hand surgery, was approved by the Board.

The application for appointment to the dental staff of A. Wayne Van Tilburg, D.D.S., with privileges in orthodontics, was approved by the Board.

President Firstenburg reminded the Trustees That the annual meeting of the Board is scheduled for Tuesday, October 27, 1970. At that time terms of twelve Trustees will expire. In order to determine interest of Trustees for re-nomination as well as nominations of new members to fill possible openings and, also, to propose a slate of officers for the following year, the President reappointed the Nominating Committee: William S. Marshall, chairman, with Trustees Baird, Bower, Du Bois and Propstra as members. The committee will report at the October 27th meeting.

The Administrator in his oral report at the September meeting, included the following items:

For the first time, a comprehensive operating budget and equipment budget have been prepared by the Department heads, controller and administration. This will be presented to the Finance Committee for informational purposes and reported to the Trustees at the annual October meeting.

The Joint Commission on Accreditation of Hospitals under date of letter September 23rd, has awarded the hospital maximum accreditation which is now for two years.

A contract has been signed with Opera House Laundry to start processing soiled linen for the hospital about November 1st. This has been agreed upon at the rate of 11¢ per pound and is a five year agreement with the first revision in rate to occur not before May 1972.

Under authorization of the Trustees, the purchase agreement has been finalized with General Electric Company in the amount of \$171,000 plus sales tax. The xray equipment is supposed to be delivered in about sixty days, but this is questionable. There is some remodeling of the space required and Nelson, Walla and Dolle are preparing recommendations for this. It is expected that installation and operation of the equipment will be accomplished not later than February 1, 1971.

Chairman Marshall, of the Nominating Committee, at the October Meeting, reported as follows:

A letter of resignation from Roy W. Adams, a trustee since 1952, whose term expires in 1971, who cannot attend trustee meetings and wants to provide opportunity for a new trustee who can be more active.

A letter from Ned Hall, a trustee since 1964 whose term expires now, declines re-nomination because of demands on his time which cause him to be absent from trustee meetings.

The request from Melvin Shevach, trustee since 1957, whose term expires now, asked to be excused for re-nomination because of serious illness in the family but expressing his desire to be considered for a trustee position in the future.

Also a request from G. Ralph Meyer, a trustee since 1965, not to be re-nominated because of frequent need to be away and, therefore, unable to attend meetings.

The foregoing resignations and withdrawals were accepted by the Trustees with a vote of appreciation for the service to the hospital given by each individual and directed the President to formally express this by letter.

The following Trustees were re-elected for a three year term: Kent E. Anderson, Stanley Bishoprick, Mitchell Bower, Jr., R. H. Du Bois, Oscar L. Hanson, Earl W. Jackson, Orme Kellett, Mason E. Nolan and George Propstra.

The following new nominees were elected for three year terms expiring in 1973: Robert Grover, Grover Electric and Supply Company, Vancouver, Paul O. Kretschmar, M.D., physician, Vancouver, and Melvin Weinstein, Vancouver Furniture Company, Vancouver.

Also elected for the remainder of a term expiring in 1971, James R. Gregg, attorney, Vancouver.

The nominating committee submitted the following for officers for the year 1971, voting to be at the November meeting: President - E. W. Firstenburg (fourth term); Vice-President - Mitchell Bower, Jr., (first term); Secretary - Dale Read (first term); and Treasurer - Mason E. Nolan (second term).

Administrator Bliss included the following in his oral report to the Trustees:

Preparation of the preliminary drawings to provide space for the new equipment, relocate isotopes and the EEG equipment. These are to be discussed in conference with the Division of Health, Washington State Department of Social and Health Services on October 29th. Nelson, Walla and Dolle are preparing the drawings.

The possible participation of the Vancouver hospitals and local physicians in a health services delivery and financing program,

financed through the Regional Medical Program and the University of Washington funds. Administrator Bliss recommended approval for him to participate on behalf of the hospital in the study in order to determine whether such an experiment is feasible. This is similar to two projects now underway in the Seattle area, and interested sponsors have indicated the desirability of establishing a similar program in Vancouver. The Trustees authorized the Administrator to work with others in the development of information preparatory to such a program and to report back to the Trustees prior to any commitment by the Board to participate in such a program.

The Volunteer Chaplain Service workshop is scheduled for November 4 and 5 in the hospital. This led to observation that position for a full time chaplain should be considered when preparing the budget for a year hence. Reverend Tuell described the Volunteer Chaplain Service and assisted in discussion of the idea to budget for a full time chaplain in the hospital.

	<u>1949</u>	<u>1950</u>	<u>1951</u>	<u>1952</u>
In Patient Admissions	5,608	6,309	6,539	6,485
In Patient Days	35,601	43,581	36,326	38,143
Average Daily Census	97.5	114.0	103.5	104.2
Average Length of Stay	6.3	6.8	5.6	5.8
Number of Births	879	932	1,033	1,101

	<u>1953</u>	<u>1954</u>	<u>1955</u>	<u>1956</u>
In Patient Admissions	6,658	6,099	6,933	7,542
In Patient Days	35,875	31,297	36,359	40,067
Average Daily Census	98.1	85.7	99.5	109.2
Average Length of Stay	5.3	5.1	5.31	5.28
Number of Births	1,110	1,069	1,090	1,175

STATISTICAL REPORT

	<u>1945</u>	<u>1946</u>	<u>1947</u>	<u>1948</u>
In Patient Admissions	3,322	4,468	5,915	5,284
In Patient Days	24,059	33,747	40,040	34,059
Average Daily Census	66	92.4	109.9	93.0
Average Length of Stay	7.24	7.5	6.7	6.4
Number of Births	412	670	986	864

	<u>1949</u>	<u>1950</u>	<u>1951</u>	<u>1952</u>
In Patient Admissions	5,608	6,389	6,539	6,585
In Patient Days	35,601	43,581	38,325	38,143
Average Daily Census	97.6	114.0	105.0	104.2
Average Length of Stay	6.3	6.5	5.8	5.8
Number of Births	879	932	1,033	1,181

	<u>1953</u>	<u>1954</u>	<u>1955</u>	<u>1956</u>
In Patient Admissions	6,658	6,099	6,933	7,542
In Patient Days	35,875	31,297	36,359	40,067
Average Daily Census	98.1	85.7	99.6	109.2
Average Length of Stay	5.3	5.1	5.32	5.28
Number of Births	1,110	1,069	1,090	1,175

STATISTICAL REPORT, Cont'd

	<u>1957</u>	<u>1958</u>	<u>1959</u>	<u>1960</u>
In Patient Admissions	7,660	7,596	7,481	7,777
In Patient Days	38,594	37,594	37,726	38,829
Average Daily Census	105.7	102.9	103.4	106.1
Average Length of Stay	5.03	4.97	5.0	5.0
Number of Births	1,207	1,112	1,111	1,130

	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
In Patient Admissions	8,099	8,462	8,757	8,874
In Patient Days	39,316	40,670	41,622	45,020
Average Daily Census	107.7	111.4	114.0	123.0
Average Length of Stay	4.9	4.8	4.8	5.1
Number of Births	1,180	1,158	1,060	1,036

	<u>1965</u>	Fiscal <u>1966</u> (9 Mos.)	Fiscal <u>1967</u> (12 Mos.)	Fiscal <u>1968</u>
In Patient Admissions	8,849	6,849	9,209	10,160
In Patient Days	42,830	33,302	49,686	55,442
Average Daily Census	117.0	122.0	136.0	152
Average Length of Stay	4.8	5.0	5.4	5.4
Number of Births	938	779	1,252	1,403

STATISTICAL REPORT, Cont'd

N. E. Allen 1927 to 1937

Mary E. Gill 1930 to 1943

	Fiscal 1969	Fiscal 1970
In Patient Admissions	11,245	11,688
In Patient Days	60,874	60,345
Average Daily Census	167	165
Average Length of Stay	5.3	5.2
Number of Births	1,784	1,840

Carol Peterson 1940 to 1941

Alan Saranoff 1941 to 1944

Donald J. ... (Noting - during illness of ...)

Mary E. Gill May 1943

Charles Garber 1944 to 1952

Paul G. Bliss 1952 ----

DIRECTORS OF NURSING SERVICE

Roberta Richter 1929 to 1931

Isabel Sporel 1931 to 1939
1941 to 1942

Margaret Gould 1939 to 1940

Blosser Shaw 1940 to 1941

Edith Steverson 1941 to 1943

Mrs. E. W. Johnson 1943 to 1945

Bertie Crick 1945 to 1952

Catherine Hester 1952 to 1959

Agnes Peterson 1959 ----

PRESIDENTS OF THE BOARD OF TRUSTEES

N. E. Allen 1927 to 1930
Henry E. Gill 1930 to 1945
S. M. Barnard 1945 to 1955
John B. Power 1955 to 1967
E. W. Firstenburg 1967 -----

ADMINISTRATORS

Verah McPherson 1940 to 1941
Alan Bancroft 1941 to 1944
Donald J. Stewart April 1943
(Acting - during illness of
Mr. Bancroft)
Henry E. Gill May 1943
Charles Garber 1944 to 1952
Paul S. Bliss 1952 -----

DIRECTORS OF NURSING SERVICE

Roberta Richter 1929 to 1931
Isabel Eboral 1931 to 1939
1941 to 1942
Margaret Gould 1939 to 1940
Blossom Shaw 1940 to 1941
Addila Stevenson 1942 to 1943
Mrs. E. W. Johnson 1943 to 1945
Bertie Crick 1945 to 1952
Catherine Kreick 1952 to 1959
Agnes Peterson 1959 -----

PRESIDENTS OF THE MEDICAL STAFF

1929 --	1954 -- J. H. Gill, M.D.
1930 --	1955 -- J. A. Walz, M.D.
1931 --	1956 -- G. C. Dowd, M.D.
1932 -- J. B. Blair, M.D.	1957 -- D. R. Corlett, M.D.
1933 -- J. C. Brougher, M.D.	1958 -- D. H. Seacat, M.D.
1934 -- A. E. Bird, M.D.	1959 -- T. E. Dillman, M.D.
1935 -- L. L. Nunn, M.D.	1960 -- R. H. Bedrossian, M.D.
1936 -- H. M. Wiswall, M.D.	1961 -- S. T. Beall, M.D.
1937 -- H. L. Eldridge, M.D.	1962 -- C. C. Strong, M.D.
1938 -- C. B. Cone, M.D.	1963 -- Samuel Osborn, M.D.
1939 -- L. E. Hockett, M.D.	1964 -- J. F. Park, M.D.
1940 -- H. L. Frewing, M.D.	1965 -- P. C. Turner, M.D.
1941 -- C. B. Hutt, M.D.	1966 -- H. P. Dygert, M.D.
1942 -- H. L. Eldridge, M.D.	1967 -- O. F. Burris, M.D.
1943 -- H. M. Wiswall, M.D.	1968 -- P. O. Kretschmar, M.D.
1944 -- E. A. Underwood, M.D.	1969 -- E. R. Salter, M.D.
1945 -- C. B. Cone, M.D.	1970 -- L. S. Krotzer, M.D.
1946 -- F. J. O'Hara, M.D.	
1947 -- Jack Freund, M.D.	
1948 -- I. C. Munger, M.D.	
1949 -- G. W. Turley, M.D.	
1950 -- W. S. Shepherd, M.D.	
1951 -- F. M. Butler, M.D.	
1952 -- G. H. Johnson, M.D.	
1953 -- E. W. Brooking, M.D.	