The inviting doorway of the Manchester Memorial Hospital seems to say "Welcome."
After 4 Years

—a brief story of accomplishment, (and some pictures)—which, it is believed, will bring to you a better knowledge of the care of the injured, the healing of the sick, the relief of suffering, and the saving of life, as this increasingly important work is bestowed upon one and all at

MANCHESTER MEMORIAL HOSPITAL
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MANCHESTER MEMORIAL HOSPITAL
South Manchester, Conn.
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THIS HOSPITAL IS DEDICATED TO THE
MEN AND WOMEN OF
THE TOWN OF MANCHESTER
WHO SERVED THEIR STATE AND COUNTRY
DURING THE WORLD WAR OF
1914-1918
An Idea—Its Fulfillment

What Type of Memorial?

The idea of a Memorial was conceived during that wildly exciting parade which followed the news of Germany’s surrender and the announcement that the World War was over. No one in Manchester will ever forget that parade to Depot Square and back on November 11th, 1918. It was a riot of joy!

Yet in the midst of all the tumult and shouting a meeting was planned to consider what would be the most suitable Memorial to the Manchester men and women who answered their country’s call during the World War.

Then in January 1919 came that enthusiastic meeting of the people who were interested in erecting a Memorial, at which there were present not only men who had been prominent in war work in this community, but also representatives from every activity in Manchester.

Hospital Most Fitting

There were discussions by little groups of citizens. There was general discussion in which many participated. It was a gathering in which all felt the responsibility with which they were charged. And then out of a clear sky, during a momentary period of silence, came the suggestion that a Hospital would be the most fitting Memorial possible.

The general approval with which this suggestion was met, and the prompt appointment of a Committee to investigate costs, secure option on a site, and work out details for approval, is a matter of record.

Soon after this meeting the Committee reported that a proper building could be built and equipped for approximately $75,000, and it recommended that $75,000 more be secured as an endowment fund.

Drive Nets Nearly $200,000

When the people of Manchester were asked for this money there was not one dissenting voice. Never in any of the war drives was more enthusiasm shown. Never was money more quickly subscribed by rich and poor alike than during the Manchester Memorial Hospital Drive of 1919. Instead of $150,000, nearly $200,000 was obtained.

Appropriate Site Chosen

The present site of the Hospital was chosen as appropriate and desirable for the institution, because of its convenient location, healthfulness, abundant room for growth, the splendid view afforded of Connecticut’s beautiful hills and valleys, and other definite advantages it possessed.

Next arose the question of whether to build during the high prices then prevailing, or to wait for a possible reduction in costs at some future time.
Work Started in 1919

Again the sentiment of the people was unmistakable. They wanted the Manchester Memorial Hospital erected at once. Construction was started in 1919. The cornerstone was set in place November 22, 1919, at which time prayer was offered by the Rev. P. J. O. Cornell and an address was delivered by the Rev. W. J. McGurk.

The first rough sketch for a Hospital building was drawn by Dr. D. C. Y. Moore and Mr. C. Elmore Watkins, after these gentlemen had visited a number of leading New England and New York institutions.

This sketch, with a few minor changes, became the basis for the plans of the present Hospital building, which has been highly commended by visiting medical men and hospital superintendents as one of the finest structures of its size in the country.

Dedicated November 11, 1920

When the Hospital building was completed, on November 11, 1920, exactly two years after the signing of the armistice with Germany, appropriate exercises were held in the new structure.

The crowd that attended the official dedication and opening was probably one of the largest ever assembled in Manchester. All afternoon and evening throngs of people passed through the Hospital until the visitors became so numerous that it was necessary to send them through in relays. Exclamations of pleasure and pride came from everyone.

Trees Planted Along Driveway

On this day of days, the Army and Navy Club of Manchester planted young trees at regular intervals along the front driveway—a tree for each man who lost his life in the service.

And soon these mute sentinels, on guard along the approach to the Hospital, will lend their foliage and welcome shade to beautify the grounds of the Manchester Memorial Hospital. For many years they will serve to remind us of those who paid the supreme sacrifice.
Service Its Slogan
Its Function Defined

EDWARD W. BOK, in a recent article, asks, "What is the greatest word in the English language? "It is the one word which, functioning in its fullest sense, would set at rest the world's problems. It isn't Love. It isn't Brotherhood. It isn't Friendship. It is a word that embodies the spirit and the meaning of all three of these words. "The word is: Service. Not the service that serves self, for, like lip-service, that accomplishes naught. But service in the true and intended meaning of the word—the service that labors for the interest of others, that confers an advantage, that benefits, that avails. Then we give the greatest, highest, and most directly profitable service to ourselves."

The major problem of our Eastern industrial communities is bridging the gap that quite naturally exists between our many racial groups, and welding them into a single throbbing unit with a common ideal, common aim, common loyalty, mutual understanding and good-will. Some call the problem Americanization; others assimilation. But whatever its name, the only solution is service.

Comforter of the Distressed

In the Memorial Hospital, Manchester has one of the most effective agencies for helping to solve the problem that can bless a community. It performs the greatest act with which God privileges mankind; it Serves. Compassionately as a loving mother, it gathers to its breast our sick and injured, our expectant mothers, unmindful of race or creed, ministers to them with all the skill and resources of medical science, relieves them of their worries, assuages their pain, comforts them, serves them, and finally sends them out again strong, happy and fit to do their share in the service of Manchester.

During the four years that the Hospital has functioned, it has been possible, thanks to the splendid spirit of co-operation of the medical profession, to build up an organization that is ready day and night to supply to the people of our community the finest medical and surgical treatment, the most careful nursing, and the use of the most efficient scientific equipment such as a modern institution like our Memorial Hospital can offer.

Staff Highly Efficient

On the resident and visiting Staffs of the Hospital are forty-eight eminent and experienced physicians and surgeons, all of whom devote many hours each week to its service. They are assisted in their work by an administrative staff headed by a Superintendent of vision, wide experience and proven ability, and by a corps of highly efficient graduate nurses. And in the background is a host of unseen workers, who perform to the best of their ability the almost countless tasks which
A corner of the convenient, well-appointed reception-room for visitors.

In the Board of Trustees room much thought and time are given to increasing the usefulness of the Hospital to the community it serves.

Automobiles come and go—an almost unending stream of patients, attending doctors, and visiting friends.
are essential for the care and feeding of scores of sick and suffering patients, and the upkeep of the buildings, equipment and grounds which comprise the Manchester Memorial Hospital.

The Demands Increase

From the beginning, everyone connected with the Hospital has worked enthusiastically and faithfully for its success, firm in the belief that it had a vital and unique mission to perform for Manchester, and that its services will be increasingly appreciated and supported as time passes. The steady increase in the use of its facilities is indicative that their belief was well founded.

During 1921, for instance, 974 patients were admitted for treatment. Nearly every year this number has increased, and in 1924, 1251 were cared for.

1921 974 Patients
1922 1049 Patients
1923 1010 Patients
1924 1251 Patients

These figures do not include what can be called Out-Patients. While the Hospital does not at present pretend to maintain an Out-Patient Department, there is nevertheless a certain, ever-increasing amount of that class of service. In 1922 there were 68 such patients, and in 1924, 231. Including these Out-Patients the combined figures for 1924 were, then, 1482, which is an increase of 44% in the number of patients receiving treatment at the Hospital in 1921.

Capacity Sometimes Exceeded

This proof of the increasing usefulness of the Hospital is seen also in the daily average for each year of the number of patients occupying beds. In 1921 the average was 34 patients a day. In 1923, it had jumped to 36.5, and in 1924 it reached 41. Although the normal capacity of the Hospital is 56 beds, there have been times when it has been necessary to provide accommodations for over 60.

Each of the sub-divisions of hospital service shows increased growth, in some instances far more startling than that of the whole plant. Surgical operations have increased from 402 for the first year, to 558 for 1924.

The Pathological Laboratory made 1297 analyses in 1922, 1645 in
1923, and then nearly doubled the number in 1924 when 3160 examinations of twenty-six different kinds were recorded.

The X-Ray Laboratory, for the sixteen months ending December 31, 1922, made 217 examinations of the skull, spine, chest, gall bladder and other parts of the body. In 1924, 361 were made.

601 Births Recorded

The Maternity Ward and Nursery figures however give one a real thrill. They alone would make the Hospital worthwhile. These quarters are almost always occupied to capacity, and since their opening 601 lusty, healthy youngsters have been born there.

601 Births Recorded in Four Years

When one views this record of Service, it must be with a great deal of satisfaction, for it is what the whole community wanted and expected when its citizens built the Hospital in memory of those who died in the World War.

And although we may not have counted it so, this great community Service is making our people one in common loyalty, in common ideals, in mutual understanding and sympathy.

THE MANCHESTER MEMORIAL HOSPITAL
HAS MADE GOOD!

Keeping accurate, up-to-the-minute records is an important part of the Hospital's daily routine.
Outside—Looking In
and likewise
Inside—Looking Out

THE MEMORIAL HOSPITAL was established for the sole purpose of serving the sick and injured of our entire community. Most of us give it strong moral and financial support for the most laudable and practical reason, because, through it, we can bring comfort, cheer and good health to hundreds of our neighbors.

But this old world is constantly bobbing up and down, and with it every speck of humanity. No one can ride continually in the saddle of good fortune. Sickness and injury are respectors of no person. And this Hospital, which you are supporting for the good it does others, may be called upon, at anytime, to serve YOU. It may mean life or death to YOU to have the Hospital splendidly equipped with all the facilities of modern medicine and surgery.

It would scarcely seem necessary in this day to point out the benefits of hospital nursing as compared with home nursing. Yet some there are who have not yet fully understood.

Atmosphere is Homelike

Every patient at home must of necessity feel some concern over the worry and trouble that is caused his family. But his mind is at rest in this respect when in a hospital, for his cares fall upon the shoulders of those who are devoting their lives to that purpose, who are trained, efficient, and who have instantly at hand all the facilities needed to meet the most serious turn in his case.

In the Memorial Hospital particular effort has been made to create a congenial atmosphere. "Institutionalism" is frowned upon. Instead, there has definitely been created a relaxed, quiet, friendly atmosphere that is homelike. A patient here is among friends who are glad to smile upon him.

The Board of Trustees, the Administrative Staff, the Doctors and the Nurses have done a splendid piece of work in building in four short years a hospital service that is well balanced, efficient and progressive. It has become not only a diagnostician and healer of human ills, but the great teacher of the community in ways to prevent sickness.

Many Ailments Treated

This well rounded service is such as to meet almost every emergency or requirement. It includes surgery, general medicine, diseases of eye, ear, nose and throat, the difficult and tedious task of correcting deformities and the ills and dangers of childhood. It also embraces obstetrics.

And in order that diagnosis may be as precise as possible that the
“guess” may be entirely removed, there are well-equipped, hard-working X-Ray and Pathological Laboratories to make scientific analysis of each case.

Through the various clinics that have been established, the Hospital is discovering incipient conditions that need correction and is instructing those who attend how to remedy them and attain good health. In this way, the Hospital is definitely and materially raising the health standard of the community and is adding to its happiness, contentment, wealth and prosperity.

Public’s Appreciation: Evident

That the general public is beginning to understand and appreciate what is being done is shown by the increasing number of voluntary requests for permission to attend the clinics—especially on behalf of children.

Quite fittingly, one of the earliest services established was obstetrics, in order that sound principles of hygiene might be applied in the first stages of life. Expectant mothers may receive close observation and guidance during a most dangerous period, and when occasion arises, may obtain the services of specialists under conditions that reduce danger and suffering to a minimum.

In the Children’s Clinic, the early years of a child may be carefully watched and corrective measures taken to prevent the development of conditions that might seriously handicap its future health. By taking advantage of this service, parents not only learn what they should do and what they should not do to safeguard their children’s health, but they are relieved of the worry that is bred of uncertainty and lack of knowledge.

Anti-Tuberculosis Activities

In April 1923 a Chest Clinic was established. Its function is to examine and observe any cases of suspected tuberculosis or other diseases of the chest.

This Clinic is actively co-operating with the local and State Board of Health in fighting tuberculosis. In families where there is one active case every effort is made to have all other members thoroughly examined. Also when death occurs from tuberculosis the Board of Health requires a physical examination of each member of the family.

By these examinations early, unsuspected cases are discovered before the disease has advanced and while there are still excellent prospects for a complete cure.

The Eye, Ear, Nose and Throat Clinic is the most recently established, having begun its work June 12, 1924. The volume of work which this Clinic might be called upon to do is tremendous, since a large proportion of people have some condition needing attention that falls within the field of its activities. The importance of its work can be appreciated when it is realized that a large number of cases of ill-health can be traced to some defect of the eye, ear, nose or throat, which could have been prevented if attended to in time.
A Stitch in Time

A simple case in point is given here as an example. A little girl was brought in for examination. She was not conscious that anything was wrong with her, nor did her parents suspect a hidden danger to their little one. The attending physician examined the little girl carefully and found everything all right until he looked into one ear. Firmly lodged in the passage was some foreign substance. With an instrument adapted for the purpose the physician worked deftly for a minute or two and was enabled to draw forth a large pearl bead. It had given no trouble, but in time it undoubtedly would have caused serious results, if not deafness.

Readiness Its Watchword

It is, then, a well-rounded, efficient Hospital that you have at hand, ready to place any and all of its facilities at your service. It is a Hospital that is remaking men, women and children, that is teaching us all how to live.

And if perchance the wheel of fortune should suddenly turn and sickness or injury should fall to your lot, the kindliness and generosity you have shown for others, in the support of our common Hospital will bring its grateful reward in Service to you that cannot be surpassed throughout the length or breadth of the country.

NEVER FORGET THAT THIS HOSPITAL IS YOUR HOSPITAL WHENEVER YOU NEED IT

There is a quiet, peaceful atmosphere about each private room which helps materially in restoring health and vigor.
Five "Reasons Why" the Hospital's Maternity Ward enjoys a splendid reputation in the community it serves.

Tender, loving hands clean, dress, and prepare each baby at feeding time.

Gaining every day!

The Hospital Nursery is the last word in cleanliness and sanitation.
PERCHED on the rocky crest of Mt. Monadnock is a lit crude hut, from the window of which one’s eye seems to enveleope the whole world. Here, in this lookout, sits a young man, vigorous, alert ever watchful of the great forest spread out below him. He is its guardian and protector, the Fire Warden, who sees all danger and acts swiftly whenever the forest he loves is threatened.

On a hill at Manchester’s door stands the Memorial Hospital, when of all that lays before it, vigorous, alert, ever watchful, ready to act swiftly when any danger threatens the people of Manchester.

The approach to the Hospital from Haynes Street winds to its hospitable entrance between rows of young trees fast growing to fine beauty, living memorials to the forty-five young men of Manchester who gave their merry youth away for Country and for God.

Entrance is Inviting

The visitor enters the Hospital through an inviting Colonial doory into a hallway and thence into a most attractive Reception Room furnished in the period of the nation’s founders. Opening off this room is the Trustee’s Room with its long Tudor table surrounded by replicas of old Windsor chairs. Here is kept the register in which is recorded the comings and goings of the Staff, and the visits of the members of the Board of Trustees.

Across the hall from the Reception Room is the Office of the Hospital’s administrative force and the quarters of the Superintendent. Here is the heart of the institution, from which is supplied the vital current of energy for every department. Here too, are kept the mass accurate, up-to-the-minute records which play such an important part in a Hospital’s daily routine.

The Men’s Ward

Passing down the wide hallway on the right, the visitor reaches the Men’s Ward, a spacious, restful room accommodating twelve beds. It is here that people of modest circumstances, who cannot afford the expense of physicians, specialists, nurses and costly medicines, can obtain the best for a nominal fee of $2.00 a day.

If a patient wishes to have his own physician, instead of the Doctor provided by the Hospital, the charge is $3.00 a day, and such patients are placed in semi-private rooms, each containing two beds. When all of these rooms are occupied, such patients are accommodated in the wards.
Privacy is Possible

For people in better financial circumstances, the Hospital has seven private rooms on the second floor. Frequently the demand is so great that it has been necessary to install two beds in these rooms also.

Beyond the Men's Ward, at the eastern end of the first floor, is a large Sun Porch, flooded by "old Sol" and filled with an abundance of comfortable chairs. Here are potted plants, many in full bloom, and numerous bouquets of cut flowers. On the tables are books, newspapers and magazines. In a corner a Victrola is playing, filling the air with its cheery melody. On this Sun Porch the men occasionally smoke, play chess, checkers and spin yarns, forgetting their troubles and building up a surplus of good health.

Sun, Music and Flowers

At the other end of the Hospital building, on the same floor, is the Women's Ward, of similar size and equipment as the Men's Ward. Each of the twelve beds here, however, is curtained so that the patient may at any time have complete privacy.

The Women's Ward also has its Sun Porch overlooking the Western hills and affording splendid views of Connecticut sunsets. It, too, is provided with comfortable lounging chairs, plants, flowers, music and plenty of reading matter which runs to household hints and styles. Basking in the sun which pours through the great, wide windows, or in the privacy of their ward, the women knit, crochet and visit.

From the First Floor, the visitor is usually taken by elevator directly to the Third Floor. At the eastern end is the Operating Room, equipped to the smallest detail for any emergency. It is lined with white tile and furnished with enamelled fixtures which are kept spic, span and sanitary.

The Mysterious X-Ray Room

Conveniently at hand is the X-Ray Room, possessing the finest equipment obtainable. Quite fittingly this Department is under the direction of one of the leading roentgenologists of the country. It is easy to understand that such equipment as this room contains and the Service which this Department renders is expensive to operate and that if it is to serve the community in the fullest degree an endowment fund must be provided at the earliest possible moment.

A Very Busy Place

Across the hall, and adjoining the Operating Room, is the Pathological Laboratory. On the shelves which line its walls are hundreds of bottles of drugs, chemicals and solutions. There are scales, microscopes and test tubes, in fact everything in the way of apparatus required to
determine scientifically by analysis the ailments to which man falls victim. This is one of the busiest Departments in the entire Hospital for upon it is placed the work and responsibility of making a pathological examination of each and every patient.

A Pathological Laboratory is just as expensive to operate as it is necessary. This one is no exception. The Department is well equipped, but it does need an endowment to maintain it and enable it to extend its work.

The Doctor's Consultation and Rest Room is the final member of this group of work rooms. It is a comfortable, well-appointed retreat where the medical men may discuss their problems and be free from interruptions, and where they can relax after the performance of their duties.

On the Third Floor there are also three of the semi-private rooms for patients, previously mentioned, as well as the living quarters of the Hospital's Superintendent, Resident Physician, Dietition, and Technician. This space is urgently needed now for rest rooms, isolation rooms, a Children's Ward, or some of the many other special quarters that cannot be provided at present.

Quiet, Peaceful Private Rooms

Taking the elevator again, the visitor finds on the Second Floor seven Private Rooms opening off the corridor, and within easy access another large, attractive Sun Porch at the eastern end of the building. There is a quiet, peaceful atmosphere and a charming simplicity to each of the Hospital's private rooms which helps materially in restoring health and vigor.

A small, semi-private Maternity Ward is also located on the Second Floor, with accommodations for ten patients and twelve babies. Opening off the Maternity Ward is another large Sun Porch looking toward the west and the beautiful Connecticut hills and valleys.

Babies are Most Exclusive

The babies are the most exclusive guests in the entire Hospital. They are kept to themselves, away from guests and visitors, in an immaculate Nursery. It gives one the thrill of his life to see a whole row of these mites of humanity taking a sun bath.

In the basement of the Hospital is the Emergency Room, where a visitor sees the quarters in which patients are given first aid. Here also a thorough examination of a patient's condition may be made before he is admitted to the floors above.

The Nurses' Dining Room, the Heating Plant, and a temporary Laundry are likewise located in the basement. A modern laundry is now in course of construction and when completed will be a very valuable addition to the equipment of the Hospital.
A visitor is next taken to one of the most interesting places in the whole Hospital, the Kitchen, where meals are skilfully prepared of the right food, properly cooked, with variety to stimulate the appetites of scores of patients and to satisfy the requirements of the Hospital employees.

"Spotless Town's" Rival

Here in this corner of "Spotless Town", housewives find keen delight in observing the immaculate cleanliness, the white table tops, the brightly polished pots and pans, and the neatly arranged dishes and cooking utensils.

The "Central Service System" is in use at the Memorial Hospital. Trays containing serving dishes, tea pots and cups are placed on large food conveyors which are mounted on wheels and brought alongside the ranges. Heavy covers are placed over each dish of food so that it reaches the patient as hot as it would in a well regulated household. An advantage of this system is that the Dietitian can properly supervise the diet of each patient.

It is hoped eventually to develop the Kitchen into a teaching laboratory where patients who are nearly ready to leave the Hospital can be taught how to prepare a proper diet, and doctors may send patients who need special instruction in the preparation of well cooked, nutritious food suited to the special requirements of the various types of patients.

Pride and Satisfaction Mingle

It is with a feeling of deep satisfaction and pride that a visitor completes his tour of inspection. He has seen with his own eyes an institution which in four short years has grown from obscurity to a full-fledged Class A Hospital, recognized as one of the efficient, well equipped, carefully managed Hospitals of the country.

The effort, sacrifices and generosity that have made this Hospital have been well worth while, and as the years roll by will prove to be one of the best investments in public welfare work the citizens of Manchester have ever made.
Many Accomplishments—How?

5,000 Patients in Four Years

Who has benefited by the financial support you have given the Memorial Hospital, and for what has the money been spent? It has quite naturally required a considerable sum to carry on this work during the last four years. Five thousand patients cannot be cared for and made well for a song.

What would it cost, do you think, to feed 54,102 people for twenty-four hours? That is equivalent to what the Memorial Hospital has done during the past four years. What, do you think, it would cost to supply them with surgical and medical supplies if they were all sick, which they were? What, do you think, it would cost to supply them with clean linen? What would it cost to maintain a place to house them? What would it cost to secure the services of the necessary doctors, nurses and other assistants? It would be staggering!

What It Has Cost

By the practice of strict economy the Memorial Hospital has answered the above questions and the service has cost approximately $250,000, an average of slightly over $64,000 a year.

Some of the money expended has been obtained from patients in the form of small fees and daily room rates. But there is hardly a hospital that is serving the public that is self-supporting, for by the very nature of things a large portion of the service rendered can never be paid for.

In almost every instance the cost of operation of the various subdivisions of the Hospital is increasing each year.

Expenses are Heavy

The administrative expenses have been maintained at a minimum. The professional care of patients, salaries of attendants, medical and surgical supplies, drugs, anesthesia, X-Ray and Pathological Laboratories, and Social Service Department, have cost approximately $24,000 a year. The expenses of the Nurses’ Residence, the Laundry, the Housekeeping Department, the Kitchen, and of Food, have exceeded $25,000, and the maintenance of the physical plant has aggregated $10,000 annually.
Needs Urgent—Expansion Necessary
Facilities Becoming Inadequate

The more one serves humanity, the more one finds that is necessary to be done. There is virtually no limit to opportunity, nor escape from urgent need. This is probably the best thing that life holds.

The Memorial Hospital has served the community well during the past four years, but with each Service it has performed it has seemed that the urgent need of further Service has presented itself.

The community is growing rapidly, also the public's use of the Hospital's facilities is increasing. Together, these two conditions are placing a severe tax upon its ability to render adequate services with the facilities available.

No one wishes to see the Hospital curtail its effort to increase the health, happiness and prosperity of our people. No one wishes to see the Hospital stand still, and do no more than at present.

If one is to continue to serve, one must grow. The need of expansion is being forced upon your Hospital.

Already the Hospital finds itself seriously handicapped in several directions. The number of patients accommodated each day is fast approaching present capacity. On many occasions the Hospital has been overcrowded and there have been times when no more patients could be accommodated.

Children's Ward Essential

A Children's Ward is urgently needed. The original ward was of necessity given up to provide a Nursery to accommodate the newly arrived babies. It is obviously far better to segregate children—far better for them and for the adults who would otherwise be in the same ward with them. As it is, we cannot give the children the satisfactory attention to which they are entitled.

There are also many times when conditions develop—an infectious disease or a serious turn of events—which make it advisable to isolate a patient. At present there are no Isolation Rooms, and they should be provided at once for the better Service of all concerned.

Many Equipment Needs

Improved Kitchen facilities are needed, additional ice boxes and other equipment, and a separate Diet Kitchen for diabetic patients and cases that require special diets.

The First Floor Wards and the Maternity Ward are in pressing need of improved facilities in the lavatories. At the present time the equipment is entirely inadequate.

Nurses Must Have New Residence

The erection of a new and more commodious Nurses' Residence is one of the most urgent needs. The increasing number of patients re-
quire more nurses. More nurses require additional accommodations. Plans have already been prepared for such a building which will be constructed on the Hospital grounds as soon as funds are available.

School of Nursing is Planned

There is another phase of our Nurse problem that is possibly not often considered. At present we are only “consumers” of Nurses. We are not adding a single nurse to meet the demands of the world. We are letting other institutions do all the “producing”—our share as well as their own. A new Nurses’ Residence, when built, will be the initial stage where we may hope to develop ultimately a School of Nursing.

The completion of a new Nurses’ Residence will necessitate the erection of a central Heating Plant, in a building detached from the other buildings.

The Help Problem

The “Help Problem” must also come in for immediate attention. Our employees are loyally laboring under some great inconveniences, the chief of which is cramped sleeping quarters. We must promptly supply them with adequate facilities, as it is unreasonable to expect a high degree of efficiency, a healthy morale and a happy frame of mind under unsatisfactory conditions.

Solution of Problems Vital

These are the major and most urgent needs of the Hospital. There are literally hundreds of minor ones which, if met, would materially improve the Service the Hospital can render. It is vital to the work of the Hospital that ways be found to solve these problems. It is in fact more vital to the community.

In pointing out the major needs, it is hoped that those of our fellow citizens who have wished to make some really telling contribution will be given a suggestion that may meet their favor.
Thoughts to Reflect On

Was the Sacrifice in Vain?

The World War was a terrible catastrophe. And yet it bore some good. No one who lived through it, here or there, will ever forget the spiritual thrill that came from the complete erasure of distinction between men because of social, racial, or economic status. Every man, woman and child had a mission of service and was honored because of it.

We were face to face with reality for once and awoke, momentarily at least, to two elementals of life; that social distinctions are superficial and unnatural, and that the physical safety and spiritual salvation of us individually and of the world at large rest squarely upon Service. They become self-evident, hard-headed facts.

All Manchester throbbed as one in that Service. Hundreds of our youths "threw up their jobs" and tramped away to battle. Forty-five, with smiling lips, went away never to return. It was a sacrifice they eagerly made, but one we expected and asked.

Why did we ask this sacrifice? Why did we sacrifice to the utmost ourselves. Was it merely to defeat a foe? Was it to justify our international honor? Was it to prevent in the dim future a hostile invasion of our shores? Was it because we thought the time opportune aggressively to force our American conceptions of social and political relationships upon an exhausted world?

Service Was War Impulse

These are some of the thoughts we held at the time, it is true, but calm reflection is gradually clarifying the real reason for the American effort. As a Nation we were actuated by one impulse—to Serve a weary, world humanity—to Serve even the belligerent people opposing the Allies.

When the war was over, those of us who had served at home wished to honor our fighting youths. And so we erected this Hospital as a Memorial. It was a beautiful thought and it is a beautiful monument, and its beauty alone is sufficient to justify its erection.

When you ask a man to risk or to give his life for some purpose, you strike at the very vitals of things. There falls upon you the inescapable obligation of carrying on that purpose from where he leaves off.

Memorials Utilitarian

Most communities throughout the United States have come to appreciate this fact, and the Memorials are taking on the form of centers from which the Service of humanity may be continued—hospitals, community buildings, public auditoriums, schools.
Here in Manchester we very wisely chose a Hospital as it offered us the opportunity of greatest Service to our people. We were thrilled at the chance to do something big for Manchester, and as one we rushed to the task, worked and gave until the necessary funds were raised. The Hospital had become the symbol of a self-supporting, self-respecting community.

And now that we have it we must support it. We must make it possible to grow and to extend its Service. Through it we must carry on the Service of humanity for which we asked our youths to give their lives. This is no one individual's task. It is the work of all and it can be successful only if every man, woman and child does his bit.

**How Can You Help?**

First of all, you must understand and feel that the Hospital belongs to you personally as much as anyone. Then you must "boost" for it—not only believe that it is one of the finest institutions of its kind in the country and of vital necessity to the community, but "tell the world" about it. Finally, work for it all the time. Save your pennies and pour them into the common pot.

Try it for a while, and experience the glow of satisfaction from worthwhile Service.

There is always need of money with which to carry on the work, and at present there is immediate need of additional funds for special purposes.

It costs about $30,000 a year more than the patients are able to pay to render proper Service at the Manchester Memorial Hospital. The sum grows larger each year with the increasing number of patients. The necessity for public support to this extent will always be with us.
Here is What’s Needed

An endowment of $50,000 should be established for operating the Pathological Laboratory, and another endowment of $50,000 for the X-Ray Laboratory and Physiotherapy Department.

$2,900 is needed at once for additional Kitchen Equipment, and $3,800 is required to install improved facilities in the Lavatories for the First and Second Floor.

As soon as possible, we must provide $100,000 for a new Nurses’ Residence, and living quarters for those who are now using rooms that are needed for such purposes as a Children’s Ward, Isolation Rooms and additional quarters for Private Patients.

Let’s face the facts—continuous, generous public support is a necessity, if the Hospital is to meet the growing demands of the community. And this support must be universal, the small contributor must do his share, and the man or woman of means must participate in proportion.

Carry On

We really did better than we thought when we built this Hospital. We gave ourselves an unsurpassed opportunity for unlimited and perpetual Service to humanity. And now, unless we are willing to admit that our efforts in the World War, our sacrifices, our noble aspirations, our dead were in vain, we must carry on.

We must shoulder our task as a duty and a privilege, reaping our reward from the sweetest satisfaction that can come to mankind—Service for others well done.

MANCHESTER MEMORIAL HOSPITAL IS TRYING HONESTLY TO DO ITS BEST.

WILL YOU DO YOURS?

Children quickly respond to the wonderful healing influence of the good food, fresh air, expert medical attention, and sympathetic care which they receive here.
HONOR ROLL

of the
Men and Women of The Town of Manchester who served their State and Country during the World War of 1914-1918
In Memoriam
These made the supreme sacrifice

Orazio Alesci
Ernest G. Anderson
Llewellyn J. Bissell
Edward J. Brown
James A. Campbell
Edward Cavagnaro
Adolph Cornell
John A. Cornell
Joseph F. Dilworth
Moses E. Dougan
James M. Finley
William Finnegan
Thomas S. Finnegan
Giovanni Gillardi
Robert Glenney
John Glode
James F. Gorman
William J. Hampton
Thomas Hickey, Jr.
Harold B. Irsh
David H. Johnson
H. Ethan Johnson
Stanislaw Kechewski
Henry E. Landry
Joseph Lutkus
Fred Machie
John J. McCann
Thomas J. McCann
William D. McGuire
Henry J. Meisterling

Charles Merkel
Michael Moyihan
Clair T. Newell
Henry T. Newman
Theodore Pappas
William H. Preston
Alfred D. Reymander
Emanuel J. Reymander
Paul E. Segerdahl
William L. Shea
Henry Shields
James F. Strange
George N. Thompson
Walter G. Thompson
Joshua Woods

Honor Roll

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Albino Accornero
Dominic Aceto
Jack W. Adamy
Michael Adamy
David Addy
Harold Agard
Paul A. Agard
Albert Agostinelli
William Agostinelli
Herbert Ahlgrim
Arthur D. Altkan
Ralph Akunowicz
John W. Alliansky
Edward B. Allen
James Allen
William A. Allen
Harold C. Alvord
Albin N. Anderson
Bessie E. Anderson
Carl A. Anderson
Carl H. Anderson
Carl O. Anderson
Clarence A. Anderson
Clarence O. Anderson
Edgar H. Anderson
Elis A. Anderson
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Oscar G. Anderson
Paul J. Anderson
Theodore C. Anderson
Verner S. Anderson
Camillo Andisio
Emil A. Andre
Giulio Annulli
Primo Ansaldi
Everett R. Anthony
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A. Hered Armstrong
Ernest J. Armstrong
Richard Armstrong
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Domenico Andreo

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David W. Bertotti
Joseph Bertotti
Louis J. Bertotti
Alphonse E. Beruby
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Carlo G. Bira	h
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Myrtle L. Turkington
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Alcyce M. Untervinger

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Peter Free
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Le Verne Holmes
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Harold S. House
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Robert Hyde
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Ong Hung Jaing
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Charles Krob
Joseph Krob
Harry Kroupen
Charles Kupchunas
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William Lamprecht
Arnold J. Lander
Arthur H. Larder
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B. Hilson
C. C. Hinckley
Adolph Hines
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<tr>
<td>Mary Hynds</td>
<td>Mrs. John, Janson</td>
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<td>Robert Hynds</td>
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Josephine O'Connell
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M. J. O'Connell
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FRED A. VERPLANCK, Secretary

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REV. WILLIAM P. REIDY
WILLIAM W. ROBERTSON
FRED A. VERPLANCK
C. ELMORE WATKINS

Appointed
Resigned
July 5, 1919
March, 1921
July 5, 1919
May, 1921
July 5, 1919
September, 1922
July 5, 1919
October, 1922
July 5, 1919
August, 1924

* Deceased

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HANNA MALMGREN, Supt.
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HANNA MALMGREN, R. N.

Assistant Superintendent
HILDA M. AYERST, R. N.

Night Supervisor
ELIZABETH LINDQUIST, R. N.

Social Worker
JESSIE M. REYNOLDS, R. N.

Dietitian
DOLORES GARRETT, B. S.

Historian
MARGARET MACLEAN

Chief Clerk
EVA M. JOHNSON

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WILLIAM R. TINKER, M. D. ......................... Consulting Obstetrician
GEORGE W. MAY, M. D. ......................... Consulting Eye, Ear, Nose & Throat

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NOAH A. BURR, M. D. ....................... Visiting Physician
GEORGE A. F. LUNDBERG, M. D. ................... Visiting Physician
*HARRY R. SHARPE M. D. ................... Visiting Physician

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HARRY S. REYNOLDS, M. D. ....................... Adjunct Asst. Visiting Surgeon

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DOUGLAS J. ROBERTS, M. D. ..................... Roentgenologist & Director
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LeVERNE HOLMES, M. D. ..................... Attending Physician in charge

Children’s Clinic

N. A. BURR, M. D. ......................... Attending Physician in charge

Eye, Ear, Nose and Throat Clinic

W. F. REARDON, M. D. ........................ Attending Surgeon in charge
D. C. Y. MOORE, M. D. ........................ Attending Surgeon

†Resigned  *Deceased
Consulting Staff (Hartford) 1924

General Surgical Service

H. G. JARVIS, M. D. .......................... Consulting Surge
A. M. ROWLEY, M. D. .......................... Consulting Surge
G. N. BELL, M. D. .......................... Consulting Surge
E. A. WELLS, M. D. .......................... Consulting Surge
P. F. McPARTLAND, M. D. .................. Consulting Surge
H. C. CLIFTON, M. D. .................. Consulting Surge

Medical Service

W. R. STEINER, M. D. .......................... Consulting Physici
I. W. KINGSBURY, M. D. .......................... Consulting Physici
H. F. STOLL, M. D. .......................... Consulting Physici
E. J. TURBERT, M. D. .......................... Consulting Physici
C. B. BRAINARD, M. D. .......................... Consulting Physici
J. C. ROWLEY, M. D. .......................... Consulting Physici

Eye, Ear, Nose and Throat Service

C. H. BORDEN, M. D. .......................... Consulting Surge
T. H. GALLIVAN, M. D. .......................... Consulting Surge

Obstetrical and Gynecological Service

T. W. CHESTER, M. D. .......................... Consulting Surge
C. H. ELLIOTT, M. D. .......................... Consulting Surge
A. M. OUTERSON, M. D. .......................... Consulting Surge
N. H. BAILEY, M. D. .......................... Consulting Surge

Genito-Urinary Service

T. H. HEPBURN, M. D. .......................... Consulting Surge
H. S. BACKUS, M. D. .......................... Consulting Surge

X-Ray Service

A. C. HEUBLEIN, M. D. .......................... Consulting Roentgenolog

Orthopedic Service

PAUL SWETT, M. D. .......................... Consulting Surge
J. C. WILSON, M. D. .......................... Consulting Surge
J. F. O'BRIEN, M. D. .......................... Consulting Surge
J. E. ROOT, M. D. .......................... Consulting Surge

Pediatric Service

H. F. Locke, M. D. .......................... Consulting Physici
H. W. BRAYTON, M. D. .......................... Consulting Physici

Neurology Service

O. G. WIEDMAN, M. D. .......................... Consulting Physici

Dermatology Service

M. J. MORRISSEY, M. D. .......................... Consulting Physici
M. S. BRADLEY, M. D. .......................... Consulting Physici
Report of Auxiliary Committee 1923-1924

To the Board of Trustees:

Gentlemen:

The Chairman of the Hospital Auxiliary submits the following report for 1923 and 1924:

Auxiliary work in connection with the Manchester Memorial Hospital was begun as soon as the Hospital opened its doors to receive patients.

For about a year the Emergency Committee of the Manchester Chapter, American Red Cross met at the Hospital every week, except during the summer, to help with the surgical dressings and the sewing. Then a regular Hospital Auxiliary was formed, entirely separate from the Red Cross and has been functioning since that time, meeting once a week at Watkins Brothers' store. There are about one hundred women, at the present time, divided into five groups. Four of these meet at Watkins Brothers, Inc., and the fifth, a neighborhood group, usually meets at the home of Mrs. J. P. Cheney.

Present officers of the Auxiliary are:

General Chairman ........ Miss Helen G. Chapman
Secretary ........ ........... Mrs. Henry Nettleton
Treasurer ........ .......... Mrs. George W. May
Chairman, Executive Committee ........ Mrs. W. C. Cheney
Vice Chairman, Executive Committee ........ Mrs. Carl Bengs

The groups are headed by:

Group 1 ........ ............ Miss Helen G. Chapman
................ .. .......... Mrs. Frank Wolcott
Group 2 ........ ............ Mrs. E. A. Lettney
................ .. .......... Mrs. LeVerne Holmes
Group 3 ........ ............ Mrs. R. O. Cheney, Jr.
................ .. .......... Mrs. Albert White
Group 4 ........ ............ Miss Mary Hutchinson
................ .. .......... Mrs. Wm. Knofski
Group 5 ........ ............ Mrs. J. P. Cheney

During 1923, the four groups meeting at Watkins Brothers, Inc., together with a small group headed by Mrs. James Robb, made and mended 874 articles. No record was kept of the articles made by the neighborhood group, but with these added, the total would undoubtedly amount to well over one thousand.

During 1924, approximately 1,200 pieces were made and mended by the Auxiliary groups and 989 pieces by the Neighborhood group.

HELEN G. CHAPMAN, Chairman

Report of the Hospital Linen Finance Committee

In the year 1923, the Committee, with the aid of the sewing auxiliary, raised $400.00 for linen for the Hospital.

In 1924, $700.00 was given to the Hospital for linen, by the committee.

MRS. WILLIAM C. CHENEY, Chairman
MRS. GEORGE MAY, Treasurer
MRS. HENRY NETTLETON, Secretary
Auxiliary Committee

Miss Helen G. Chapman, Chairman

Mrs. George Allen  Mrs. S. E. Dart  Mrs. Edna C. Parke  Mrs. W. L. Parkis  Mrs. George Plumb  Mrs. W. J. Remig  Mrs. Read Richards  Mrs. James Robb  Mrs. William Robert  Mrs. Alexander Rogers  Mrs. Walter Scott  Mrs. Scott, Sr.  Mrs. John Shea


Mrs. Chester Austin  Mrs. John Dowd  Mrs. Howard Boyd  Mrs. Howard  Mrs. Howard  Mrs. J. E. Barnsbee  Mrs. Emma K. Eldridge  Mrs. Howard  Mrs. James Shearer  Mrs. M. E. Shelton  Mrs. Scott Simon  Mrs. F. L. Smith  Mrs. Robert Seidel

Mrs. Andrew Barnett  Mrs. William Dowd  Mrs. Andrew Ferguson  Miss Mary Hutchinson  Mrs. Bert Judd  Miss Mary Bliss  Mrs. Agnes Gaylord  Mrs. B. Judd  Mrs. M. Boughton  Mrs. Agnes Gaylord  Mrs. B. Judd

Mrs. J. E. Barnsbee  Miss Emma K. Eldridge  Mrs. Carl Bengs  Mrs. Harry French  Miss Mary Bliss  Mrs. Agnes Gaylord  Mrs. Carl Bengs  Mrs. Harry French  Miss Mary Bliss  Mrs. Agnes Gaylord

Mrs. Otis Bartlett  Mrs. Harry French  Mrs. Howard Boyd  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. Howard Boyd  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. LeVerne Holmes

Mrs. Mary Bliss  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. LeVerne Holmes

Mrs. C. H. Bloom  Mrs. Charles Holman  Mrs. W. M. Brownell  Mrs. William Knofski  Mrs. C. H. Bloom  Mrs. Charles Holman  Mrs. W. M. Brownell  Mrs. William Knofski

Mrs. M. Boughton  Mrs. Agnes Gaylord  Mrs. W. M. Brownell  Mrs. William Knofski  Mrs. M. Boughton  Mrs. Agnes Gaylord  Mrs. W. M. Brownell  Mrs. William Knofski

Mrs. Howard Boyd  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. LeVerne Holmes  Mrs. Howard Boyd  Mrs. LeVerne Holmes

Mrs. James Brehant  Miss Mary Hutchinson  Mrs. W. M. Brownell  Mrs. William Knofski  Mrs. James Brehant  Miss Mary Hutchinson  Mrs. W. M. Brownell  Mrs. William Knofski

Mrs. Herman Brink  Mrs. Bert Judd  Mrs. W. Brown  Miss J. Keating  Mrs. W. Brown  Miss J. Keating

Mrs. W. Brown  Mrs. William Knofski  Mrs. C. R. Burr  Mrs. W. A. Lettney  Mrs. C. R. Burr  Mrs. W. A. Lettney

Mrs. W. M. Brownell  Mrs. W. A. Lettney  Mrs. C. R. Burr  Mrs. W. A. Lettney  Mrs. C. R. Burr  Mrs. W. A. Lettney

Mrs. C. R. Burr  Mrs. E. A. Lettney  Mrs. C. R. Burr  Mrs. E. A. Lettney  Mrs. C. R. Burr  Mrs. E. A. Lettney

Mrs. L. W. Case  Mrs. W. B. Loveland  Mrs. Dorothy Cheney  Mrs. E. A. Lydall  Mrs. Dorothy Cheney  Mrs. E. A. Lydall

Miss Mary Chapman  Mrs. G. A. F. Lundberg  Miss Dorothy Cheney  Mrs. E. A. Lydall  Miss Dorothy Cheney  Mrs. E. A. Lydall

Miss Dorothy Cheney  Mrs. E. A. Lydall  Miss Emily Cheney  Mrs. Louis Marte  Miss Emily Cheney  Mrs. Louis Marte

Miss Ednah Cheney  Mrs. Harry Maidment  Mrs. Clifford Cheney  Mrs. Robert Martin  Miss Ednah Cheney  Mrs. Harry Maidment  Mrs. Clifford Cheney  Mrs. Robert Martin  Miss Ednah Cheney  Mrs. Harry Maidment

Miss Emily Cheney  Mrs. Louis Marte  Mrs. Clifford Cheney  Mrs. Robert Martin  Miss Emily Cheney  Mrs. Louis Marte  Mrs. Clifford Cheney  Mrs. Robert Martin  Miss Emily Cheney  Mrs. Louis Marte

Mrs. George W. Cheney  Mrs. Mason  Mrs. George W. Cheney  Mrs. Mason  Mrs. George W. Cheney  Mrs. Mason

Mrs. John P. Cheney  Mrs. W. A. Matthews  Mrs. R. O. Cheney, Jr.  Mrs. W. A. Matthews  Mrs. R. O. Cheney, Jr.  Mrs. W. A. Matthews

Mrs. R. O. Cheney, Jr.  Mrs. George W. May  Mrs. W. C. Cheney  Mrs. James McCaw  Mrs. W. C. Cheney  Mrs. James McCaw

Mrs. W. C. Cheney  Mrs. James McCaw  Mrs. William Clarke  Mrs. Harry Meiklejohn  Mrs. William Clarke  Mrs. Harry Meiklejohn

Mrs. Wilfred Clarke  Mrs. Harry Meiklejohn  Mrs. W. S. Coburn  Mrs. Henry Nettleton  Mrs. W. S. Coburn  Mrs. Henry Nettleton

Mrs. W. S. Coburn  Mrs. Henry Nettleton  Mrs. Martha Cone  Mrs. J. W. Nickerson  Mrs. Martha Cone  Mrs. J. W. Nickerson

Mrs. Martha Cone  Mrs. J. W. Nickerson  Mrs. William Crawford  Mrs. Maud Norton  Mrs. William Crawford  Mrs. Maud Norton

Mrs. William Crawford  Mrs. Maud Norton  Mrs. Norman Cubberly  Mrs. E. F. Paisley  Mrs. Norman Cubberly  Mrs. E. F. Paisley

Mrs. Norman Cubberly  Mrs. E. F. Paisley

The Ladies Benevolent Society of the Center Congregational Church, The Ladies of Charity, and the Motherhood Club also volunteered their services.
### Administrative Statement of Service Rendered 1921-1922-1923-1924

<table>
<thead>
<tr>
<th></th>
<th>1921</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of patients in hospital at 12 midnight, December 31 (preceding year)</strong></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td><strong>Patients admitted</strong></td>
<td>305</td>
<td>510</td>
<td>815</td>
<td>339</td>
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<tr>
<td><strong>Births</strong></td>
<td>85</td>
<td>68</td>
<td>153</td>
<td>81</td>
</tr>
<tr>
<td><strong>Total number of cases treated</strong></td>
<td>395</td>
<td>579</td>
<td>974</td>
<td>433</td>
</tr>
<tr>
<td><strong>Patients discharged</strong></td>
<td>355</td>
<td>549</td>
<td>904</td>
<td>387</td>
</tr>
<tr>
<td><strong>Deaths</strong></td>
<td>23</td>
<td>12</td>
<td>35</td>
<td>28</td>
</tr>
<tr>
<td><strong>Stillbirths</strong></td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>3</td>
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<tr>
<td><strong>Total number of cases discharged</strong></td>
<td>382</td>
<td>563</td>
<td>945</td>
<td>418</td>
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<tr>
<td><strong>Remaining in hospital at 12 midnight, December 31</strong></td>
<td>13</td>
<td>16</td>
<td>29</td>
<td>15</td>
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</table>

### Analysis of Service

<table>
<thead>
<tr>
<th></th>
<th>1921</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
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</thead>
<tbody>
<tr>
<td><strong>Average daily census during the year</strong></td>
<td>34</td>
<td>34</td>
<td>36.5</td>
<td>41</td>
</tr>
<tr>
<td><strong>Maximum census</strong></td>
<td>51</td>
<td>51</td>
<td>60</td>
<td>(Oct.)  57</td>
</tr>
<tr>
<td><strong>Minimum census</strong></td>
<td>14</td>
<td>14</td>
<td>21</td>
<td>(Nov.)  25</td>
</tr>
<tr>
<td><strong>Patients average stay in hospital (days)</strong></td>
<td>12.7</td>
<td>12.9</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td><strong>Mortality rate (excluding 48 hour deaths)</strong></td>
<td>2%</td>
<td>3%</td>
<td>4.7%</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Number of deaths within 48 hours after admission</strong></td>
<td>15</td>
<td>14</td>
<td>21</td>
<td>21</td>
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<tr>
<td><strong>Number of institutional deaths</strong></td>
<td>20</td>
<td>36</td>
<td>48</td>
<td>44</td>
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<tr>
<td><strong>Autopsies</strong></td>
<td>12,333</td>
<td>13,246</td>
<td>13,412</td>
<td>15,111</td>
</tr>
<tr>
<td><strong>Total patient days’ care</strong></td>
<td>56</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td><strong>Normal bed capacity</strong></td>
<td>106</td>
<td>100</td>
<td>137</td>
<td>126</td>
</tr>
<tr>
<td><strong>Total number of operations during the year (major)</strong></td>
<td>296</td>
<td>372</td>
<td>318</td>
<td>432</td>
</tr>
<tr>
<td><strong>Total number of operations during the year (minor)</strong></td>
<td>$50,308.47</td>
<td>$60,276.30</td>
<td>$69,440.89</td>
<td>$70,837.03</td>
</tr>
<tr>
<td><strong>Total hospital operating expenses</strong></td>
<td>$4.03</td>
<td>$4.55</td>
<td>$5.21</td>
<td>$4.73</td>
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<tr>
<td><strong>Cost of maintaining one patient one day</strong></td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
</tr>
</tbody>
</table>

### Consultations

- 1922, Oct.-Dec. . . 6
- 1923 . . 113
- 1924 . . 128 (Medical, 31. Surgical, 86. Obstetrical, 11)
Summary of Work Done in X-Ray Departm

<table>
<thead>
<tr>
<th>Classification</th>
<th>1922</th>
<th>1921</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number exams.</td>
<td>217</td>
<td>28.8</td>
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<tr>
<td>Chest</td>
<td>23</td>
<td>4.4</td>
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<tr>
<td>Clavicle</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Gall Bladder</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>G. I. Tract</td>
<td>28</td>
<td>2</td>
</tr>
<tr>
<td>G. U. Tract</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Hips</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Jaw</td>
<td>4</td>
<td></td>
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<tr>
<td>Lower Extremities</td>
<td>58</td>
<td>4</td>
</tr>
<tr>
<td>Mastoids</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neck</td>
<td>1</td>
<td></td>
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<tr>
<td>Nose</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Pelvis</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Scapula</td>
<td>11</td>
<td>1</td>
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<tr>
<td>Shoulder</td>
<td></td>
<td></td>
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<tr>
<td>Sinus</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Skull</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Spine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sternum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teeth</td>
<td></td>
<td>1</td>
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<tr>
<td>Upper Extremities</td>
<td>52</td>
<td>6</td>
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</table>

*Includes examinations from Sept., 1921, date when X-Ray Laboratory v
Summary of Work Done in the Pathological Laboratory

<table>
<thead>
<tr>
<th></th>
<th>1921</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
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<tr>
<td><strong>BLOOD EXAMINATION</strong></td>
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<tr>
<td>Chemistry</td>
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<tr>
<td>Counts</td>
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<td>43</td>
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<td>Cultures</td>
<td></td>
<td>226</td>
<td>146</td>
<td>264</td>
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<tr>
<td>Malaria</td>
<td></td>
<td>4</td>
<td>2</td>
<td>-17</td>
</tr>
<tr>
<td>Haemoglobin</td>
<td></td>
<td></td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>Grouping</td>
<td></td>
<td></td>
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<td>1</td>
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<tr>
<td>Coagulation time</td>
<td></td>
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<td>317</td>
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<td><strong>URINE ANALYSIS</strong></td>
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<td>Routine analysis</td>
<td></td>
<td>866</td>
<td>1349</td>
<td>2089</td>
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<tr>
<td>Renal function</td>
<td></td>
<td>21</td>
<td>15</td>
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<tr>
<td>Specific gravity fixation</td>
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<tr>
<td>Urine cultures</td>
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<td>Diazo test</td>
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<td><strong>BACTERIOLOGY</strong></td>
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<tr>
<td>Slides</td>
<td></td>
<td>4</td>
<td>51</td>
<td>177</td>
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<tr>
<td>Throat culture</td>
<td></td>
<td></td>
<td>7</td>
<td>35</td>
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<tr>
<td>Sputa</td>
<td></td>
<td>8</td>
<td>20</td>
<td>28</td>
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<tr>
<td>Wound culture</td>
<td></td>
<td>4</td>
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<tr>
<td><strong>STOMACH</strong></td>
<td></td>
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<td>Gastric analysis</td>
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<td>3</td>
<td>2</td>
<td>3</td>
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<tr>
<td>Vomitus</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>MISCELLANEOUS</strong></td>
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<tr>
<td>Spinal fluid</td>
<td></td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Feces</td>
<td></td>
<td>5</td>
<td>32</td>
<td></td>
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<tr>
<td>Breast milk</td>
<td></td>
<td>2</td>
<td>1</td>
<td></td>
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<tr>
<td>Transudates</td>
<td></td>
<td></td>
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<tr>
<td>Pathological section</td>
<td></td>
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<td>25</td>
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<tr>
<td>Von Pirquet</td>
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<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Exudates</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
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<tr>
<td>Widal</td>
<td></td>
<td>2</td>
<td>9</td>
<td>34</td>
</tr>
</tbody>
</table>
Chest Clinic

The Chest Clinic was started on April 11, 1923 and since that time has held 71 clinics.

Number of patients examined ........................................... 340
Number of re-visits ....................................................... 158
Number under observation ............................................. 146
Number discharged as "no case" ...................................... 28
Number sent to sanatoria .............................................. 10
Number patients died .................................................. 8
Number transferred ...................................................... 3
Number discharged as "unwilling" .................................... 5
Number visits to homes ................................................ 573

Children's Clinic

Patients ................................................................. 28

Social Service (1923-1924)

The Social Service work of the Hospital was started in January, 1923.

Total number of patients having received Social Service assistance .......... 166
Total number visits made to patients in wards ................................ 1040
Total number visits made to homes .................................. 1004
Total number of patients referred to other agencies ......................... 13

(Of the above, two were placed in boarding homes in the country, two in the Mansfield Hospital for epileptics, one child in the Newington Home for Crippled Children, one infant was adopted, and one maternity mother returned at her own request to her native country.)

Special appliances furnished were one spinal brace and two sets of artificial teeth.

From the Loan and Emergency Closets numberless articles were loaned and distributed.

The Social Service functions thru the local Chapter of the American Red Cross. Other agencies having shown interest in the work are the Benevolent Society of the Center Congregational Church, the Duofold Knitting Co., the Lend-A-Hand of the "Manchester Evening Herald," the Community Club and a number of interested persons.

The Social Service Worker also carries on the work of the Chest Clinic, report of which is given above.

The Child Welfare Worker carries on the work of the Children's Clinic.

Financial Statement, January 1, 1925

(The Manchester Trust Company, Treasurer)

<table>
<thead>
<tr>
<th>ASSETS</th>
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<tbody>
<tr>
<td>Land and Building</td>
<td>$205,540.03</td>
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<td>Equipment</td>
<td>41,301.23</td>
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<tr>
<td>Cash</td>
<td>11,716.72</td>
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<td>Accounts Receivable</td>
<td>7,616.35</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$266,174.33</strong></td>
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<table>
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<tr>
<th>LIABILITIES</th>
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<tr>
<td>Mortgages and Notes Payable</td>
<td>$11,500.00</td>
</tr>
<tr>
<td>Reserve for Depreciation</td>
<td>23,450.24</td>
</tr>
<tr>
<td>Net Worth</td>
<td>231,224.09</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$266,174.33</strong></td>
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</tbody>
</table>
# Cash Receipts at Hospital

<table>
<thead>
<tr>
<th>Wards/Department</th>
<th>1921</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Wards</td>
<td>$10,819.00</td>
<td>$13,131.50</td>
<td>$10,677.00</td>
<td>$12,944.59</td>
</tr>
<tr>
<td>Maternity Ward</td>
<td>4,170.25</td>
<td>3,902.00</td>
<td>3,686.25</td>
<td>5,478.07</td>
</tr>
<tr>
<td>Children's Ward</td>
<td>805.50</td>
<td>790.50</td>
<td>906.75</td>
<td>445.08</td>
</tr>
<tr>
<td>Private Rooms</td>
<td>11,166.64</td>
<td>11,542.59</td>
<td>15,841.38</td>
<td>17,097.47</td>
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<tr>
<td>Operating Room</td>
<td>2,221.50</td>
<td>2,561.00</td>
<td>2,040.50</td>
<td>2,399.50</td>
</tr>
<tr>
<td>Case Room</td>
<td>165.00</td>
<td>195.00</td>
<td>425.00</td>
<td>687.50</td>
</tr>
<tr>
<td>Admitting Room</td>
<td>103.50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Special Nurses</td>
<td>1,581.50</td>
<td>1,508.50</td>
<td>1,183.50</td>
<td>2,306.78</td>
</tr>
<tr>
<td>X-Ray</td>
<td>*601.50</td>
<td>1,660.00</td>
<td>2,004.95</td>
<td>2,520.00</td>
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<tr>
<td>Miscellaneous</td>
<td>328.81</td>
<td>450.42</td>
<td>506.34</td>
<td>482.14</td>
</tr>
<tr>
<td>Drugs</td>
<td>†77.21</td>
<td>171.13</td>
<td>184.63</td>
<td></td>
</tr>
<tr>
<td>Tonsil and Adenoid Clinic</td>
<td>‡80.00</td>
<td>860.00</td>
<td>1,520.00</td>
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<tr>
<td>Laboratory</td>
<td></td>
<td></td>
<td>6.50</td>
<td>48.00</td>
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</tbody>
</table>

| Total Hospital Receipts                  | $31,859.70 | $35,898.72 | $38,309.30 | $46,217.26 |
| Total Hospital Expenses                  | 144.75     | 242.00     | 367.10     | 276.10     |
| Net Hospital Expenses                    | $31,714.95 | $35,656.72 | $37,942.20 | $45,941.16 |

<table>
<thead>
<tr>
<th>Date</th>
<th>1921</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures, 1921</td>
<td>(The Manchester Trust Company, Treasurer)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Building</td>
<td>$54,474.33</td>
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<tr>
<td>*Grading</td>
<td>10,586.37</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>*Land</td>
<td>200.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heat, Light and Power</td>
<td>2,578.14</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance—Building and Grounds</td>
<td>730.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Equipment and Furnishings</td>
<td>31,275.01</td>
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</tr>
<tr>
<td>Steward</td>
<td>11,567.79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Running Expenses</td>
<td>1,501.01</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housekeeping and Kitchen</td>
<td>2,612.38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Care of Patients</td>
<td>5,513.57</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drug Supplies</td>
<td>55.24</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>2,248.85</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Interest</td>
<td>1,843.83</td>
<td></td>
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</tr>
<tr>
<td>Salaries</td>
<td>2,241.12</td>
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<tr>
<td>Petty Cash</td>
<td>482.80</td>
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<tr>
<td>Refunds</td>
<td>100.63</td>
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<tr>
<td>Insurance</td>
<td>406.94</td>
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</tr>
<tr>
<td>Gross Expenditures</td>
<td>$148,688.01</td>
<td></td>
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</tr>
<tr>
<td>*Capital Expenditures</td>
<td>98,379.54</td>
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<tr>
<td>Operating Expenses</td>
<td>$50,308.47</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Comparative Statements of Expenditures

<table>
<thead>
<tr>
<th></th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, officers and clerks</td>
<td>$4,933.96</td>
<td>$6,707.42</td>
<td>$6,369.43</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>550.39</td>
<td>482.08</td>
<td>220.93</td>
</tr>
<tr>
<td>Miscellaneous (telephone and telegraph, petty cash, stationery and printing etc.)</td>
<td>1,510.71</td>
<td>1,737.33</td>
<td>2,890.27</td>
</tr>
<tr>
<td><strong>Total administration expense</strong></td>
<td><strong>$6,995.06</strong></td>
<td><strong>$8,926.83</strong></td>
<td><strong>$9,480.63</strong></td>
</tr>
</tbody>
</table>

### Professional Care of Patients

**Salaries and Wages:**
- Head nurses: $2,515.18
- Graduate nurses on floor duty: $7,440.72
- Orderlies and attendants: $1,684.79

**Medical and Surgical Supplies:**
- Apparatus and instruments: $141.78
- Medical and surgical supplies: $1,642.33
- Miscellaneous: $45.11

**Pharmacy:**
- Drugs: $902.22
- Alcohols, wines and liquors: $96.34

**Medical Services:**
- Salaries: $110.25
- Supplies: $1,010.45
- Anesthesia:
  - Salaries: $158.99
  - Supplies: $208.14

**X-Ray:**
- Fees and salaries: $1,003.30
- Supplies: $496.69

**Laboratory:**
- Fees and Salaries: $735.00
- Supplies: $16.59

**Social Service:**
- Salaries: $2,420.00
- Supplies: $15.75

**Total professional care of patients:** $16,979.29

*The Social Service Worker's time is divided between the Board of Health, the Red Cross, and the Social Service of the Hospital. Only one-third time is devoted to the Hospital, hence two-thirds of the Worker's salary is refunded to the Hospital by the Board of Health and the Red Cross.*

### Departmental Expense

<table>
<thead>
<tr>
<th></th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses' Residence:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$101.20</td>
<td>$230.95</td>
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</tr>
<tr>
<td>Supplies</td>
<td>157.62</td>
<td>72.15</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$258.82</strong></td>
<td><strong>$303.10</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Comparative Statements of Expenditures

### Laundry:
- **Salaries**: 1922: $423.26, 1923: $690.44, 1924: $1,078.59
- **Supplies**: 1922: $53.43, 1923: $14.02, 1924: $47.40
- **Miscellaneous (laundry sent out)**: 1922: $2,370.43, 1923: $2,180.81, 1924: $2,216.97

### Housekeeping Department:
- **Salaries**: 1922: $1,631.00, 1923: $1,819.62, 1924: $1,867.83
- **Cleaning supplies**: 1922: $150.45, 1923: $162.79, 1924: $221.25
- **Clothing and bedding**: 1922: $700.17, 1923: $1,615.45, 1924: $716.62
- **Miscellaneous**: 1922: $429.59, 1923: $425.79, 1924: $328.18

### Dietary Department:
- **Salaries**: 1922: $4,340.91, 1923: $4,925.86, 1924: $4,722.82
- **Supplies**: 1922: $483.53, 1923: $95.30, 1924: $251.67

### Provisions:
- **Bread and pastry**: 1922: $536.12, 1923: $492.39, 1924: $571.39
- **Butter**: 1922: $1,027.04, 1923: $1,107.82, 1924: $988.50
- **Eggs**: 1922: $1,265.65, 1923: $1,301.41, 1924: $1,194.00
- **Milk**: 1922: $1,963.27, 1923: $2,023.50, 1924: $1,757.29
- **Cream**: 1922: $325.20, 1923: $517.75, 1924: $451.60
- **Groceries**: 1922: $2,773.20, 1923: $1,854.85, 1924: $1,662.84
- **Fruit**: 1922: $849.88, 1923: $1,119.35, 1924: $1,063.16
- **Vegetables**: 1922: $698.24, 1923: $1,050.03, 1924: $1,237.63
- **Meat**: 1922: $2,348.85, 1923: $2,286.46, 1924: $2,412.71
- **Poultry**: 1922: $783.25, 1923: $1,195.34, 1924: $1,119.35
- **Fish**: 1922: $330.34, 1923: $255.10, 1924: $432.98
- **Miscellaneous**: 1922: $598.37, 1923: $483.77, 1924: $615.79

### Total departmental expenses: 1922: $18,323.85, 1923: $18,709.02, 1924: $18,757.72

### General House and Property Expense:
- **Salaries**: 1922: $3,306.69, 1923: $3,374.90, 1924: $3,280.44
- **Electric light and power**: 1922: $679.67, 1923: $837.26, 1924: $880.00
- **Electrical supplies**: 1922: $95.94, 1923: $166.51, 1924: $324.74
- **Fuel**: 1922: $2,146.65, 1923: $3,448.29, 1924: $2,061.24
- **Gas**: 1922: $1,077.94, 1923: $1,053.25, 1924: $1,628.71
- **Water**: 1922: $264.24, 1923: $334.24, 1924: $408.96
- **Maintenance and Repairs**: 1922: $36.00, 1923: $1,049.71, 1924: $2,549.31
- **Maintenance of Grounds**: 1922: $48.00, 1923: $132.52, 1924: $876.55

### Total general house and property expense: 1922: $9,962.47, 1923: $10,432.68, 1924: $12,010.05

### Total operating expenses: 1922: $58,019.00, 1923: $69,440.89, 1924: $70,834.73

### Capital Expenditures: 1922: $11,851.38, 1923: $10,496.79, 1924: $3,966.22

### Gross Expenditures: 1922: $69,870.38, 1923: $79,937.68, 1924: $74,800.95
**Visits of the Clergy**

The following clergy have visited their parishioners in the Hospital:

- Rev. A. L. Anderson, Swedish Congregational Church
- Rev. C. F. Austin, First Church of the Nazarene
- Rev. R. A. Beardslee, Second Congregational Church
- Rev. Joseph Cooper, South Methodist Church
- Rev. P. J. O. Cornell, Swedish Lutheran Church
- Rev. J. E. Duxbury, North Methodist Church
- Rev. C. T. McCann, St. Bridget’s R. C. Church
- Rev. James S. Neill, St. Mary’s Episcopal Church
- Rev. Wm. S. Reidy, St. James R. C. Church
- Rev. H. F. R. Stecholz, German Lutheran Zion Church
- Rev. H. O. Weber, German Lutheran Concordia Church
- Rev. Watson Woodruff, Center Congregational Church

**Wards Furnished by Special Donations**

Children’s Ward, 4 beds, By Mary Brodsky Rubinow, in memory of her brother Henry Judah Brodsky

Maternity Ward, 6 beds, By her children, in memory of Mrs. Anna Zwick

Nursery, 12 bassinettes, By Mr. and Mrs. Joseph N. Viot in memory of Willard Case Viot

Women’s Medical Ward, 6 beds, By E. L. G. Hohenthal, Sr. and children, in memory of Mrs. Emil L. G. Hohenthal

Women’s Surgical Ward, 6 beds, By E. L. G. Hohenthal, Sr. in memory of Mrs. Charlotte Hohenthal and her daughters, Mrs. Minnie F. Haskell and Mrs. Bertha Thibodeau

**Rooms Furnished by Special Donations**

Finlay Room, By Katherine M. Finlay, in memory of her husband, George W Finlay

Ilsieb Room, by Jane N. Ilsieb, in memory of her husband, Frank A. Ilsieb

Finlay Room, By Katherine M. Finlay, in memory of her daughter, Mario Prentiss Finlay

Faulkner Room, By Mr. and Mrs. Thos. D. Faulkner, in memory of Charles E Bunce and Samuel J. Faulkner

Irsh Room, By Mr. and Mrs. John Irsh, in memory of Harold Benjamin Irsh

Schmidt Room, By Karoline Schmidt, in memory of Arnold Schmidt

Pinney Room, By Lula M. Pinney, in memory of Sanford Keeney

Bissell Room, By Clinton T. Bissell in memory of Susan S. T. Bissell

Superintendent’s Room, By Grace R. Bloom, in memory of M. L. and August Russell

Doctors’ Consultation Room, By Mr. and Mrs. Joseph N. Viot, in memory of Willard Case Viot

Operating Room, By George L. and Harold W. Bidwell, in memory of Leonor Elna Bidwell

Superintendent’s Office, By Annie H. Cheney, in memory of Sophie H. Chene

Board Room and Reception Rooms, By Maytie Case Crowell and Raymond Case, in memory of Marietta Stanley Case

Sunporch, second floor, By Mr. and Mrs. W. S. Coburn

X-Ray Laboratory, By Maytie Case Crowell and Raymond S. Case

Kitchen, By Mary Cheney and Frank Cheney, Jr.
## Comparative Statements of Expenditures

<table>
<thead>
<tr>
<th>Department</th>
<th>1922</th>
<th>1923</th>
<th>1924</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Laundry:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$423.26</td>
<td>$690.44</td>
<td>$1,078.59</td>
</tr>
<tr>
<td>Supplies</td>
<td>53.43</td>
<td>14.02</td>
<td>47.40</td>
</tr>
<tr>
<td>Miscellaneous (laundry sent out)</td>
<td>2,370.43</td>
<td>2,180.81</td>
<td>2,216.97</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,847.12</td>
<td>$2,885.27</td>
<td>$3,342.96</td>
</tr>
<tr>
<td><strong>Housekeeping Department:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$1,631.00</td>
<td>$1,819.62</td>
<td>$1,867.83</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>150.45</td>
<td>162.79</td>
<td>221.25</td>
</tr>
<tr>
<td>Clothing and bedding</td>
<td>700.17</td>
<td>1,615.45</td>
<td>716.62</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>429.59</td>
<td>425.79</td>
<td>328.18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,911.21</td>
<td>$4,023.65</td>
<td>$3,133.88</td>
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<tr>
<td><strong>Dietary Department:</strong></td>
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<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$4,340.91</td>
<td>$4,925.86</td>
<td>$4,722.82</td>
</tr>
<tr>
<td>Supplies</td>
<td>483.53</td>
<td>95.30</td>
<td>251.67</td>
</tr>
<tr>
<td><strong>Provisions:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bread and pastry</td>
<td>536.12</td>
<td>492.39</td>
<td>571.39</td>
</tr>
<tr>
<td>Butter</td>
<td>1,027.04</td>
<td>1,107.82</td>
<td>988.50</td>
</tr>
<tr>
<td>Eggs</td>
<td>1,265.65</td>
<td>1,301.41</td>
<td>1,194.00</td>
</tr>
<tr>
<td>Milk</td>
<td>1,963.27</td>
<td>2,023.50</td>
<td>1,757.29</td>
</tr>
<tr>
<td>Cream</td>
<td>325.20</td>
<td>517.75</td>
<td>451.60</td>
</tr>
<tr>
<td>Groceries</td>
<td>2,773.20</td>
<td>1,854.85</td>
<td>1,662.84</td>
</tr>
<tr>
<td>Fruit</td>
<td>849.88</td>
<td>1,119.35</td>
<td>1,063.16</td>
</tr>
<tr>
<td>Vegetables</td>
<td>698.24</td>
<td>1,050.03</td>
<td>1,237.63</td>
</tr>
<tr>
<td>Meat</td>
<td>2,348.85</td>
<td>2,286.46</td>
<td>2,412.71</td>
</tr>
<tr>
<td>Poultry</td>
<td>783.25</td>
<td>1,195.43</td>
<td>1,375.34</td>
</tr>
<tr>
<td>Fish</td>
<td>330.34</td>
<td>255.10</td>
<td>432.98</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>598.37</td>
<td>483.77</td>
<td>615.79</td>
</tr>
<tr>
<td><strong>Total departmental expenses</strong></td>
<td>$18,323.85</td>
<td>$18,709.02</td>
<td>$18,757.72</td>
</tr>
</tbody>
</table>

| **General House and Property Expense** |         |           |           |
| Salaries                       | $3,306.69 | $3,374.90 | $3,280.44 |
| Electric light and power       | 679.67    | 837.26    | 880.00    |
| Electrical supplies            | 95.94     | 166.51    | 324.74    |
| Fuel                           | 2,146.65  | 3,448.29  | 2,061.24  |
| Gas                            | 1,077.94  | 1,053.25  | 1,628.71  |
| Water                          | 264.24    | 334.24    | 408.96    |
| Maintenance and Repairs:       |           |           |           |
| Salaries                       | 36.00     |           |           |
| Repairs and supplies           | 2,343.34  | 1,049.71  | 2,549.31  |
| Maintenance of Grounds         | 48.00     | 132.52    | 876.65    |
| Total general house and property expense | $9,962.47 | $10,432.68 | $12,010.05 |
| Total operating expenses       | $58,019.00| $69,440.89| $70,834.73|
| Capital Expenditures           | 11,851.38 | 10,496.79 | 3,966.22  |
| Gross Expenditures             | $69,870.38| $79,937.68| $74,800.95|
Visits of the Clergy

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- Rev. A. L. Anderson, Swedish Congregational Church
- Rev. C. F. Austin, First Church of the Nazarene
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- Rev. Joseph Cooper, South Methodist Church
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- Rev. J. E. Duxbury, North Methodist Church
- Rev. C. T. McCann, St. Bridget’s R. C. Church
- Rev. James S. Neill, St. Mary’s Episcopal Church
- Rev. Wm. S. Reidy, St. James R. C. Church
- Rev. H. F. R. Stecholz, German Lutheran Zion Church
- Rev. H. O. Weber, German Lutheran Concordia Church
- Rev. Watson Woodruff, Center Congregational Church
- Commandant C. M. Abbott, Salvation Army

Wards Furnished by Special Donations

Children’s Ward, 4 beds, By Mary Brodsky Rubinow, in memory of her br Henry Judah Brodsky
Maternity Ward, 6 beds, By her children, in memory of Mrs. Anna Zwic
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Women’s Surgical Ward, 6 beds, By E. L. G. Hohenthal, Sr. in mem Mrs. Charlotte Hohenthal and her daughters, Mrs. Minnie F. Haske
Mrs. Bertha Thibodeau

Rooms Furnished by Special Donations

Finlay Room, By Katherine M. Finlay, in memory of her husband, Geor Finlay
Islieb Room, by Jane N. Islieb, in memory of her husband, Frank A. Islie Finlay Room, By Katherine M. Finlay, in memory of her daughter, P Prentiss Finlay
Faulkner Room, By Mr. and Mrs. Thos. D. Faulkner, in memory of Ch Bunce and Samuel J. Faulkner
Irsh Room, By Mr. and Mrs. John Irsh, in memory of Harold Benjamin Schmidt Room, By Karoline Schmidt, in memory of Arnold Schmidt Pinney Room, By Lula M. Pinney, in memory of Sanford Keeney Bissell Room, By Clinton T. Bissell in memory of Susan S. T. Bissell Superintendent’s Room, By Grace R. Bloom, in memory of M. L. and At Russell
Doctors’ Consultation Room, By Mr. and Mrs. Joseph N. Viot, in mem Willard Case Viot
Operating Room, By George L. and Harold W. Bidwell, in memory of Le Elna Bidwell
Superintendent’s Office, By Annie H. Cheney, in memory of Sophie H. C Board Room and Reception Rooms, By Maytie Case Crowell and Raymond Case, in memory of Marietta Stanley Case
Sunporch, second floor, By Mr. and Mrs. W. S. Coburn
X-Ray Laboratory, By Maytie Case Crowell and Raymond S. Case Kitchen, By Mary Cheney and Frank Cheney, Jr.
Acknowledgment of Gifts

Books and Magazines

Mrs. Abbey
Mrs. F. C. Atkins
Miss Florence Aitken
Mrs. Jda August
Mr. Peter Baldwin
Miss Elizabeth Bayne
Mrs. F. J. Bendlall
Mrs. James Brehant
Mrs. Forrest Buckland
Camp Fire Girls, Second Cong. Church
Mrs. E. M. Carpenter
Misses Helen and Mary Chapman
Cheerful and Jolly Club
Miss Barbara Cheney
Mrs. Charles Cheney
Miss Dorothy Cheney
Mrs. Frank D. Cheney
Mrs. Horace B. Cheney
Miss Marjory Cheney
Miss Mary Cheney
Mr. and Mrs. W. S. Coburn
Rev. P. J. O. Cornell
Mr. Hugh Crosby
Mr. and Mrs. Albert L. Crowell
Mrs. Albert T. Dewey
Miss Elizabeth Griswold
Mrs. Anna Hanson
Mr. Clayton Hanson
Herald Printing Co.
Mrs. Ralph Howard
Mrs. Alfred F. Howes
Misses Mary and Christine Hutchinson
Mrs. Thomas Prentice
Mr. George Russell
Miss Flora Stanley
Mrs. H. L. Tenney
Mrs. Francis H. Whiton
Mrs. Frank Wolcott
W. C. T. U.

Flowers and Potted Plants

Mrs. Joseph Albiston
Mrs. William Alvord
Mrs. Lucius B. Barbour
Mr. F. Behrend
Mr. Wm. Buckley
Burr Nurseries
Mrs. L. StC. Burr
Mrs. L. W. Case
Misses Helen and Mary Chapman
Chamber of Commerce
Mrs. Charles Cheney
Miss Mary Cheney
Mrs. R. O. Cheney, Jr.
Mrs. Wm. C. Cheney
Mr. and Mrs. W. S. Coburn
Mrs. Edward Couch
Mr. and Mrs. A. L. Crowell
Mrs. John Dougan
Father and Son Banquet
Mrs. Amandus Freeburg
Girls' Friendly Society, St. Mary's Episcopal Church
Mr. Robert Hamilton
Mrs. W. W. Harris
Mrs. Victor Hedeen
Mrs. A. W. Hitchcock
Mr. E. L. G. Hohenthal, Sr.
Miss Barbara Hyde
Ladies' Benevolent Society, Center Congregational Church
Mrs. Charles Lord
Manchester Army and Navy Club
Manchester Floral Store
Mrs. Albert Mann
Mr. "Chappie" Pentland
Park Hill Flower Shop
Mr. A. N. Pierson "Cromwell Gardens"
Mr. Pierson Reese
Mrs. Annie Reider
Mrs. Wesley Robbins
Mr. R. LaMotte Russell
Shannon children
Dr. and Mrs. Harry R. Sharpe
Mrs. Wm. T. Smyth
Social Bridge Club (2 plants each month, winter season of 1922)
South Methodist Church
Mrs. John B. Spencer
Rev. H. F. R. Stecholz
Swedish Congregational Church
Mr. and Mrs. John Tanner
Mrs. Taylor
Mr. Elwood Walker
Miss Myrtle Wood

Fresh Fruit and Vegetables

Miss Elizabeth Bayne
Mr. A. Willard Case
Misses Dorothy and Marjory Cheney
Miss Mary Cheney
Mrs. W. C. Cheney
Rev. P. J. O. Cornell
Mrs. Eunice Hohenthal
Ladies of Charity
Mr. Pierson Reese
Dr. and Mrs. Harry R. Sharpe
Mr. George Skinner
Mrs. George Smith
Mr. and Mrs. John Tanner
Mr. C. Elmore Watkins
Dr. Thomas H. Weldon
Mr. F. G. Welles
Miscellaneous

Mrs. Alexander Anderson, 2 Victrola records
Mrs. Gottfrid Bjorkman, 2 flower vases
Mrs. Fred Brown, two 1924 calendars
Mrs. Lawrence W. Case, cakes
Mr. Frank Cheney, Jr., 2 aluminum food trucks
Misses Helen and Mary Chapman, 2 dozen cups, saucers and teaplates, 1 dozen flower vases, favors for patients, nurses and employees at Easter and Christmas
Mr. Horace B. Cheney, 1 fresh fish (bass)
Mr. Howell Cheney, 2 turkeys, 4 lbs. sugar, 2 loaves bread, crib blankets
Miss Mary Cheney, 9 jars pickled watermelon, 2 dozen jars jelly, 1 orange squeezer, 1 dozen cups, saucers and teaplates, 1 filing cabinet, 1 flagpole
Mr. and Mrs. Walter S. Coburn, 13 hair mattresses and 36 feather pillows for nursery, 2 Japanese serving trays, 2 hammered copper trays, 14 thermos jugs and paper maiche trays, 1 dozen cups, saucers and teaplates, 2 dozen linen table napkins, frame for "Hospital Day Certificate", ice cream for patients, St. Patrick's and Thanksgiving Day favors, $10.00, theatre and concert tickets for nurses
Mr. John Freeburg, 2 flower vases
Chief Samuel G. Gordon, 6 bottles "Old Crow" whiskey
Mr. E. L. G. Hohenthal, Sr., St. Patrick's Day favors
Dr. LeVerne Holmes, Laboratory supplies: 1 dozen bottle stain, 2 slide boxes, 1 box glass slides, 1 box cover glasses, 2 sets petri dishes, 1 albuminometer, 1 sacchrometer
House Committee of the Hospital, 23 yds twilled muslin
Mr. John Husband, 1 flower stand
Ladies Aid Society, No. Congregational Church, 24 sheets
Ladies Benevolent Society, Center Congregational Church, $10.00
Loyal Circle, King's Daughters, Center Congregational Church, 8 jars jam
Dr. G. A. F. Lundberg and Dr. D. C. Y. Moore, 1 Doctor's "In and Out" Book
Manchester Chapter, American Red Cross, 110 yds. gauze, 1 large box of remnants of flannel, scratch paper
George E. McNamara, hospital drugs gratis for two months
Mrs. Albert McLaughlin, 1 dozen tumblers, 3 flower vases
Mr. and Mrs. G. W. Mixter, 1 wheel chair "In Memory of Wm. H. Chaffee"
Mohr's Bakery, 1 large cake for Thanksgiving
Dr. Cicero Moore, 1 picture "The Trail" in memory of his father
Dr. D. C. Y. Moore, 1 window ventilator, 1 hushaphone for office, 1 metal syringe and solution basin, 1 luer bone rongeur, 1 periosteal elevator, 1 gallbladder trochar, 2 pkg. Bard Parker knives, 1 Bard Parker knife handle, 2 doze blades, 1 Brown's tonsil snare, 1 long tissue forceps, 1 Mayo vessel clamp; 1 Moore's gallbladder scoop, 4 Deaver's retractors, 1 Roosevelt stomach clamp, 2 luer tracheotomy tubes, 1 Bainbridge spinal anaesthesia syringe, auroscope and opthalmoscope
Mother's Club, 1 Broadhead's obstetrical table, complete with mattress, intubation set with case
Mr. Peck, $5.00
Pine Tree Club, Health panels
Mrs. Ralph G. Pinney, 1 boudoir pillowcase for Pinney room, 1 plum puddir for Thanksgiving; Mrs. Pinney served tea on the sunporch once during the summer, for the nurses
Rebekah Sewing Society, "Daily Census" Board
Mrs. Edward Reymander, 1 infant's lace bonnet, 1 Italian embroidered centerpiece
Mr. W. W. Robertson, generous contributions of Bon Ami
Salvation Army Band, Music
Dr. Thomas G. Sloan, 40 victrola records, 5 doctor's coats
Mrs. Flora Stanley, 1 music box
Mrs. Joseph N. Viot, 1 Colonial mirror for doctor's dressing room, 1 tapestry table scarf for Board room, lemonade set of pitcher and 12 glasses, 1 picture
Mrs. Francis H. Whiton, 1 “anatomical” chart, 1 portrait of Dr. Francis H. Whiton, 1 engraving “First Meeting of the Medical Society in London, 1773,” 4 photographs in color of noted men; 1 statue of John Rogers’ “Fetching the Doctor” in plaster
Mr. C. H. Wickham, 1 Royal typewriter
North Methodist Church, Rev. E. A. Blake, Easter cards for patients
W. C. T. U., 1 wheel chair

Anonymous Gifts

Many anonymous gifts of magazines, books, flowers, and other material things, as well as gifts of time, knowledge, and personal service for the comfort and welfare of patients and workers are acknowledged at this time to the host of nameless donors who have contributed to the Hospital.

It is difficult to put into words an appreciation of what so many people do for us, but we do wish to express our appreciation to such donors in this formal way, as we always try to do informally at the time.

Special Contributions for the Emergency Admitting Room

<table>
<thead>
<tr>
<th>Donors</th>
<th>Total Amount</th>
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<tr>
<td>Miss Helen Chapman</td>
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<tr>
<td>Mr. Horace B. Cheney</td>
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<td>Miss Mary Cheney</td>
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<td>Mr. W. S. Coburn</td>
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<td>Mrs. E. C. Stanley</td>
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$854.45

Mrs. Maytie Case Crowell
Mrs. Katherine Farley
Mrs. H. R. Sharpe
Mrs. E. L. G. Hohenthal, Sr

Special Contributions for Christmas
(1922-1923-1924)

4 Christmas trees, holly and mistletoe
Get-together Club, Cheney Bros.
Second Congregational Church, Primary Department
Mr. Charles R. Turner (2 trees and mistletoe)
Park Hill Flower Shop (holly)

153 Christmas wreaths

<table>
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<tr>
<th>Donors</th>
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<tr>
<td>Mr. George M. Buck</td>
<td>Mohr's Bakery</td>
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<tr>
<td>Miss Mary Cheney</td>
<td>Patterson's Market</td>
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<tr>
<td>Clegg &amp; Matchett</td>
<td>Pinehurst Grocery</td>
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<tr>
<td>Mr. Stewart Dillon</td>
<td>Reymander Brothers</td>
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<td>Donahue &amp; Johnson</td>
<td>Taylor's Market</td>
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<td>Garrone Brothers</td>
<td>Tryon's Grocery</td>
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<tr>
<td>Juul &amp; Smith</td>
<td>Mr. Chas R. Turner</td>
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<tr>
<td>Manchester Dairy Ice Cream Co.</td>
<td>Mr. A. R. Woodbridge</td>
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<td>Manchester Public Market</td>
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Candy, fruit, nuts and cigars

For nurses—
Mrs. I. P. Campbell, 1 lb. ribbon candy, 1 lb. chocolates
Dr. G. A. F. Lundberg, 2—5 lb. box chocolates
Dr. Thomas H. Weldon, 1—5 lb. box chocolates

For patients—
Mr. and Mrs. W. S. Coburn, mixed fruit, candy and nuts
Mr. Stewart Dillon, 1—5 lb. box chocolates
Mr. Wm. S. Hyde, 2—5 lb. boxes chocolates, 1 box cigars
Tucker & Goodwin, Inc., 2 5—lb. boxes chocolates

Miscellaneous
Electric lights for Nurses' Home Christmas tree, furnished by Dr. D. C. Y. Moore
3 turkeys, Miss Mary Cheney
By special courtesy of Mr. W. F. Barstow, we were given the use of a radiola superheterodyne, for the 1924 Christmas holidays

Special to the Christmas Fund

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Board of Trustees</th>
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<tr>
<td>1922</td>
<td>$154.00</td>
<td>Mr. and Mrs. L. W. Case, Misses Helen and Mary Chapman, W. S. Coburn, Mrs. Katherine Farley, Dr. D. C. Y. Moore, Dr. H. R. Sharpe, Mr. and Mrs. Jos. N. Viot, C. H. Wickham</td>
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<tr>
<td>1923</td>
<td>$238.00</td>
<td>Board of Trustees, Dr. N. A. Burr, Mrs. L. W. Case, Misses Helen and Mary Chapman, W. S. Coburn, Mrs. Albert T. Dewey, Mrs. Katherine Farley, Arthur Hultman children, Aaron Johnson, Dr. G. A. F. Lundberg, Dr. D. C. Y. Moore, Dr. A. B. Moran, Mrs. H. R. Sharpe, Charles Tryon, Mrs. J. N. Viot, Dr. S. A. Wallace</td>
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<tr>
<td>1924</td>
<td>$240.00</td>
<td>Board of Trustees, Dr. Howard Boyd, Mrs. L. W. Case, Misses Helen and Mary Chapman, Charles Cheney, Miss Frances Cheney, Frank Cheney, Jr., W. S. Coburn, Mrs. Albert T. Dewey, Kingsley &amp; Smith, Dr. D. C. Y. Moore, Mrs. Nelson Morris, Mrs. Harry R. Sharpe, Mrs. Joseph N. Viot, Dr. S. A. Wallace</td>
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DO YOU CARE?

Do You Care to bring health and happiness to your friends, your community and yourself?
Do You Care to give your children and babes a fair start in life?
Do You Care about Manchester? Do you want to be proud of her Hospital?
Do You Care to play square with the youths who gave their all in the World War for the love of Service?
Do You Care to justify the sacrifice you expected of them?
Do You Care to do the greatest thing God grants mankind?
Do You Care to serve your fellow man?

IF YOU DO

Sign the pledge below. Hand it in the next time you pass the doors of The Manchester Trust Company, or, if more convenient, Mail it.
Give what you can. And remember, the man who can afford to give only a few dollars—AND GIVES THEM—is doing a bigger and worthier thing than the man who can afford to give $100,000 and gives only $1,000.
Will you give all you can?

HOW MUCH?

PLEDGE SLIP

The Manchester Trust Company,
South Manchester, Conn.

As my contribution to the support of THE MANCHESTER MEMORIAL HOSPITAL for the year ending May 3, 1926,

I hereby contribute........................................ Dollars payable one-half not later than June 15, 1925, the balance on or before February 15, 1926.

Amount of Pledge ........................................ Signed ........................................

$...................... Address ........................................