1960s
Children are Admitted
and
The Age of Medicare
1960

January – the infirmary is now considered 90% complete

Three student nurses from New Britain General Hospital School of Nursing receive training in the care of the chronically ill at NBMH.

February - A finance committee is established. This committee will meet monthly.

May 2, 1960 – The 20th Annual Meeting of the incorporators is held. Mr. Johnson notes that the Hospital operated in the red to the sum of $6,580.25 for most of the fiscal year. Occupancy has been low for several months.

May - Conception of New Horizons. A group of young disabled but able-minded individuals create a concept of “adventurous living for the handicapped.” Today that community is New Horizons Village in Unionville.

June – The hospital is beginning to face several challenges:

- The state is transferring patients from NBMH to its three tuberculosis sanatoria that it converted to chronic disease units.
- The potential to lose 15 patients who are members of New Horizon, Inc. They have been offered board and living quarters with many special privileges at the Seaside Convalescent Home in New Haven
- As recommended by the State Hospital Association, the wage scale for nursing staff is increased to $1.90 per hour.
July – The hospital lost $2,500 in the prior month. Only 52 state patients were in-house, although the state had 75 beds allocated.

September – New Horizon members decide to stay at the Hospital until their community home becomes a reality.

The addition on the north side of the original 1941 building is ready for use October 19, 1960. Over the next few months, patients move from the old rooms to the new ones.

In December, the staff weathered a major Storm, but true to the mission, reported to work and took care of the patients.

December – The Hospital is operating in the red. The new infirmary is in working order, and patients have been transferred from Potts I and II and part of the old building into the new. There are 26 empty beds.

1961

January – The Hospital is still operating in the red due to low occupancy – at a loss of $30,519.76. The following ideas for improving the situations were entertained:
• Advertise in Medical Journals
• Have week of open house
• Engage a professional to formulate an action program
• Fill beds rather than raise rates

A Public Relations Committee headed by Mr. Richard Edwards was established. The purpose of this committee was to fill beds.

In February the Hospital suddenly closes down everything but the new wing due to a decline in state-supported patients. The addition had boosted hospital capacity to 215 beds. By terms of the 1950 agreement, the state is expected to supply and finance patients for 175 of those beds. Instead, it supports only 49.
As a result, the total patient population slides to 105. With only half the beds filled, half of NBMH is closed. Several newspaper articles chronicle this situation.

March – The Hospital is operating in the red.

The autopsy room is closed; this work will be done at New Britain General Hospital at a fee of $50.00 per case.

April 16, 1961, Sunday – ‘Coyle’s Folly’ – Pride of New Britain, a two page narrative with pictures appears in The Courant Magazine. An impressive article indeed!
Mr. Joseph Andrews takes part in a discussion panel on Channel 30 to bring the activities of the hospital to the public on television.

May - Miss Olson proposes the idea of a “Day Care Center for chronically ill people.”

Two children are admitted during the fiscal year. Discussions to expand the services are in progress.

June – Still operating in the red. There are 122 patients. Operating expenses and staff wages increase.
The Board is given a proposal for a Dental project to be set up at the Hospital for our patients. On June 29, 1961 the Board approves to establish a job classification for dental hygienist, with a rate of $2.00 per hour.

In July there is a discussion of performing various types of orthopedic, eye, nose and throat surgeries at the Hospital.

1962

In April rates are increased from $12.50 to $13.50

The Thrift Shop opens its new quarters and business is good.

Through public relations efforts, the community is becoming increasingly aware of the services offered at the Hospital.

Miss Olson serves as a member of the Council on Employee Service and Education at the Connecticut Hospital Association.

Although July census was at 151, in September the Hospital is still operating in the red. However, the prospects for the future are bright.

The old operating room is converted to a cast room.

In October the Hospital agrees to develop a fall-out shelter at the Hospital with the Civil Defense Authority of the federal government.

1963

The Board approves establishment of an out-patient service: a day-care program for seniors who are home all day. The daily rate is $7.00,

Bed capacity – 175; in April the census is 170.

In May NBMH becomes the only institution to care for young children who are mentally alert and physically handicapped. The children are admitted without a limit on how long they may stay. A space is designated as “Teen Town,” complete with a dining room, schoolroom, terrace, playground equipped for basketball, bowling and shuffleboard, and an “ice box with healthy snacks.” (This space is the current administrative suite and Board room).

The nursing shortage is a state-wide challenge.

May 6, 1963 – The Annual Report of the Superintendent states that the Hospital is the “Polio and the respiratory center of Connecticut working closely with the National Foundation which furnishes the equipment.”

More schools of nursing are bringing students to NBMH for training.
In September, on behalf of The Joint Commission on Accreditation of Hospitals (JCAH), Dr. Fromm makes an inspection of the Hospital and appears pleased with what he sees.

The hospital receives official notification from JCAH: Accreditation is granted for one year with recommendations for improvement.

October, Teen Town becomes a reality. The New Britain Herald proudly announces its opening.

In November room rates are increased to $14.00 per day.

1964

In January Mr. Johnson reports that that Hospital is still operating at a loss due to unexpected emergencies: a break in the insulation of steam-pipe lining, snow plowing, and setting up Teen Town.
In March, still operating at a loss. Despite fiscal challenges, the hospital is making operational improvements.

University of Connecticut “trainees” come to NBMH for experience in the care of the chronically ill.

The Hospital is admitted to the “Greater Hartford Hospital Council.”

In April Teen Town admits newborn babies. A crib is purchased for the amount of $152.25.

Dr. Katherine C. Ill is appointed to the medical staff.

In July there are between 180 and 185 patients in the Hospital.

The “Annunciator System”, one of the finest overhead paging systems in the state, is installed. Plans are in place to install the “Motorola Radio Communication and Electronic System” to be used in case of disaster to contact area hospitals and to coordinate plans of relief.

The Board voted to submit its action plan for improvements to the JCAH and to ask for a three year accreditation.

In September five baby cribs are purchased.

December 1, 1964 - Room rates are increased to $15.00 per day.

At the October meeting the Board officially temporarily decreases bed capacity from 215 to 195.

A Hospital brochure is finalized and presented to the Board.

In December the Board authorizes the purchase of a Stryker Frame and oxygen tank.

1964 is a year of fiscal challenges. Many plan improvements are made to bring the building up to code and make numerous emergency repairs. Many patient accounts are written off. The Hospital is doing its best to stay current and provide needed community services. Wage plans are revised and improved to stay competitive and to retain staff.

1965

March – due to many improvements made, the hospital is still operating in the red.

May 3, 1965 - The 25th Annual Meeting of the Incorporators is held.
Miss Olson’s Annual Report states that the Hospital has grown from 35 to 195 beds with an average daily census of 190. Teen Town and the Rainbow Nursery are new additions to the Hospital. The Hospital is on solid ground.

In July 1965 – The purchase of oil for the coming year is contracted from the Hess Oil Company at $3.47 per barrel for No. 4 Oil and $2.57 per barrel for No. 6 Oil. (By 2007, this is the cost per gallon.)

The Board authorizes Mr. McEnvoy to prepare a history of the hospital and a commemorative booklet for the 25th anniversary of the hospital in May 1966.

September - schools continue to seek NBMH as a training site for nurses.

September – Miss Olsen receives a report from the JCAH notifying the Hospital that we were not accredited. They cited 17 recommendations to be addresses before their next visit. Many of the recommendations pertain to Medical Staff improvements. The Board asks that monthly reports be made progress on these improvements.

There is a fire at the Thrift Shop. Clean up takes place and the shop reopens.

October - The Age of Medicare – The Travelers and Aetna Insurance Companies are selected as our tentative agents in connection with this newly enacted law. Miss Olson is authorized to advise these companies of our decision.
December – Numerous plan improvements are needed based on the State Fire Marshals’ recommendations.

The Board receives progress reports on the JCAH recommendations from the Medical Staff. All 17 recommendations have been completed. Miss Olson is authorized to make a written request to the JCAH for survey and, if desirable, to travel to Chicago to address the matter in person with the Joint Commission.

First rehearsal of the Mass Casualty Plan is held.

The teaching program for House Officers at the New Britain General Hospital will commence on December 22.

December ends with the Hospital operating in the black primarily due to the rate increases that went into effect December 1st.

1966

January - The JCAH replies and indicates they will visit the Hospital as soon as survey schedule permits.

Dental Accreditation is discussed.
The Nursery continues to expand as the medical community learns of the services offered to this patient population at the NBH. The Hospital is a pioneer and the first in Connecticut to provide these services. At this time there are 32 boys and girls ranging in age from infants to adolescents. Comprehensive medical, rehabilitation and social services are provided to the children and their families. Teen Town is a happy and thriving place.

A speech therapist is hired as this has become a needed service.

At the March 15th Board meeting Dr. Wise reports that accreditation proceedings continue to be in progress. Medical staff meetings are well attended and productive.

On March 26th Dr. Raymond T. Wise dies suddenly. He was vacationing in the Bahamas.

On April 1, 1966 the Planning Committee meets to fill the position of Medical Director following the untimely death of Dr. Wise. Dr. Katherine C. Ill is appointed as interim Medical Director. Two weeks later, at the April 19th Board meeting, Dr. Ill is appointed as the Medical Director of the Hospital.

May 2nd, the 26th Annual Meeting of the Incorporators – NBH is 25 years old. The Hospital has gone through numerous changes, from its original construction as a TB care facility, to a rest home, to a chronic care hospital with an innovative rehabilitation program. From one building, it is now a three building structure representing the latest thinking in facilities for the independence and self care of patients. Its staff has changed, from a handful of nursing sisters to an interdisciplinary team of doctors, nurses, therapists and aides. Its Board remains unchanged, with seven of the original 12 directors still in office. Medically complex infants, disabled children and adolescents make this their home. Under Miss Olson’s management and clinical leadership the model of “patient centered care” is established. Implementation of the Medicare requirements presented challenges that have been overcome.

Miss Olson’s vision of the future - including an auditorium, a Chapel and a swimming pool - will eventually become a reality. A quote worthy of note in her 1966 Annual Report states “We plan to go forward into the next 25 years with confidence, facing problems as they arise and welcoming new ideas as they emerge.”

In June the medical staff makes a request to the Board to purchase a “respirator for about $500.00.” Dr. Ill, Mrs. Griffin (Director of Nursing), and Mr. Johnson are authorized to make this purchase from the lowest bidder.

A social worker is added to the staff.
July 1, 1966 - Medicare regulations became effective. This vast program of paid medical care provided to patients 65 years of age and older has numerous directives needing interpretation and implementation. Under this program patients have the right to choose their own physicians.

The Dr. Raymond T. Wise Medical Library is officially dedicated in honor of Dr. Wise. It is a busy place with much to offer. (The New Britain Herald, August 25th)

In September a new license has been issued to the Hospital by the State Department of Public Health. The number of patients was increased from 195 to 200. The bed capacity remains in effect until September 2004 when the Hospital opens a satellite in Hartford and adds 28 beds.

Employee health management is introduced. Newly hired employees must have a physical examination prior to hire. Health management policies for current employees are established as well.

October 18, 1966 – The appointment of Katherine C. Ill, M.D. as the Medical Director is official. Her goal is “to offer the physician caring for his total patient the best of psychiatry, psychology, speech and hearing consultations, and occupational therapy, not to mention skilled nursing care, laboratory and radiological diagnostic services.” The Hospital is caring for sicker patients.

November 15, 1966 - Dr. Ill reports that Dr. Edith Brown from the Joint Commission inspected the hospital for accreditation but no decision has been received.

Room rates are increased from $18.00 to $20.00 per day effective December 1, 1966.
December – the Hospital operates at a loss of $10,000 due to no admissions as a result of a salmonella attack among some of the patients.

Miss Olson shares with the Board a letter from the Joint Commission granting the hospital a three year accreditation.

Numerous plant improvements are made.

1967

March – The coffee makers in the kitchen have been in use since 1942 and replacements are needed; Maxwell House is the coffee of choice.

Spring is here. New mowing equipment is discussed and authorized for purchase.

In April the Hospital “at long last is operating in the black.”

Dr. Ill reports that 84 patients are receiving therapy treatments. More doctors are joining the medical staff and medical students from the University of Connecticut School of Medicine are affiliated with the Department of Medicine at NBMH. The “team approach” model is being developed as a model of care delivery.

May 1, 1967 – The 27th Meeting of the Incorporators is held.

Mr. Johnson “was pleased to present his report as it showed that the hospital for the first time in five years was operating in the black”

The Hospital has received much positive publicity in newspapers, television and radio advertisements. A new monthly hospital publication titled “Memo” replaced “The Pioneer.” Like its predecessor it included contributions from the patients.

The Women’s Auxiliary and volunteers continue to make significant contributions to the success of the Hospital and to the well-being of patients.

Miss Olson announces her resignation as Superintendent effective July 1, 1967. She retires after 40 years of nursing, 13 of those years as Superintendent of NBMH. She remains on staff as a planning and development consultant.
With Miss Olson’s resignation, Mr. Johnson is appointed as Administrator effective July 21, 1967 at a salary of $22,500 per year. At the same time the position of Comptroller was eliminated. He was Comptroller of New Britain’s American Hardware Corporation from 1933-1948, and Comptroller of NBMH since 1942.

In June Mr. George Dawiczyk is hired as a full-time Chief Radiological Technologist.

A flagpole is erected in front of the Hospital.

Room rates are increased by $2.00 per day effective November 1, 1967.

Rehabilitation Services attracts important visitors.

- Dr. Lillian Gilbreth is first to visit and is impressed with what she sees at NBMH. Dr. Gilbreth, an efficiency expert, designed work-saving methods for handicapped homemakers. She is the wife and mother in the 1940’s biography “Cheaper by the Dozen”, about raising twelve children in an organized household. Some patients are able to leave the hospital for their own homes. The Memorial provides these patients with home care rehabilitation services through the Berlin Public Health Nursing Services.

- On December 13, 1967 Dr. Howard Rusk of New York University Medical Center, Institute of Rehabilitation Medicine and Mr. Samuel F. Pryor come to visit. In a letter that Dr. Rusk sent to Mr. Johnson he refers to the hospital as a “splendid institution which should set a pattern for the whole country.” Dr. Rusk is considered the pioneer of rehabilitation medicine. He developed techniques to help injured Air Force personnel during World War II.
At the January Board of Directors meeting Dr. Ill proposes a Department of Chronic Pulmonary Care. The Hospital is admitting an increasing number of patients with chronic respiratory disease and area hospitals are anxious to discharge such patients and send them here.

Dr. Roy Sherman, Director of the School of Inhalation Therapy and an anesthesiologist at New Britain General Hospital and a member of the consulting staff at our Hospital, is interested in supervising the service. In addition a full-time qualified Inhalation Therapist is needed.

Dr. Ill also presents a proposal for possible research at the Hospital.

At the February Board meeting “it was voted to table for one month the filling of the application to the Commission on Accreditation of Rehabilitation Committee.” This indicates that discussions were taking place to benchmark with best practices in rehabilitation. CARF was founded in 1966.

Hospital by-laws are changed to include appointments of:
- A General Counsel
- A Joint Conference Committee
- A Nominating Committee
- A Building and Grounds Committee

Other changes reflecting current management and operational trends are made.

Inhalation Therapy Rates are established.

At the March meeting, the Board authorizes the Administrator to apply for an accreditation survey by the Commission on Accreditation of Rehabilitation Facilities at the lowest survey fee possible.

April 1, 1968 – Room rates are increased by $1.00.

May 6 – The 28th Annual Meeting of the Incorporators was held.
- The Hospital is financially sound.
- Average daily census is held at 189.
- More young people are being admitted; a continued decrease in patient age is forecasted.
- A rehabilitation hospital is in full development
Breakdown of patient population:

<table>
<thead>
<tr>
<th>Service</th>
<th>Bed Allocation</th>
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<tbody>
<tr>
<td>Pediatrics</td>
<td>32</td>
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<tr>
<td>Teen Town</td>
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<tr>
<td>New Horizon</td>
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<td>Medicare</td>
<td>38</td>
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<tr>
<td>Intensive Nursing Care</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
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June - the Board recommends a study of an appropriate pension plan for employees. CARF application fee is set at $319.

October 1968 – The Board minutes reflect “that the auditors from the Internal Revenue Department had completed their work and had found everything in order with the exception of one item. The employees of the Hospital are given one meal every day they work, free of charge. The Internal Revenue claim that the yearly cost of that meal should be added to their salary and Social Security should be charged to both employee and hospital. We, therefore, had to pay to the Internal Revenue for the years 1965, 1966, 1967 the sum of $6,002.32 in back taxes and interest.”

Dr. Sanford Harvey is appointed Director of Rehabilitation Services.

December - Room rates are increased by $2.00.

Mr. Johnson discussed our oxygen needs. The Hospital is using nearly 100 cylinders a week. Installation of a tank for liquid oxygen was proposed. Piped oxygen is used in all rooms on Potts I; in six rooms on New Horizon I; and in six rooms on New Horizon II. Pediatrics is also in need of this service. It was proposed and authorized to place copper tubing underground.

Visitors with colds are asked not to visit patients. The influenza vaccine will be available and will be administered to patients and staff.

1969

January - CARF accreditation was not granted because we have not yet been able to secure a medical social worker.

February – The Board approved to have the Hospital join the Association of Rehabilitation Centers Incorporated.

March – The Board members stood in silence in memory of three members:
- Dr. William Watson, original incorporator and director (deceased March 5, 1969),
- Mr. Martin Horowitz, incorporator, and
- Mrs. Nora Ott, honorary member of the Women’s Auxiliary and the Hospital Santa Claus for the past 26 years.

Resolutions to their family members were drawn.
April – The Board again stood in silence, in memory of Miss Ruth Olson, who died on April 15, 1969. A resolution in her honor will also be drawn.

May 1 - Room rate is increased from $25.00 to $27.00 per day.

May 5 – The 29th Annual Meeting of the Incorporators is held.

July - The New Britain Memorial Hospital Retirement Plan prepared by the Travelers Insurance Company is officially signed.

September – the Joint Commission on Accreditation of Hospitals surveyed the Hospital. Mr. Johnson indicates that re-accreditation will be granted.

October – Due to increasing costs of food, services, and wages, room rates are increased by $3.00 to $30.00 per day with an effective date of December 1st.

Dr. Augusta Alba becomes a visiting consultant. Her interest is twofold: in the development of Memorial’s new inhalation (respiratory) therapy department and in New Horizons, which she says provides a model for a young adult ward at Goldwater Memorial Hospital in New York City.